

Commercial Director (UK National B2B Electrical Wholesaler - £1b turnover)

Ability to integrate into the client company

The UK Group Commercial Directors role was dramatically vacated at a crucial time within this companies turnaround. The need to pick up existing action plans and develop further improvement programmes was vital at this critical time. The Interim was asked initially to hold the Commercial Director role for 3 months but this became a 9 month project. Previously gained knowledge of the business and industry culture and style ensured an easy integration to this prime role.

Impact on the business / bottom line

Company 'buy side' profits were improved beyond budget expectations by in excess of £900,000 in the first 3 months and company inventory was reduced by in excess of £80m whilst customer service and product availability improved across the company.

Overall contribution / achievement of objectives

All prescribed and agreed objectives were achieved and new initiatives added to the action plan to further improve the company commercial departments contribution. This included the introduction of a newly devised company Product Profiling Policy to control stock range and depth, a Supplier Preferred Partner agreement to set a minimum base expectation of supplier terms and agreements, a 50% reduction in the staffing levels within the company P&I (Procurement and Inventory) teams and new Commercial Strategic Development templates and tracking tools.

Working style

A significantly hands on approach was taken and new KPI's were introduced including individual target setting for all team members, 1-2-1 meeting forums created and actioned consistently, weekly. All senior team members were included within plan development and solution finding meetings to create a 'team ownership' approach to actions taken. All junior team members were briefed weekly by their line managers on company performance and weekly objectives and 'tested' on their understanding to ensure full communications were in place and working.

Leadership / people management skills

The department was believed to be a people 'trouble hot-spot' in the business but this view was soon turned as it was previous mismanagement of these team members that caused the main motivational issues identified. Team members previously ranked as 'no hoppers' were soon reassessed as excellent operators needing good leadership and management. The team was reduced in size but re-motivated to produce 30% improvement in productivity.

Any other comments about the interim manager

The newly appointed Commercial Director has embraced all David O'Byrne's initiatives and KPIs as group 'Best Practice'.