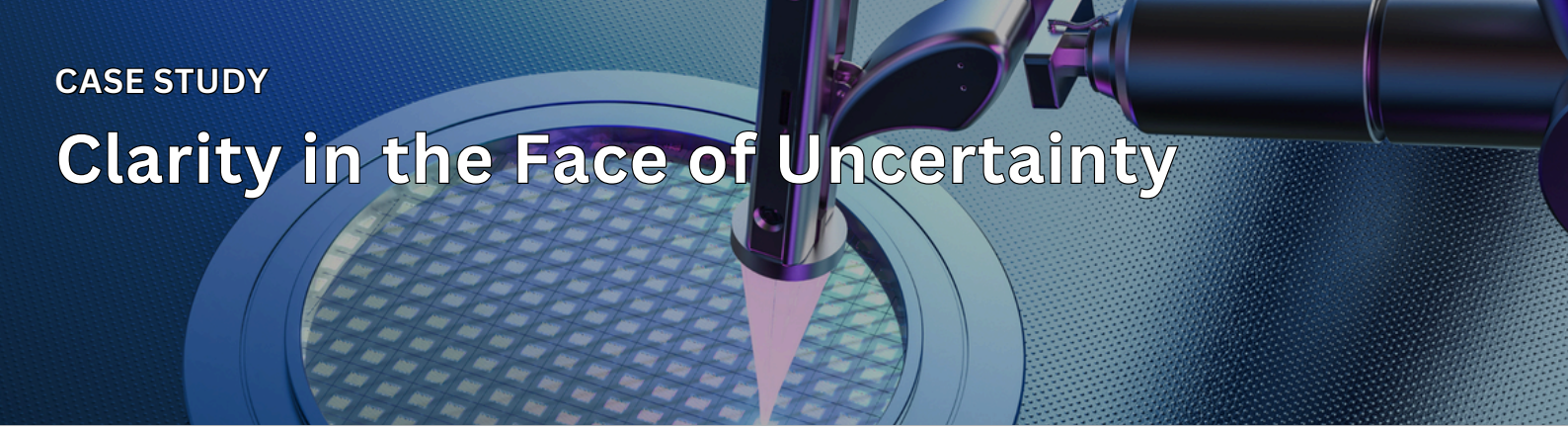

CASE STUDY

Clarity in the Face of Uncertainty

How a precision valve manufacturer defined a 5-year growth strategy and aligned its leadership around a shared path to an ambitious target annual revenue vision.

THE CLIENT

A manufacturer at the crossroads

Our client is a US-based mid-sized manufacturer of precision industrial valves, supplying a broad range of industrial applications across domestic and global markets. Privately held and operationally sound, the company had built a strong technical reputation over decades. But by the time they engaged Navikenz, the business was standing at an inflection point.

New leadership had recently stepped into key roles. Markets were shifting. And the macroeconomic environment — OECD projecting just 3.1% global growth in 2025, WTI crude hovering near $61 per barrel, geopolitical tensions reshaping trade flows, and tariff-related supply chain disruptions accumulating — had made standing still an expensive option. The company needed direction. And it needed it fast.

THE CHALLENGE

No map. No compass. A team pointing different directions. The leadership team faced three intertwined pressures, each compounding the others.

- **A strategy gap**

There was no defined 3–5 year growth roadmap.

- **A leadership alignment problem**

The team brought together leaders with meaningfully different views on growth ambition, risk appetite, and which bets to place first.

- **An environment that punished delay**

Macro forces were not waiting for internal consensus. Tariff exposure was real. Supply chain concentration was a live risk. Competitive pressure in core markets was intensifying. The cost of continued ambiguity was rising by the quarter.

OUR APPROACH

Navikenz designed and facilitated a structured strategic visioning engagement — one built around listening before prescribing. We entered with hypotheses but anchored every recommendation in evidence gathered directly from the leadership team and from external market intelligence. The engagement ran across three integrated phases.

- Phase 1: Discovery and Diagnosis
- Phase 2: External Context and Strategic Options
- Phase 3: Initiative Definition and Governance Design

OUTCOMES

- From ambiguity to a board-ready growth plan.
- Three growth pathways with explicit trade-offs
- Six initiatives with immediate traction
- A governance architecture built for sustained execution

WHY IT WORKED

Three things made the difference

- **First, we started with the leadership team, not with a framework.** The diagnostic phase surfaced real differences in perspective and risk appetite before any strategic options were presented.
- **Second, we held the tension between ambition and realism.** The three growth pathways were not variations on a single slide — they were architecturally distinct commitments, each with its own resource requirements, risk profile, and organizational implications.
- **Third, the engagement was designed to end.** Every output was structured to be owned and operated by the client team after Navikenz stepped back. The strategy, the initiatives, the governance cadence — none of it required us to stay in the room for it to work.

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