



**SUPERIOR
CABINETS, AN
OVERNIGHT
SUCCESS
DECADES IN
THE MAKING**

ABOUT SUPERIOR...



ABOUT ME...





TODAY'S TALK:

- WHAT HAPPENED**
- TRANSFORMATION**
- 8 KEY LESSONS**

IT WAS ALL A DREAM



THE DREAM STARTED TO TAKE SHAPE



2004 CHANGED EVERYTHING





LINDA STEPS IN AS CEO



2004-2007

**RAPID
GROWTH,**

**LOSS OF
CONTROL**



**IN 2008
A NEW
LEADERSHIP
TEAM WAS
HIRED**



2008 GLOBAL RECESSION

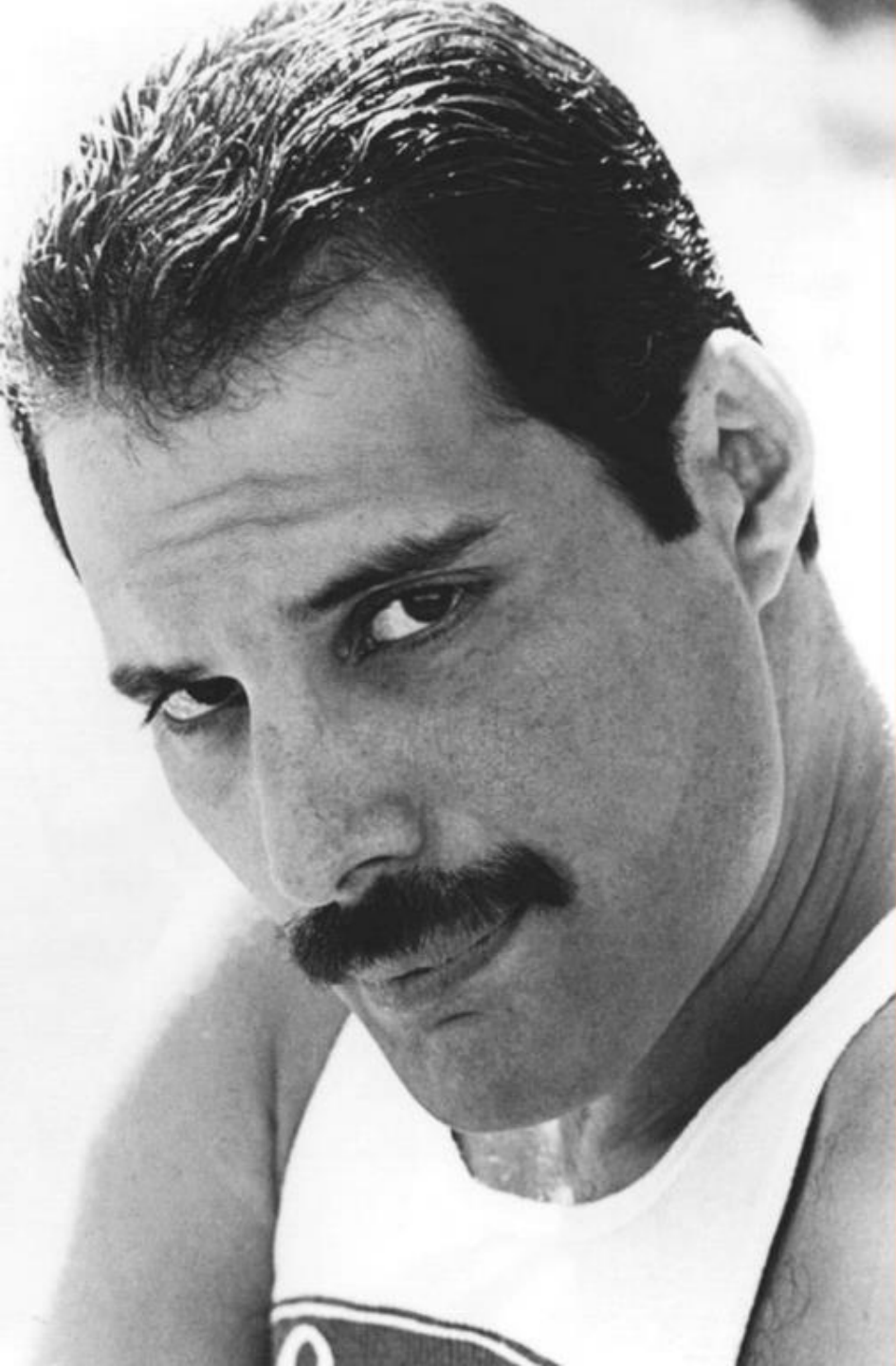
SALES DROPPED FROM
\$45M TO \$32M IN 8 MONTHS



