

Acting Managing Director: Business Mentor To The Chairman (Regional FMCG Retailer - £12m Turnover)



Ability to integrate into the client company

The Chairman and owner of this family business needed to introduce retail best practice to his company as it was struggling to grow market share within a highly competitive and matured market sector. The company had no determinable best practice or initiative sharing principles and all trading locations (22) operated as stand alone businesses with different approaches to retailing.

Impact on the business / bottom line

Sales grew by 11% year on year with margins improving also. Average transaction values were developed to new record levels whilst costs were reduced across the chain.

Overall contribution / achievement of objectives

Key to the success of the project was for The Interim to create simple but effective 'best practice' operational procedures for all outlets to operate and for field management and Directors to embed and police accordingly. A 'selling' culture also needed developing to ensure that customer spend was maximized in all locations, every day. Also there were critical positions within the business that needed personnel changes, and quickly. All agreed actions and changes were achieved on time and in full.

Working style

In this family owned and operated business it was critical to operate with a facilitative style at Board level and a coaching and counseling approach to line management. The need to ascertain individual abilities and more importantly capabilities was vital in determining the pace to deliver the results required. A good sense of humour became invaluable at times.

Leadership / people management skills

The culture developed within this business created a very caring and committed team throughout. However, this in turn also generated a risk averse approach to making change and this suppressed performance and growth for many years. By creating a 'feedback is fun' environment and an approach to 'catching people doing things right' we soon started to drive change at pace and realize improved net returns quickly.

Any other comments about the interim manager

As the project neared completion The Interim searched, selected, appointed and mentored a new Managing Director for the business.

Acting_Managing_Director:_(Regional_FMCG Retailer_£12m Turnover)_d6b

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