

2022 Yearly Planning

Q2 2022

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June

- Theme: Bricklaying
- Inflation Risks and Opportunities

Challenges, Wins and Key Learnings

Source: [Monthly Reviews](#): 🟡 Challenges 🟢 Wins 🟡 Key Learnings.

- Challenges
- Moving items from Test to PO (re: Conti dar de Alta)
 - Inflation and economic risks creating uncertainty
 - Ensuring execution of strategy (do we have the right tools, are we lacking focus, are we trying to do too much)?
 - Logistics Issues and supply chain constraints
 - Delivery times from our providers increasing
 - Fewer raw material providers (carbide blanks)
 - Client urgencies
 - Disappearing Engineers (e.g., BorgWarner, Kostal, Valeo, BRP, GE Toshiba)
 - Still have covid restrictions

- Wins
- New Dialogues Open
 - New contact with Viper
 - Return to positive cash flow
 - Production of jinte blanks
 - Renewed dialog with existing clients
 - Tremec
 - PSMI
 - Tambormex
 - AAM
 - Mapremex
 - Successful tests
 - Eaton
 - Bosch (Massive test copper electrodes)
 - Continental (full run test on the Kennametal regrinds)
 - New Purchase Orders
 - Eaton
 - Closed AAM 2021 invoices (approximately \$11,000 USD)
 - Rehire of Miguel Medina in production

- Key Learnings
- Need to have multiple providers to reduce logistics and supply chain issues
 - Broken inserts do not necessarily mean problems with the inserts
 - Need for constant prospecting for new clients along with strong customer service for existing customers
 - Sierra prices need to be adjusted more often, according to inflation and our supplier increases
 - Focus is key in execution

Month 2022	🟡 Challenges	🟢 Wins	🟡 Key Learnings	June
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- Moving items from Test to PO (re: Conti dar de Alta)
- Inflation and economic risks creating uncertainty
- Ensuring execution of strategy (do we have the right tools, are we lacking focus, are we trying to do too much)?
- Logistics Issues and supply chain constraints
- Delivery times from our providers increasing
- Fewer raw material providers (carbide blanks)
- Client urgencies
- Disappearing Engineers (e.g., BorgWarner, Kostal, Valeo, BRP, GE Toshiba)
- Still have covid restrictions
- New Dialogues Open
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- New Purchase Orders
- Eaton
- Closed AAM 2021 Invoices (approximately \$11,000 USD)
- Rehire of Miguel Medina in production
- Need to have multiple providers to reduce logistics and supply chain issues
- Broken inserts do not necessarily mean problems with the inserts
- Need for constant prospecting for new clients along with strong customer service for existing customers
- Sierra prices need to be adjusted more often, according to inflation and our supplier increases
- Focus is key in execution

June and Q2 Review and July and Q3 Planning Agenda

[Shannon Marie Martin](#)

Administrative Area KPI Table																																																						
Goal	January 2022	February 2022	March 2022	April 2022	May 2022	June 2022	Employee Satisfaction		9.4				Client Days to Pay	78	52	53	61	51	62	Base OPEX (MXN)	\$751,955.06	\$583,964.04	\$549,650.31	\$504,141.21	\$421,833.00	\$472,140.00	Company Profit	-139.10%	-20.80%	35.3%	22.6%	41.2%	15.8%	Asset to Liability Ratio	1.5	1.4	1.6	2.7	2.5	2.4	Cash Reserves: Expense Ratio	2.59	2.56	2	2.01	2.64	2.2	Free Cash Flow (MXN)	-\$106,128.47	-\$256,570.81	-\$297,317.76	-\$81,404.26	\$368,249.99	\$331,535.00

- Administrative Area KPI Summary
- Employees overall seem happy at Sierra (9.4) - This has not been redone since inception.
 - For Q1, clients' days to pay were reduced from 78 in January to 52 in February to 53 in March, In Q2, the days to pay went from 61 in April, to 51 in May, to 62 in June. The variation is likely due to more invoices of clients who have 60 or more days to pay. The reduction in may was likely due to re-invoicing Mapremex.
 - Month over month, base OPEX costs were decreasing in Q1 from 752k mxn in January, to 584k in February, to 550k in March. In Q2, April base opex was 504k mxn, reduced to \$421,833 in May, and increased to \$472,140 in June. The drop month over month was due to reducing costs, such as subscriptions and some "unnecessary purchases" were stopped or decreased and purchases were kept to a minimum. The increase in June was due to hiring Miguel Medina and increasing Ulises back to his regular salary, as well as a couple unplanned expenses such as equipping another machine with plumbing and a new motor.
 - Company net profit in Q1 went from -139.10% in January to -20.80% in February to 35.3% in March. In Q2, company net profit went from 22.6% in April to 41.2% in May to 15.8% in June. The increase in profit is due to reduced spending and increased revenue.. The profit decrease in June was due to increased up front raw material costs (jinte for LXHX and Kelite for Tambormex).
 - In Q1, the asset to liability ratio was 1.5 in January to 1.4 in February to 1.6 in March. In Q2, the asset to liability ratio started at 2.7 in April, 2.5 in May, and 2.6 in June. The changes in the 2nd quarter are likely due to less expenses and more sales and client deposits.
 - The Cash Reserves to Expense Ratio, a new category, started Q1 at 2.59 in January, to 2.56 in February, to 2 in March. In Q2, the ratio increased to 2.01 in April, 2.54 in May, and 2.2 in June. Ideally, we should have at least 3 months' cash reserves saved in the bank, with a preference being 6 months. This will ensure we have sufficient cash for long term investments and any external shocks.
 - Free cash flow in Q1 started at -106,128.47 in January to -256,570.81 in February to -297,317.76 in March. In Q2, free cash flow started at -81,404.26 in April, increased to 368,249.99 in May and reduced a little to 331,535 in June. The free cash flow was really low in Q1 due to few sales and client payments. With cost reduction, careful planning, increased sales and client payments, the cash flow turned positive and if we continue at this rate, we should replace the 2 million peso loss from last year within 8 months.