IS THIS THE REAL
LIFE?

IS THIS JUST
FANTASY?

CAUGHT IN A
LANDSLIDE, NO
ESCAPE FROM
REALITY,



I'M JUST A POOR
BOY...

FAMILY BUSINESS



IF YOU BUILD IT, THEY WILL
COME...





NO CASH FLOW

A photograph of a kitchen with white cabinetry and a window with blinds. A large red semi-transparent rectangle is overlaid on the center of the image, containing white text. The text is arranged in three lines, centered horizontally. The background shows kitchen cabinets, a countertop with a glass vase, and a window with white blinds.

LEAKING MONEY

UNHAPPY CUSTOMERS

TOO MUCH OVERHEAD



IS ANYTHING GOING WELL?



**YOUR
VALUATION
IS ZERO
AND
FOR THAT
REASON I'M
OUT**

**BRAND
NEW
LOW**

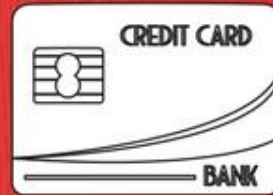




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SUPERIOR
CABINETS

GREW TOO FAST

NO STRATEGY

TOO MUCH DEBT





**NEVER LET A
GOOD RECESSION
GO TO WASTE**



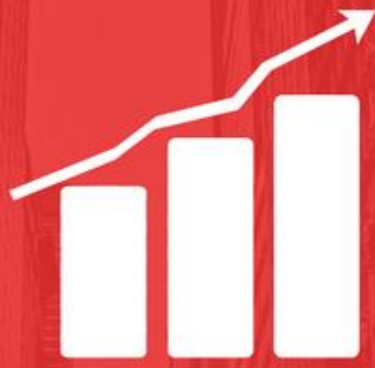
**WE HAD TO MAKE SOME TOUGH
DECISIONS**

A grayscale photograph of a two-story house with a gabled roof, a front porch, and a two-car garage. A bright red horizontal banner is superimposed over the middle of the house. The banner contains the text "START WITH YOUR CUSTOMER" in white, bold, uppercase letters. The house has light-colored siding, dark shutters, and a dark front door. The garage door is white with a row of small windows. The house is set on a lawn with some shrubs in front and a concrete driveway leading to the garage. The sky is overcast with clouds.

START WITH YOUR CUSTOMER



EXPERIENCE



EXPANSION



SCALE





**WE COMPLETELY
TRANSFORMED
THE BUSINESS**



**SOME OF THE
IMPACT
OF OUR
TRANSFORMATION**



5 WEEK LEAD TIME



10% OPERATING PROFIT



WARRANTY AND REWORK COST REDUCTION



17 SYSTEMS INTO 4



DOING MORE WITH LESS



NO MORE PRICE INCREASES





INCREASED MARKET SHARE

A person wearing a red hoodie and safety glasses is seen from behind, looking at a large control room dashboard. The dashboard consists of several vertical panels, each labeled 'DAY #1' through 'DAY #4'. Each panel displays various data, including bar charts and text. The person is holding a tablet or clipboard. The background is a blurred industrial setting.

