

**EXAMPLE COMPANY
ANDERSON, INDIANA**

**DIAGNOSTIC SURVEY AND
ADJUSTMENT PLAN**

Prepared by
Great Lakes Trade Adjustment Assistance Center
University of Michigan
Ann Arbor, Michigan
March 2015

EXAMPLE COMPANY
DIAGNOSTIC SURVEY AND ADJUSTMENT PLAN
TABLE OF CONTENTS

I. INFORMATION SUMMARY PAGE..... 1

II. INDUSTRY OVERVIEW 2

 A. RELEVANT INDUSTRY SECTOR 2

 B. LEGAL, TRADE, AND OTHER ISSUES..... 5

 C. IMPORT EFFECT SUMMARY 6

III. FIRM INFORMATION 7

 A. CURRENT STATUS 7

 1. *Firm Profile*..... 7

 2. *Changes Since Certification*..... 7

 3. *Management Review* 7

 4. *Financial Review*..... 8

 5. *Marketing/Sales Review* 9

 6. *Manufacturing Review* 10

 7. *Support Systems* 13

 B. ANALYSIS OF STRENGTHS, WEAKNESSES, AND SOLUTIONS 15

 C. RECOVERY PLAN..... 16

 1. *Strategy* 16

 2. *Plan of Action/Milestones*..... 18

 3. *Use of Own Resources*..... 19

 4. *Interest of Employees* 19

IV. EXHIBITS 20

 A. FINANCIAL STATEMENTS THRU 8/31/2014 AND RATIO COMPARISONS..... 20

 1. *Balance Sheet* 20

 2. *Income Statement* 21

 3. *Ratio Comparisons*..... 22

 4. *Balance Sheet and Income Statement Comparisons to RMA*..... 23

 B. INTERIM FINANCIAL STATEMENTS AS OF 12/31/2014 24

APPENDICES 26

 A. SCOPES OF WORK..... 26

 B. BIOGRAPHIES 30

2. Plan of Action/Milestones

<u>TAA Cost Estimate</u>	<u>Major Milestone or Indicator</u>	<u>Timeline</u>	
		<u>Start</u>	<u>Complete</u>
<u>MARKETING / SALES</u>			
Internal	<ul style="list-style-type: none"> • Relieve personnel to focus on sales (see manufacturing, IE/ME support) 	Immediately	Ongoing
Internal	<ul style="list-style-type: none"> • Develop a quoting process independent of tribal knowledge 	3 months	14 months
\$35,000	<ul style="list-style-type: none"> • Market research and development 	4 months	14 months
\$5,000	<ul style="list-style-type: none"> • Media development 	2 weeks	12 months
\$10,000	<ul style="list-style-type: none"> • Sales force development 	6 months	18 months
<u>MANUFACTURING</u>			
\$10,000	<ul style="list-style-type: none"> • IE/ME support 	6 months	24 months
\$5,000	<ul style="list-style-type: none"> • Quality certification 	12 months	24 months
\$25,000	<ul style="list-style-type: none"> • Enterprise wide efficiency improvements 	24 months	36 months
<u>MANAGEMENT</u>			
\$15,000	<ul style="list-style-type: none"> • Management training 	Immediately	Ongoing
Internal	<ul style="list-style-type: none"> • Succession planning 	9 months	Ongoing
<u>FINANCE</u>			
Internal	<ul style="list-style-type: none"> • Investigate a larger sales and marketing investment 	Immediately	1 month
	<ul style="list-style-type: none"> • Cost accounting, cash management, and budget training 	Underway	Ongoing
<u>SUPPORT SYSTEMS</u>			
\$45,000	<ul style="list-style-type: none"> • Software and system training and implementation (i.e. MasterCam) 	3 months	18 months
<u>TOTAL TECHNICAL ASSISTANCE – \$150,000</u>			