

Pivot to Profit

HELPING FAMILY BUSINESSES TRANSLATE COMPLEXITY INTO GROWTH.



Trusted Advisory: Mauro Castillo
Location: Supero | Monterrey, México
Client: The Riot | Industry: Furniture Manufacturing

THE CHALLENGE

The Riot was a family-operated maintenance business specializing in woodwork. When the pandemic hit, their core maintenance work stopped abruptly.

In response, the family launched a new manufacturing division producing kitchen and office furniture, later adding a small line of acoustic wood panels. While demand existed, the business lacked strategic focus—multiple product lines competed for time, capital, and attention, and profitability was unclear.

By late 2021, the CEO and his wife knew they were working harder without seeing the financial clarity or growth they needed, especially as their sons' roles and financial needs increased.

MAURO'S ROLE AS TRUSTED ADVISOR

Mauro began by helping the leadership team step back from activity and examine the business through a Profit per X lens—shifting the conversation from revenue volume to economic leverage.

Together, they asked: Which unit of value could we optimize that competitors were not focused on?

The answer was clear: wood panels, the shared raw material across product lines.

By reframing the business around Profit per Panel (gross profit), Mauro guided the team through a disciplined comparison across product families:

- Profitability: Acoustic panels delivered meaningfully higher margins.
- Effort: Lower sales, labor, and administrative complexity.
- Competition: A Blue Ocean market for acoustic panels versus saturated Red Ocean categories in furniture.
- Scalability: With the right machinery, production could become faster.

This shifted decision-making from instinct to insight.

BREAKTHROUGH & OUTCOMES

The Riot invested in a new specialized machine to support scalable acoustic panel production and began disciplined growth using the 7 Attributes of Agile Growth® roadmap.

Key outcomes included:

- Strategic capital investment aligned to profit, not volume
- Implementation of a stronger ERP to support e-commerce, forecasting, and cash control
- Standardization of company procedures
- Automation across design, production, and sales
- Leadership and development plans
- Introduction of communication rhythms, KPIs, and priority-setting

The business moved from reactive expansion to focused, and scalable growth.

REFLECTION

This engagement was meaningful because a simple Gravitas lever—Profit per X—cut through the noise and gave the owners a clear, measurable way to make strategic trade-offs with confidence.

