

Business Turnaround - Consultancy (Textiles)

Background

A UK based privately owned textiles business wanted to review strategic options for one of its operating companies – turnover £7M, with borderline breakeven profitability. Operating across different product sectors, they wanted an assessment of exit options, an analysis of the strategic opportunities within each sector, and a recommendation on a preferred option. The organisation had weak internal capability and systems, but were operating under tight time constraints and pressure from the owner to conclude on a strategic direction.

Ability to Integrate into Client Company

The initial investigation was undertaken with meetings and reviews with the Managing Director building a strong picture of the key requirements and expectations of the owner. A detailed financial analysis of the businesses product sector economics and ability to compete in its markets was made using a combination of internal data from the finance and IT teams, and some limited external benchmarking and external data.

The recommended high level strategy was agreed, leading to a second phase whereby the strategy was developed and communicated to the full organisation (70 employees), with more detailed functional strategies also developed.

Impact on Business

A clear strategy for building sustainable top and bottom line growth was agreed and initiated within a 4 week period. This led to the second implementation phase, leading the rollout and development of core business processes, and agreeing 2012 budgets. The plans developed concluded on an agreed 2012 Budget with profitability improved by £0.5M.

Achievement of Objectives

The original objectives to define a clear strategy was achieved in full, leading to the successful second phase delivering the business turnaround. New business processes were developed and established to cement the improved internal capability.

Working Style

The Strategy phase was heavily data driven, using rigorous financial analysis. The implementation phase was highly collaborative, leading, supporting and coaching business teams.

Leadership/Management Skills

Focused on developing clear insightful recommendations which could be communicated and cascaded to wider business teams.

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