Administrative Area OKR Table

	April 2022	May 2022	June 2022	Increase Examen de Conocimiento Básico/Basic Cutting Tool Exam average score from 53% to 80%.	53					Have identified and fully written 80% of critical company Policies and Processes.	0%	20%	72%	Have identified and fully built out 100% of critical company reports.	0%	20%	70%
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- Administrative Area OKR Summary
- Our employees did not do as well as we had hoped with the basic cutting tool test, with an overall average of 53%. This score has not changed as we have not done much advancement in the project. Cutting tool basics classes will be developed so that the team can be certain they will increase their scores and with the download and documentation of Mike's knowledge, we should do better the next quarter.
 - As of the end of April, the critical policies and procedures had not yet been completely identified and while there are several policies and procedures within Notion and Google, they had not yet been identified and updated and/or written, which is why the level shows 0%. In May, we advanced a little, with 20% done, but at that point, even though assignments were made, we had not advanced as much as I would have liked. By June, we completed 72% of the process and policy documents and 70% of the company reports.

[Isaac Angles León](#)

Operations Area KPI Table																																																
	January 2022	February 2022	March 2022	April 2022	May 2022	June 2022	Monthly Defects	12.97%	15.99%	14.44%	10.00%	12.50%	12.42%	Inventory Turnover	0.81%	0.80%	0.87%	0.86%	0.88%	0.87%	Machine Uptime	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Productivity	19	29	30	30	32	28	Shop Rate (USD)	\$22.12	\$15.29	\$19.24	\$15.21	\$26.33	\$29.84	Work Order Deviation	44.02%	59.85%	38.93%	56.79%	76.00%	48.74%

- Operations Area KPI Summary
- In Q1, the Monthly Defects level went from 12.97% in January to 15.99 % in February to 14.44% in March. In Q2, starting in April the defect level went from 10% in April to 12.5% in May to 12.42% in June.. The defect rate remains fairly high mostly due to regrinds that do not pass Quality but that we do not notice are defective from the beginning or become defective during the regrind process. We will likely separate defects into 2 categories - New and Regrind, to review each defect level separately.
 - The Inventory Turnover rate in Q1 started improving month over month from 0.81 in January to 0.80 in February to 0.87 in March. In Q2, the inventory turnover stayed fairly constant with 0.86 in April to 0.92 in May to 0.87 in June. It is likely due to the fact that we do not maintain safety stock and client consumption has increased.
 - Machine Uptime has maintained 100% throughout the months.
 - In Q1, the Productivity level started at 19 PPPD in January, increased to 29 in February, and increased again to 30 in March. In Q2, productivity PPPD remained stable in April, increased to 32 in May, and then reduced slightly to 31 in June. The variation in productivity levels may be attributed to complexity of items manufactured. The drop in January was likely due to lower motivation and lack of monitoring production levels.
 - The shop rate in Q1 started at \$22.12 in January, reduced to \$15.29 in February, increased to \$19.24 in March. In Q2, the shop rate decreased to \$15.21, increased to \$26.33 in May, and increased again to \$29.84 in June. The rate seems to be varying due to increased costs in prepaid raw material from Asia as well as adding one more person to production. The general expenses have been pretty steady during Q2 and declined dramatically starting in February of Q1. Additionally, in Q2 we experienced a "robbery" of just shy of \$2000 USD worth of material sent to Mapremex, which caused a loss in revenue and an increase in expenses.
 - In Q1, Work Order Deviation started at 44.02% in January, increased to 59.85% in February, decreased to 38.93% in March. In Q2, the deviation increased again to 56.79% in April, 76% in May, and reduced to 48.74% in June. The variation is likely caused by new manufacturing orders, which we had not produced in the past or which have been modified, hence not being accurate in the time it would take to pass each step. We need to review our sequence times to ensure that they are more accurate.

[Ulises Nolacea Moreno](#)

