

Creating a Scalable Business: Pushing Past a Plateau in an Ecommerce and Manufacturing Company

Case Study:
Collaboration's Engagement with
InjectorsDirect.com



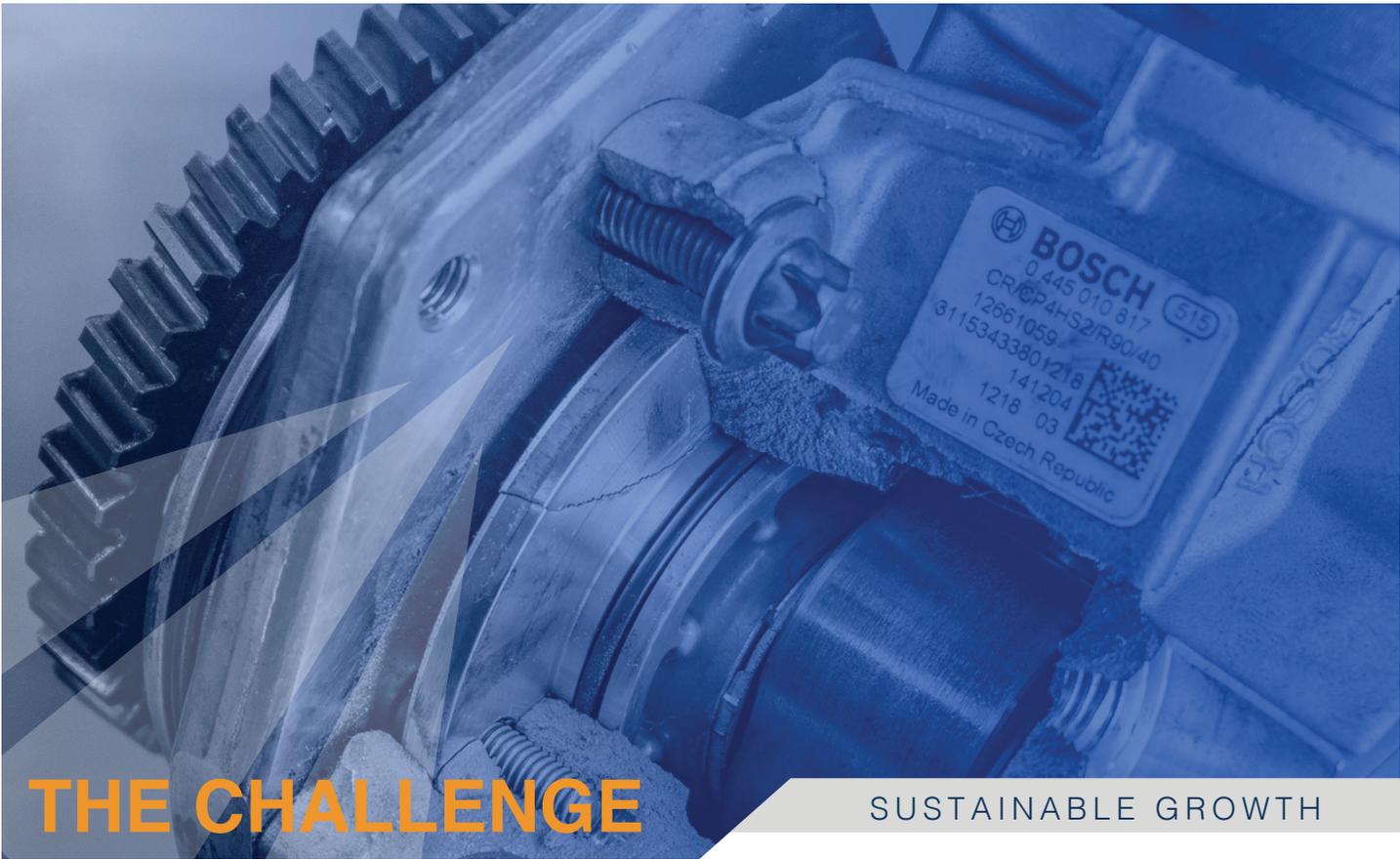


InjectorsDirect.com, an automotive aftermarket supply company, was founded in San Luis Obispo, California in 2009. After having to replace the injectors in an LB7 Duramax, the company leaders realized that there needed to be a better way for diesel pickup owners to get quality fuel injection parts for their trucks at reasonable prices. InjectorsDirect.com offers parts for Duramax, Cummins, and Power Stroke Diesel engines. Their expert technicians are trained to test and service all the products the company offers.

