

Background

A UK SME with shrinking sales and very low order pipeline required emergency stabilisation and business turnaround. The company was a mixed engineering manufacturer and construction sub-contractor and had been traded profitably for over 10 years. However changes in the market had nullified the previous business model yet no changes had been implemented within the business.

Ability to Integrate into Client Company

The initial project was to stabilise the business, evaluate internal processes and build a project pipeline through developing relationships with both suppliers and target customers. The team was relatively small so workshops and discussions were held to position the project and assess areas of focus.

Recommendations were then made to the business owner with time scales, organisational implications and costs etc. Actions were agreed and plan implemented with full approval to proceed.

Impact on Business

Revised project office processes implemented and immediately reduced project errors by 97%. Manufacturing processes revised and delivered improvement on COTD from 77% to 99% over 3 months. Sales pipeline improved with sales increasing to £1.2m over first 6 months.

Achievement of Objectives

Initial assessment and report completed on schedule within 8 weeks. Implementation of plan completed on schedule of 6 months. Aspects of business relocation were not achieved due to owner discussions continuing.

Working Style

Engaged all employees in difficult circumstances where owner credibility amongst team was low. Supported owner to increase his management competence. Was able to motivate whole team to ensure business was put back on firm footing with buy-in across organisation. Increased professionalism of firm operations, customer service and management processes.

Leadership/Management Skills

Focused on achieving culture change, sales increases, and more focus on customer needs through pragmatic and collaborative management style, supported by tenacious focus on deliverables where necessary.

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