Revenue Area KPI Table																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
	January 2022	February 2022	March 2022	April 2022	May 2022	June 2022	Average Tool Price (USD)	\$14.41	\$18.11	\$19.36	\$36.39	\$26.47	\$26.82	Client NPS						Customer SLA	74.12%	88.37%	100.00%	100.00%	100.00%	100.00%	Monthly Sales (MXN)	\$333,437.25	\$1,094,851.19	\$1,401,785.21	\$1,098,981.57	\$1,708,298.91	\$1,507,783.72	Average Deal Size (USD)	\$1,551.70	\$1,484.90	\$1,430.00	\$1,390.00	\$1,340.00	\$2,140.00	Win/Loss Ratio	13.54%	11.97%	20.55%	20.00%	21.69%	21.00%																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
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- Revenue Area KPI Summary
- Average Tool Price in Q1 was \$14.41 in January, \$18.11 in February, \$19.36 in March. In Q2, the average tool price in April was \$36.39, \$26.47 in May, and \$26.82 in June. The low tool price in Q1 was because there were few orders of tools over \$20 each. However, the average tool price is headed in the right direction in Q2.
 - Client NPS score is at 0 because it has not yet been sent to clients. It needs to be prepared and presented to clients this month.
 - Customer SLA scores started at 74.12% successful tickets in Q1 in January, increased to 88.37% in February, and 100% in March. In Q2, the success rate was 100% for April, May, and June. This is likely due to increased monitoring and assignment of helpdesk tickets.
 - Q1 monthly sales started at \$333,437.25 pesos in January, rose to \$1,094,851.19 pesos in February, and rose again to \$1,401,785.21 pesos in March. Q2 monthly sales went down a bit to \$1,098,981.91 pesos in April, rose to \$1,706,298.91 pesos for May, and dropped a little to \$1,507,783.72 in June. Q1 started off slow, mostly due to no new orders from PSMi. However, there was an increase in both PSMi orders and other client orders (Eaton, GWS), which caused the increase in sales. We will need to push harder with prospecting and sales calls to increase revenue again and start growing past baselines.
 - Average Deal Size in Q1 was \$1,552 in January, down to \$1,485 in February, down again to \$1,430 in March. Q2 dropped again to \$1,390 in April, \$1,390 in May, and increased to \$2,140 in June. The decrease demonstrates that we need to have more Tier 1 and 2 type clients in the sales funnel and we need to start closing more open opportunities with higher values.
 - The Win/Loss Ratio in Q1 started at 13.54% in January, dropped to 11.97% in February, and increased to 20.55% in March. There was a slight decrease to 20% in April, an increase to 21.69% in May, and another decrease to 21% in June. The drop and subsequent increase was due to cleaning up the Sales Funnel as well as winning several GWS RFQ bids and a couple Eaton opportunities.

Revenue Area OKR Table

	April 2022	May 2022	June 2022		Grow non-PSMI revenue from a Q1 2022 Monthly Average of \$13,000 USD to a Q2 2022 Monthly Average of \$20,000 USD	\$19,731	\$22,070	\$27,688	Increase North American partners from 1 to 5.	1	1	1	Onboard 6 distributors in Centro, Moretto, and Norte that fit our Client Profile.	0	0	1	Increase electrode clients from 1 to 3	1	1	1	Shorten sales cycle from 8 months to 4 months.	6	6	6
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Revenue Area OKR Summary

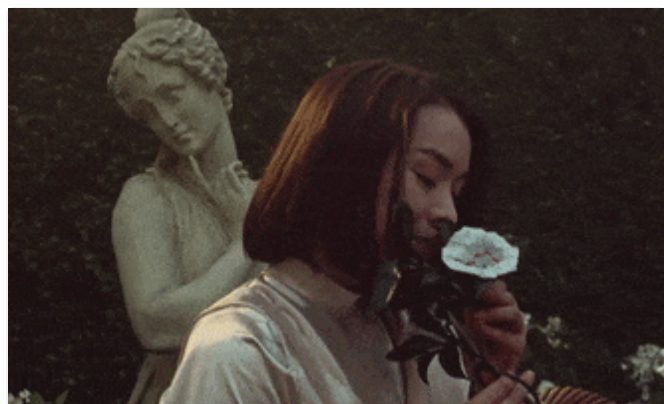
- Sales to non-PSMi clients were on average \$13,000 USD for Q1. In April, sales for non-PSMi clients went up to \$19,731. In May it increased to \$22,070, and in June it increased again to \$27,688. It appears that we are moving in the right direction.
- As of the end of June, we still only had one North American partner.
- As of the end of June, we have 1 test distributor (MYG).
- As of the end of June, we still only had one electrode client.
- The average sales cycle remains at 6 months.

May

Theme: Blooming gardens



blooming flower



Sources: [2022 OKRs](#) [2022 KPIs](#)

Summary Performance Review

[May 2022 Graphical Review](#) [2022 OKRs](#)

Challenges, Wins and Key Learnings

[Monthly Reviews: 🤔 Challenges](#) [🥂 Wins](#) [💡 Key Learnings](#)



Challenges

- How do we smartly grow
- Inflationary impacts.
- Uncertain economy



Wins

- Sales rebound
- Completed Projects
- DailyBot Reports
- Odoo Financial Reports
- Capital Reserves
- New Orders from MyG, Eaton (Motus)



Key Learnings

- Take more time to scope out your projects and to ensure we are moving the ball forward appropriately.

Brainstorm and June Focus

HOW DO WE KEEP GROWING???

- Spent most of this quarter determining what and a bit of how to do things.
- What did we actually finish?
- What are some risks that are coming up?
- What are some opportunities that are coming up?
- Where should we invest?
- What will carry over from Q2 into Q3?
- What should be our focus for Q3? Be specific and think about the resources we have/will have.
- How do we generate income without increasing expenses at an equal or greater level?
- Resales
- Services
- Regrinds/Reworks
- Lower wage panel (need to bring down the average labor costs)
- Need to manage input costs (raw materials, wheels, etc.)
- Need to inexpensively acquire new customers
- Hold all current revenues
- Minimum Win 2k
- Median 10k
- Ideal 20k

April

Theme: April showers bring May flowers



Challenges, Wins and Key Learnings
Source: [Monthly Reviews](#) [Challenges](#) [Wins](#) [Key Learnings](#)

Month 2022	🔴 Challenges	🟢 Wins	💡 Key Learnings	April	- Logistics (namely with GWS) - Behind schedule on OKR and KPI projects	- Odoo financial reports very inaccurate	- Implementing and maintaining organization (especially in common areas) - Supply chain difficulties, especially with Asian providers	- Ulises' return	-First PO from Eaton	- More GWS work	-Cash flow turned positive at the end of the month	- Continental asked for additional quotes for regrinds	- Ulises' return	- First PO from Eaton	- More GWS work • Cash flow turned positive at the end of the month	- Continental asked for additional quotes for regrinds
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April Review, May Mid-Month Review, May/June Planning Agenda