**OUR
MANUFACTURING PLANT
IS OUR COMPETITIVE
ADVANTAGE**



2 DAYS > 30 DAYS

804 029	467
1 296 731	1 005
1 859 317	1 620
2 499 808	2 324
3 227 076	3 124
4 050 935	4 033
R 28 331	5 063
	R 35

Start at monthly
Can we do this



AND WE WERE REWARDED

2013 ABEX AWARD FOR
INNOVATION - FUSION FINISHES

2014 BDC ENTREPRENEURIAL
RESILIENCY AWARD

2015 CANADIAN
MANUFACTURING & EXPORTERS
(CME) SASKATCHEWAN
"MANUFACTURER OF THE YEAR"

2017 WINNER BEST OF KBIS
PEOPLE'S CHOICE AWARD -
FUSION FINISHES



8 KEY LESSONS

A large, semi-transparent red rectangle is centered on the page, covering most of the background. The background is a black and white photograph of a window with a grid pattern. The word "TRANSPARENCY" is written in a bold, white, sans-serif font across the middle of the red rectangle.

TRANSPARENCY

A stack of cut logs is shown from a top-down perspective. The logs are arranged in a somewhat circular pattern, with their ends facing the viewer. The wood grain is clearly visible on the light-colored ends, while the dark bark is on the sides. A large, solid red rectangular box is superimposed over the center of the image, containing white text.

**SORRY, BUT THE
WOOD DOESN'T
MATTER**

A chessboard with a black and white checkered pattern. A large, semi-transparent red rectangle is overlaid on the board. The text "STRATEGY FIRST" is written in white, bold, uppercase letters across the center of the red rectangle. Several chess pieces, including a king, queen, and pawns, are visible on the board, some appearing to be in motion or captured.

STRATEGY FIRST

A black and white photograph of a man in a white dress shirt and a patterned tie. He has a thoughtful expression, with his hand near his chin and a furrowed brow. A large, semi-transparent red rectangle is overlaid on the center of the image, containing white text. The text is arranged in three lines: 'CULTURE ~~EATS~~', 'NEEDS', and 'STRATEGY'.

CULTURE ~~EATS~~
NEEDS
STRATEGY



**EMBRACE
TECHNOLOGY,
BUT BE SURE IT
FITS YOUR
BUSINESS**

The background is a blurred image of a financial data table, likely a stock market ticker or a list of financial metrics. The text is arranged in rows and columns, with some numbers appearing in red and others in white. A large, semi-transparent red rectangle is overlaid on the left and center of the image, containing the main text.

**KNOW YOUR
BUSINESS**



**SUPPLIERS
ARE LIKE
FAMILY**

A grayscale photograph of a diverse group of people in a meeting room. They are gathered around a whiteboard, some with their arms raised in celebration. The whiteboard has some handwritten notes, including "Organize team" and "discuss plans". A large red rectangular overlay is positioned in the center of the image, containing white text.

PEOPLE ARE
YOUR
~~GREATEST~~
ONLY
ASSET

A grayscale photograph of a kitchen interior, featuring a large island with a countertop and a sink. The scene is partially obscured by a large, semi-transparent red rectangular overlay. The text is centered within this red area in a white, bold, sans-serif font. The background shows kitchen cabinets, a window with blinds, and a hanging light fixture.

**"LET YOUR PEOPLE
SHINE..."**

**THEY WILL
CHANGE YOUR
COMPANY"**

A kitchen scene featuring a large red semi-transparent overlay. The overlay contains the text 'FUSION FINISHES' in white, bold, sans-serif font. The background shows kitchen cabinets, a countertop, and a window with blinds. A small potted plant is visible on the countertop to the right.

FUSION FINISHES

DEAN





PEOPLE DRIVEN CHANGE

**CREATING A
CULTURE WITHOUT
STRATEGY IS
IMPOSSIBLE....**

**STRATEGY
WITHOUT CULTURE
CAN'T BE
SUSTAINED....**

**STRATEGY WITH AN
ALIGNED CULTURE
CAN CHANGE THE
WORLD!**



THANK YOU

 **SUPERIOR**
CABINETS

