

[REDACTED]
manufacturers of fine architectural casework & millwork

[REDACTED]
*George S. May International Company
303 S. Northwest Highway
Park Ridge, Ill. 60069-4225*

To Management Services,

This letter is an acknowledgement of my company's outstanding issues and the equally outstanding remedies that were provided by the George S. May Company.

As a company owner faced with serious growth management and profitability issues, I some months earlier realized that my current level of experience in running a business of this size was not living up to my expectations of profits and success. I had strongly considered getting additional schooling in business and financial management to correct conditions I was wrestling with. However with the commitment of time and energies I was currently expending, it soon became apparent that managing both business and additional schooling would be impractical, especially since something had to be done immediately to reverse the trend we were experiencing.

To say the least, the last two weeks have been extremely informative and equally challenging, completely changing long held concepts as to management structure and estimating formats that simply weren't working; old structures that created too much cost in production and installation department, and inadequate flow of information from the job estimate form to the project manager.

I was provided with tools and procedures to restructure virtually every department of my company, to streamline departments by consolidating duties, in cutting wasted time and rework and excessive overtime and creating job costing/estimating program coupled with how to accurately determine breakeven, budgeting individual and total burden rates and to building profit as the primary component of, and not a 'luckly leftover' of job estimating.

Finally, your field staff, led by [REDACTED] proved extremely knowledgeable and very professional in working out and teaching a custom program tailored to help us to implement these procedures. I can say that his two weeks of intensive business restructure has been the single most important business decision I have made to date and will look forward to implement every procedure outline by your company.

Sincerely,

[REDACTED]

[REDACTED]