[Shannon Marie Martin](#)

Administrative Area KPI Table

	January 2022	February 2022	March 2022	April 2022	May 2022	Employee Satisfaction	N/A	9.4	9.4	9.4	9.4	Client Days to Pay	78	52	52.7	71	49.5	Base OPEX	752,000 mxn	584,000 mxn	549,650 mxn	\$504,141 mxn	\$410,013 mxn	Company Profit	-139.10%	-20.8%	35.30%	22.6%	33.20%	Asset to Liability Ratio	1.5	1.4	1.6	2.4	2.7	Free Cash Flow	-106,000 mxn	-256,000 mxn	-\$297,317 mxn	-\$295,657 mxn	\$34,269.00 mxn
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Administrative Area KPI Summary

- Employees overall seem happy at Sierra (9.4) - This has not been redone since inception but will be redone at the end of Q2.
- For Q1, clients' days to pay were reduced from 78 in January to 52 in February to 52.7 in Marchi, but jumped up to 71 days in April. This is likely due to having more sales to clients with days to pay of 60 or more (75 in the case of AAM) as well as some clients with 60 or less credit terms paying late.
- Month over month, OPEX costs are decreasing from 752k mxn in January, to 584k in February, to 550k in March, to 504k mxn in April. The drop month over month was due to reducing costs, such as subscriptions and some "unnecessary purchases" were stopped or decreased and purchases were kept to a minimum.
- Company net profit went from -139.10% in January to -20.80% in February to 35.3% in March, to 22.6% in April. The increase in profit is due to reduced spending and increased revenue..
- Asset to liability ratio was 1.5 in January to 1.4 in February to 1.6 in March to 2.4 in April. .
- Free cash flow turned positive in April, with a value of 32k, which was up from -106k in January to -256k in February to -295k in March. This is due to increased revenue and decreasing spending.

Administrative Area OKR Table

	April 2022	Increase Examen de Conocimiento Básico/Basic Cutting Tool Exam average score from 53% to 80%.	53	Have identified and fully written 80% of critical company Policies and Processes.	0%	Have identified and fully built out 100% of critical company reports.	0%
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Administrative Area OKR Summary

- Our employees did not do as well as we had hoped with the basic cutting tool test, with an overall average of 53%. Cutting tool basics classes will be developed so that the team can be certain they will increase their scores.
- As of the end of April, the critical policies and procedures had not yet been completely identified and while there are several policies and procedures within Notion and Google, they had not yet been identified and updated and/or written, which is why the level shows 0%.
- As of the end of April, the critical company reports were not identified, nor was the content verified of the existing reports that are in Odoo.

[Isaac Angles León](#)

Operations Area KPI Table

	January 2022	February 2022	March 2022	April 2022	May 2022	Monthly Defects	12.97%	15.99%	14.44%	10.00%	12.5%	Inventory Turnover	0.81%	0.8%	0.87%	0.86%	0.88%	Machine Uptime	100%	100%	100%	100.00%	100.00%	Productivity	19	28.55	23	27	32	Work Order Deviation	44.02%	59.85%	38.93%	56.79%	45.83%
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Operations Area KPI Summary

- The Monthly Defects level has gone from 12.97% in January to 15.99 % in February to 14.44% in March to 10% in April to 17.47% for mid month May. The defect rate remains fairly high mostly due to regrinds that do not pass Quality but that we do not notice are defective from the beginning or become defective during the regrind process.
- The Inventory Turnover rate is improving month over month from 0.81 in January to 0.80 in February to 0.87 in March to 0.86 in April to 0.92 in mid May. It is likely due to the fact that we do not maintain safety stock and client consumption has increased.
- Machine Uptime has maintained 100% throughout the months.
- The Productivity level started at 19 in January, increased to 28.55 in February, and dropped again to 23 in March, increased to 27 in April, and is currently at 33 in mid May. The variation in productivity levels may be attributed to complexity of item manufactured. The drop in January was likely due to lower motivation and lack of monitoring production levels.
- Work Order Deviation started at 44.02% in January, increased to 59.85% in February, decreased to 38.93% in March, increased again to 56.79% in April, and is currently at 45.83% for mid May. The variation is likely caused by new manufacturing orders, which we had not produced in the past or which have been modified, hence not being accurate in the time it would take to pass each step. We need to review our sequence times to ensure that they are more accurate.

[Ulises Nolacea Moreno](#)

Revenue Area KPI Table

	January 2022	February 2022	March 2022	April 2022	May 2022	Average Tool Price	\$14.41	\$18.11	\$19.36	\$36.39	\$23.43	Client NPS	0	0	0	0.00	0.00	Customer SLA	74,12%	88.37%	100.00%	100.00%	100.00%	Monthly Sales	\$333,437.25	\$1,094,851.19	\$1,401,785.21	\$1,098,981.57	\$1,589,139.04	Average Deal Size	\$1,551.70	\$1,484.90	\$1,430.00	\$1,390.00	\$1,827.00	Win/Loss Ratio	13.54%	11.97%	20.55%	20.00%	20.00%
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Revenue Area KPI Summary