The automotive aftermarket in the United States generates approximately \$287 billion annually — and it is continually growing at a rate of 3.6% each year.¹ Many of these parts and accessories are sold online vs. brick-and-mortar locations. Consumers seeking aftermarket parts do so to ensure their vehicles are running smoothly, while giving them numerous options for where they can get their truck serviced.

InjectorsDirect.com has invested extensively in their state-of-the-art facility and equipment in order to properly clean, test, and calibrate injectors for Duramax, Cummins, and Power Stroke engines. Their new facility opened in February 2018 and was designed from the ground up with efficiency in mind, to meet production needs as well as the needs of their customers. The facility features specialized rooms designed specifically for cleaning, servicing and testing injectors. Their vertical lift modules provide them with efficient automated storage and organization of their extensive inventory that is kept on hand at all times ensuring their ability to provide their customers the parts they need, when they need them.

¹ <https://automotiveaftermarket.org/aftermarket-industry-trends/automotive-aftermarket-size/>



InjectorsDirect.com, led by president Andrew Grow, experienced a period of rapid growth that ultimately resulted in a plateau. Andrew and his team wanted to achieve the next level and develop the necessary business elements to structure and scale the company to prepare for continuous sustainable growth. Leadership particularly wanted to balance the manufacturing side of the company with their eCommerce business to ensure that both sides could grow together as a whole.

Part of this infrastructure meant building up employee relations. Leadership sought to be on the same page as employees so that everyone understood where the company was headed and what needed to be done to get there.

“We wanted to create a roadmap for the future growth of the company, and that started with building a solid foundation.”

*Andrew Grow, President
InjectorsDirect.com*



THE COLLABORATION SOLUTION

PULL BACK & FOCUS

The Collaboration Business Consulting team approached this engagement by focusing on the company as a whole to ensure that each individual part contributed to the company’s overall health and longevity.

- **What’s the ‘Why’?** Before the infrastructure could be built, the ‘Why’ needed to be established. A mission statement and set of core values were created that set the tone for creating a sustainable company.
- **Enhanced Employee Engagement** A growth plan and foundation build won’t be sustainable without employee buy-in. Collaboration created specialized team-building programs to help the leadership team engage with employees — and vice versa.
- **Role Definition** As InjectorsDirect.com grew, so did the responsibilities of each employee. ‘Position Profiles’ were created that defined each role within the company. Each person knew what they had to do on a day-to-day basis, as well as what was needed to achieve their personal next level. Each employee learned of their strengths and how to positively impact the company through their roles.
- **Delegation and Prioritization** Leaders often have trouble delegating — particularly entrepreneurs who are now thrust into an expanded leadership role. Collaboration helped InjectorsDirect.com learn how to delegate, determine which projects to prioritize, and also which employee positions were most urgently needed to ensure they were filled first.

“It’s important for companies to reach that ‘next level’, but it’s even more important to instill sustainable infrastructure that will ensure the company continues to reach the ‘next level’ as they achieve each goal. InjectorsDirect.com has a unique business plan that engages numerous markets; now their business is scalable to ensure its longevity and success.”

- Michael Gunther, Collaboration Business Consulting Founder

“One of the main things Collaboration helped us identify was the need for additional management employees. They gave us the tools to find the right person for the job, and also to come to terms with the fact that we couldn’t do everything we wanted to without more help and being open to handing off responsibilities.”

Andrew Grow, President
InjectorsDirect.com



THE RESULTS

MANAGED GROWTH

Since InjectorsDirect.com began their engagement with Collaboration in November 2016, the company experienced an overall sales increase of 68%. Not only did the leadership team learn how to grow into a larger company, but they valued the opportunity to learn from experienced business leaders on how to ensure that growth was sustainable. Andrew learned the value of delegation and was no longer caught up in the day-to-day details that took up too much of his time. Instead, he was able to focus more time and effort on achieving his business' goals.

Learning to delegate is essential to evolving leadership. Entrepreneurs have a tendency to unintentionally 'kill' their business; while they are the creative drive behind their unique product or service, they may lack the knowledge of how to grow and scale their business to ensure its sustainability. The leader begins this journey by understanding themselves by evaluating their strengths and gaps to ultimately determine their role within the growing company. Leaders must shift their thinking in order to scale, and change their perspective from "me" to "we" as they realize that the success of the company no longer rests solely on their decisions or abilities in order to grow.

Andrew was given the expectation to look at things from a different perspective. He learned to identify big picture priorities that were necessary to move the business forward and develop a better direction from start to finish. Ultimately, the business became 'unstuck' and was able to launch into breakthrough performance.

"We accomplished a lot during our six-month engagement with Collaboration. They held us accountable to move things forward, and even accelerated our original timeline of when certain things needed to be done. It was nice to have that extra encouragement."

*Andrew Grow, President
InjectorsDirect.com*