- Average Tool Price was \$14.41 in January, \$18.11 in February, \$19.36 in March, \$36.39 in April, and is currently \$21.47 for mid-May. The low tool price in January was because there were no orders of tools over \$20 each. However, the average tool price is headed in the right direction.
- Client NPS score is at 0 because it has not yet been sent to clients
- Customer SLA scores started at 74.12% successful tickets in January, to 88.37% in February, to 100% in March, April, and mid-May. This is likely due to increased monitoring and assignment of helpdesk tickets.
- Monthly Sales started at \$333k pesos in January, up to \$1.094 million pesos in February, to \$1.402 million pesos in March, down a bit to \$1.098 million pesos in April, to \$664k pesos for mmid-May. The drop in January was due to the fact that there were no new orders from non-PSMI clients and no PSMi orders and the increase in sales is both PSMi as well as non-PSMi clients.
- Average Deal Size was \$1,552 in January, down to \$1,485 in February, down again to \$1,430 in March, and down again in April to \$1,390 and mid-May. This is likely due to smaller orders closing or orders with smaller amounts closing.
- The Win/Loss Ratio started at 13.54% in January, dropped to 11.97% in February, and increased to 20.55% in March, decreased slightly to 20% in April through mid-May. The drop and subsequent increase was due to cleaning up the Sales Funnel as well as winning several GWS RFQ bids.

Revenue Area OKR Table

	April 2022		Grow non-PSMi revenue from a Q1 2022 Monthly Average of \$13,000 USD to a Q2 2022 Monthly Average of \$20,000 USD	\$19,731	Increase North American partners from 1 to 5.	1	Onboard 6 distributors in Centro, Noreste, and Norte that fit our Client Profile.	0	Increase electrode clients from 1 to 3	1	Shorten sales cycle from 8 months to 4 months.	6
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Revenue Area OKR Summary

- Sales to non-PSMi clients were on average \$13,000 USD for Q1. In April, sales for non-PSMi clients went up to \$19,731. It appears that we are moving in the right direction, however as it is the first month we are measuring in this quarter, it remains to be seen if we will continue this trajectory.
- As of the end of April, we still only had one North American partner.
- As of the end of April, we did not have any distributors brought onboard.
- As of the end of April, we still only had one electrode client.
- The sales cycle average was shortened by two months due to the urgent processing of Eaton regrinds.

OKR/KPI Project Status

April Review

- Grow non-PSMi revenue from a Q1 2022 Monthly Average of \$13,000 USD to a Q2 2022 Monthly Average of \$20,000 USD - [Ulises Nolacea Moreno](#) - In progress. Trying to win Continental, Eaton, Kostal, Valeo, AAM, and Borg Warner. Received first PO from Eaton for regrinds.
- Increase North American partners from 1 to 5 - [Andrew Martin](#) -
- Onboard 6 distributors in Centro, Noreste, and Norte that fit our Client Profile - [Ulises Nolacea Moreno](#)
- Increase electrode clients from 1 to 3 - [Ulises Nolacea Moreno](#) - Not started
- Shorten sales cycle from 8 months to 4 months - [Ulises Nolacea Moreno](#) - In progress. Eaton work dropped this average by 2 months.
- Increase Examen de Conocimiento Básico/Basic Cutting Tool Exam average score from 53% to 80% - [Shannon Marie Martin](#) - Tests taken and graded. Need to create courses for the various levels in Sierra University.
- Have identified and fully written 80% of critical company Policies and Processes - [Shannon Marie Martin](#) - Started. [Policy and Process Brainstorm](#)
- Have identified and fully built out 100% of critical company reports - [Shannon Marie Martin](#) - Started. Determined several key financial reports in Odoo were not correct. [Enterprise Reports Project and Requirements Document](#)

May Planning

- Grow non-PSMi revenue from a Q1 2022 Monthly Average of \$13,000 USD to a Q2 2022 Monthly Average of \$20,000 USD - [Ulises Nolacea Moreno](#) - In progress. Testing at Continental on 2nd regrind tool. Scheduled meetings with key people at CIE Matic, GM Silao, Mapremex, and AAM, and will follow up with Bosch on the copper electrode test and new electrodes, contacted BRP to re-open conversations with the engineer. Received another PO from Eaton and are working to quote new tools. Waiting on a list of all tools that we can provide to Eaton.
- Increase North American partners from 1 to 5 - [Andrew Martin](#)
- Onboard 6 distributors in Centro, Noreste, and Norte that fit our Client Profile - [Ulises Nolacea Moreno](#) - Beginning to source out potential partners or distributors based on Odoo CRM prospectives list
- Increase electrode clients from 1 to 3 - [Ulises Nolacea Moreno](#) - Attempting to meet with Kostal to figure out what is the next step in getting a PO from them. Trying to get an appointment with Alvaro in Valeo to move the project forward. Also trying to determine who is in charge of the electrode projects at BW to move the project forward. Trying to get a meeting with engineering and purchasing at Nidec.
- Shorten sales cycle from 8 months to 4 months - [Ulises Nolacea Moreno](#)
- Increase Examen de Conocimiento Básico/Basic Cutting Tool Exam average score from 53% to 80% - [Shannon Marie Martin](#) - Courses not yet started.
- Have identified and fully written 80% of critical company Policies and Processes - [Shannon Marie Martin](#) - Key policies and processes have been identified. Next step is determining if these policies and processes are already documented and if so, do they need to be updated, and if they are not documented, they need to be [Policy and Process Brainstorm](#)
- Have identified and fully built out 100% of critical company reports - [Shannon Marie Martin](#) - Identified critical company reports within Odoo, A/R and A/P are done and correct. Key financial reports are near completion. The remaining reports need to be reviewed for accuracy and corrected as necessary. [Enterprise Reports Project and Requirements Document](#)

Q3 2022

September

Resources:

- [Monthly Reviews: 🏆 Challenges, 🏆 Wins, 🏆 Key Learnings](#)
- [2022 Monthly and Quarterly Review and Planning](#)
- [2022 OKRs](#)
- [2022 KPIs](#)
- [Mission, Vision, Ultimate Objective, Philosophy, and History](#)

Theme: Marketing Initiatives Kickoff

Key Reports

File	Location	Area	Observations	Executive Summary - August EO M.pdf	Executive Report > August	Executive
------	----------	------	--------------	---	--	-----------

- | | | |
|--|---|------------------------|
| Profit and Loss - August EOM.pdf | Profit and Loss > August | Finance and Accounting |
|--|---|------------------------|

- | | | |
|--|---|------------------------|
| Balance Sheet - August EOM.pdf | Balance Sheet > August | Finance and Accounting |
|--|---|------------------------|

- | | | |
|--|--------------------------------------|------------------------|
| Cash Flow - August EOM.pdf | Cashflow > August | Finance and Accounting |
|--|--------------------------------------|------------------------|

-

- Cashflow

Beginning	\$1,141,972.46	Ending	\$1,158,457.68	Cashflow	\$16,485.22
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- Current growth may be weighing down on cash flow position in the short term.

- Balance Sheet

Total Income	1,299,371.38	Total Expenses	838,942.31	Net Income	\$460,429.07
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- KPI Areas for Improvement

- Shop Rate

- Average Deal Size

Projects

Source: [Clickup Project Planning Tool](#) and [Clickup Projects](#)

Challenges, Wins and Key Learnings

Source: [Monthly Reviews](#): 🧑‍🎓 Challenges 🏆 Wins 💡 Key Learnings.

August

Theme:

Aug 12, 2022 |

Attendees: [Shannon Marie Martin](#) [Andrew Martin](#) [Daniel Contreras Muñoz](#) [Isaac Angles León](#) [Ulises Nolacea Moreno](#)

Agenda

1. [July](#) Review
2. [2022 KPIs](#)
3. [2022 OKRs](#)
4. Key Projects
5. [Enterprise Reports](#)
6. [Client Testimonials](#)
7. [Creation of Marketing Materials](#)
8. [Lead Generation Landing Pages](#)
9. [Casos de Éxito](#)
10. [Keyword Search Campaign](#)
11.  [Sierra Playbook and Intranet](#)
12. [Sierra Playbook and Knowledge Management Project Folder](#)
13. [Domestic Distributor Search](#)
14. [Joint Ventures](#)
15. [USA Maquila Search](#)
16. [Attend Trade Shows and Expos](#)
17. [August](#) Planning
18. Project Priority
19. Project Management

Challenges, Wins and Key Learnings

Source: [Monthly Reviews: !\[\]\(3b71157eab31889e641f7620692f0b92_img.jpg\) Challenges](#) [Wins](#)  [Key Learnings](#)

Month 2022	🤔 Challenges	🥂 Wins	💡 Key Learnings	August
------------	--------------	--------	-----------------	--------

- Inflation in the US still an issue
- Still have long delivery times from suppliers
- Figuring out how to grow the company with current restrictions, ie COVID, less staff, full production line, etc.
- Keeping the motivation, organization, and focus
- Waiting on client responses on price increases, with several attempts at gentle nudging
- Trying to do more with less people, ie taking up the slack when staff leaves
- How to get past “gatekeepers”
- Received PO from Valeo for regrinds
- More successful tests at Eaton Motus
- POs from Eaton Motus
- Viper JV Acceleration
- Reached 2 million pesos in sales
- Odoo accounting (fixed assets) cleanup means more accurate reporting
- X-Cal mold fixed and shipment arrived for LXHX blanks
- Clickup on board fully for project management and tasks
- Beta launch of Intranet/Playbook
- The Sierra facelift 2022 has begun
- Documentation of Mike’s knowledge
- All current policies have been written
- Prospecting is ramping up nicely
- We need to stay ahead of planning to not fall behind on purchases of raw material, production planning, etc., to keep our delivery times ahead of the curve
- We need to take time to educate ourselves in order to increase our efficiency and productivity
- Sometimes the simplest route is the best route, ie using Clickup for project management vs. Odoo
- Need to stay in regular contact with clients to remind them why Sierra is their best option
- Teamwork makes the dream work
- We need to plan for the unexpected, ie supplier molds breaking or supply chain slowdowns

July

Jul 8, 2022 | [Monthly Review and Planning Meeting](#)

Attendees: [Shannon Marie Martin](#) [Andrew Martin](#) [Juan José Peña Estrada](#) [Daniel Contreras Muñoz](#) [Isaac Angles León](#) [Ulises Nolacea Moreno](#)

Agenda

1. [June](#) Review
2. [July](#) Planning
3. [Q3 2022 \(1 jul 2022-30 sept 2022\)](#) OKR Brainstorm
4. Musts
5. Priority Projects
6. What leveraged projects can we complete that will really move the needle?
7. What are some quick wins we can nail now?

Key Projects

- Raw material supplier diversification
- Quote response time and measurement

Sales

? Can you do all of this in Q3. What should be the order and priority of things?

- Regrind Landing Page 🔥
- Key Word Search 🔥
- Marketing Materials - [Andrew Martin](#)
- Pitch Presentations
- Business Cards
- Personal Pages
- Conferences - [Shannon Marie Martin](#) [Ulises Nolacea Moreno](#)
- Advertising?
- USA/Mexican
- Maquila
- Joint Ventures
- New Market Research - [Shannon Marie Martin](#) and [Juan José Peña Estrada](#)

- Electrodes
- Industrial Cuchillos
- Testimonials - [Ulises Nolacea Moreno](#) [Isaac Angles León](#)
- Casos de Exito - [Isaac Angles León](#) and [Andrew Martin](#)
- Sales and Prospecting Channel Buildout Strategy - [Andrew Martin](#)
- Distributor Search
- Go deeper with Existing Clients and Prospects 🔥

Carryover/Other Projects

- Playbook and Process “Finishing”
- Key Reports

Other Projects

- NPS and eNPs
- Inflation Price Adjustments
- Michael Martin Knowledge Transfer

Notes

-

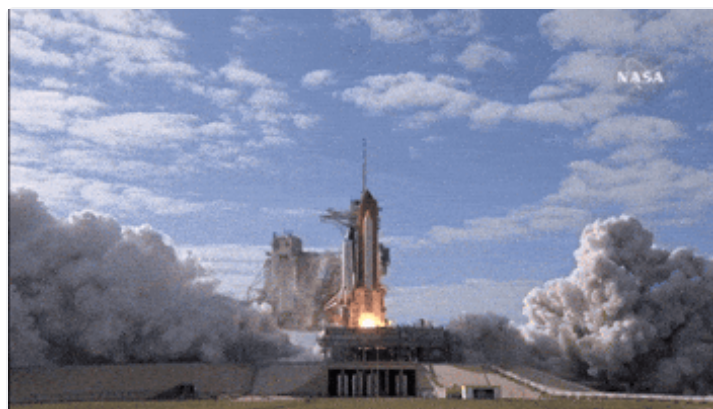
Action items

-

Theme: Takeoff



rocket



Challenges, Wins and Key Learnings

Source: [Monthly Reviews: 😡 Challenges](#) [🥂 Wins](#) [💡 Key Learnings](#)

Month 2022	🤔 Challenges	🥂 Wins	💡 Key Learnings	July
------------	--------------	--------	-----------------	------

- Logistics issues
- Inflation in the US at a higher than normal rate
- Suppliers having higher than normal delivery times
- Client urgencies
- Long time to close deals
- Still have COVID restrictions
- Fewer administrative staff at Sierra
- Turnover of engineers and purchasing staff with clients
- Clients looking for savings are trying to purchase from China or eastern Europe
- Continue with positive cash flow
- Increase purchases from Tremec, Mapremex, and Tambormex
- Jinte blanks are performing well
- Successful tests at Eaton Motus, Bosch copper electrodes round 2, Valeo
- Re-opened contact with Valeo
- Need to stay organized with a smaller team and Andrew working remotely
- Need to keep in contact with existing clients
- Need to ensure our planning is on par or better than our clients to ensure no hold ups for raw material
- Sometimes no does not mean no
- Need to have multiple providers to reduce logistics and supply chain issues
- Need for constant prospecting for new clients along with strong customer service for existing customers
- Sierra prices need to be adjusted more often, according to inflation and our supplier increases

Q4 2022

Theme:

Challenges, Wins and Key Learnings

Source: [Monthly Reviews: 😡 Challenges](#) [🥂 Wins](#) [💡 Key Learnings](#)

December

Theme:

Challenges, Wins and Key Learnings

Source: [Monthly Reviews: 😡 Challenges](#) [🥂 Wins](#) [💡 Key Learnings](#)

[\[a\]](#) I think it makes sense to break out new VS regrinds. Do we have the ability to do that?

November

KPIs

Challenges, Wins, Key Learnings

-  Challenges
 -  Wins
 -  Key Learnings
-

OKR Planning

-  Objectives
 -
 -  Key Results
 -
 -  Supporting Projects
 - Sales Initiatives 55561705 (<https://app.clickup.com/20426925/v/s/55561705>)
 -
 - ☐
 - 211676824 (<https://app.clickup.com/20426925/v/li/211676824/121556548>)
 - 114485745 (<https://app.clickup.com/20426925/v/f/114485745/48526295>)
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Corporate Calendars

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Corporate Deliverables

211597440 (<https://app.clickup.com/20426925/v/li/211597440/121510690>)



Trade Shows



Notes and Action Items

October

Theme: Arming our Private (<https://app.clickup.com/20426925/docs/kfc5d-5705/kfc5d-12245>)

Challenges, Wins and Key Learnings

Source: [Monthly Reviews: 😞 Challenges](#) [🥂 Wins](#) [💡 Key Learnings](#)

Monthly Team Meeting Agenda 05-10-22

- Comenzamos con la revision de KPIs
- Filipinos estan desarrollando el analisis, graficas, y se actualiza en automatico en el master.
- Proceso de desarrollo y armado del presupuesto, como se esta llevando a cabo en el momento?
- Detalle de cash expenses, de donde proviene el dato.
- Revision del reporte de Cash on hand, Odoo, se exporta a traves de una tabla para su analisis. Daniel
- Tenemos proceso de monthly defects
- Estadistica de balance de bancos, en situacion decreciente.
- No estamos acumulando capital mensualmente.
- Movimientos de inventario, obsoleto y antiguo, op1.
- Revisar el gasto pagado del mes, septiembre.
- Revision de acciones y puntos acerca de la productividad.
- Revision de promedios de venta y precios, para indicadores KPI. \$43.89
- Indicadores de venta para el trimestre final 2022
- Action point, revisar posibles aumentos de precios cada trimestre, debido las variables del mercado y gastos operativos.
- Llenado de key learnings y wins
- Revision de reportes de pruebas y documentacion faltantes.
- Revision de puntos de convencimiento en un documento o presentacion para competidores frente a la toma de desicion por parte del cliente.
- Wins
 - Starlink wins internet
 - Menos costo en la pintura de la parte del lobby.
 - ventas mayores a 2 Millones en agosto.
 - Aceptacion de incremento de precios por PSMi

- Ahorro en gastos legales y administrativos.
 - Marketing materials finished in september
 - Retomamos con relacion BRP
 - Playbook terminado
 - Se creo el borrador documento de activos fijos.
 - Documentacion de politicas y procedimientos en click up
 - Termino de base de datos de casos de exito
 - Tenemos actualizadas de NPS de empleados
 - Punto de accion, crear mini ppt donde les informamos que estamos midiendo la satisfaccion de los clientes para los encargados y el objetivo de esa informacion.
-
- Muestra rapida de Private (<https://app.clickup.com/20426925/docs/kfc5d-2901/kfc5d-1081>)
 - Challenges
 - No estamos ejecutando mas alla de lo normal, es decir para dar el plus.
 - No estamos acumulando capital.
 - Incertidumbre en el mercado
 - Problemas con la cadena de suministro

December

2022 Review and 2023 Planning Meeting

 Meeting Details

 Type of Meeting	Yearly Review and Planning
 Scope of Meeting	To review our performance in Private (https://app.clickup.com/20426925/docs/kfc5d-10165/kfc5d-17525), capture our yearly Private (https://app.clickup.com/20426925/docs/kfc5d-10165/kfc5d-17005), reset expectations, review the Private (https://app.clickup.com/20426925/docs/kfc5d-10165/kfc5d-17485) and plan You don't have access to this Doc You don't have access to this Doc.
 Location	San Luis Potosí
 Meeting Link	2022 Review and 2023 PlanningThursday, December 22 · 11:00 – 13:00Google Meet joining infoVideo call link: https://meet.google.com/jow-abff-qow Or dial: (MX) +52 55 8421 0898 PIN: 567 904 380 1780#More phone numbers: https://tel.meet/jow-abff-qow?pin=5679043801780
 Date	12.22.22
 Time	11:00 - 13:00

 Participants

Facilitator

@Andrew Michael

Note Taker

@Isaac Angles Leon

Attendees

- ☐ @Andrew Michael
- ☐ @Shannon Marie Martin
- ☐ @Michael W Martin
- ☐ @Ulises Nolacea
- ☐ @Isaac Angles Leon
- ☐ @Daniel Contreras Muñoz
- ☐ @Alberto Aguilar

Meeting Notes and Action Items

 AGENDA	 NOTES	 ACTION ITEMS
☐ Review our performance in Private (https://app.clickup.com/20426925/docs/kfc5d-10165/kfc5d-17525)	-Retomar proximo año ventas 1.2millones usd. -Ganar 34mil usd per moth more. -Centrarnos en la busqueda de nuevos clientes. -Psmi representa el 67% de nuestras ventas. -Aumentar volumen a menor precio en afilado de insertos. -12mil usd por empleado por mes. -Aumento de nuemro de piezas por empleado en el 2023 (2022 es de 22pzs). -Buscar apoyo con Viper para mejorar productividad de la planta. -Aumentar el valor de Sierra a 3.5	☐ Capture our Private (https://app.clickup.com/20426925/docs/kfc5d-10165/kfc5d-17005) WINS -Regreso de ulises -Jeremy y Miguel Medina -Nuevos proyectos: Valeo (Alternadores, Sistemas electricos, Transmision). • Eaton planta 1 afilados. • Eaton motus afilados y nuevos. • GWS -New leads: • Nidec • Bombardier¿? -Testing: • GM Scudding and KC top notch • PCD Drills -Marketing:

	Millones de usd.			• Todo lo de mercadotecnia: folletos, e-mail, logos, tarjetas de presentacion.
☐ Review Team Time analysis and discuss Private (https://app.clickup.com/20426925/docs/kfc5d-10165/kfc5d-18685)	-Crear seccion y agenda en juntas uno a uno de lo que estamos trabajando y lo que necesitamos. -Crear agenda cada lunes en el work journal por PDF y enviar a shannon y andrew. -Se empieza con una vez a la semana junta de OKR Planning meetings.			-Empezamos con dailybot y el uso de clickup -Jinte and viper blanks y proyectos con viper. -Prueba exitosa continental. -Volver a tener relacion con conalep.
	-Junta de canal de ventas media hora pra ver detalles y requerimientos del vendedor. -Encargo de practicantesy nuevos proyectos. -Llevar un manual de como implementar a los practicantes -Crear procesos para tiempo de andres y para favores con clientes y procesos pra alas pruebas. -No dos a prueba. -Limpiar y organizar areas 5:15		☐ Kick off Private (https://app.clickup.com/20426925/docs/kfc5d-10165/kfc5d-17485) ☐ You don't have access to this Doc ☐ You don't have access to this Doc ☐ Private (https://app.clickup.com/204	-Nos concentramos en contratar personas nuevas y entrenamiento de la nueva personas. -Crecer el team -Entregar un programa de estudios a finales de enero. -Crear un curriculum para conalep. -Crecimiento del 50% del negocio.

			26925/docs/kfc5d-10165/kfc5d-17525), capture our yearly Private (https://app.clickup.com/20426925/docs/kfc5d-10165/kfc5d-17005) , reset expectations, review the Private (https://app.clickup.com/20426925/docs/kfc5d-10165/kfc5d-17485) and plan You don't have access to this Doc You don't have access to this Doc.	
☐	☐			



Post-meeting Details

 Provide on the table below the post details of the meeting

 Recorded Meeting Link	
 Date of next meeting	
 Time of next meeting	
 Location of next meeting	

Notas Junta (22-12-22):

Nota Junta