

## Deputy Managing Director (UK National B2B Electrical Wholesaler - £600m turnover)

### **Ability to integrate into the client company**

Initially employed by this global electrical wholesaler to stabilize its largest UK operating company (over 200 branches) in preparation for the creation and implementation of a critical turnaround programme. All management levels from Board to trading branch welcomed the opportunity to work with The Interim to put some structure and much needed governance back into this lack luster, deflated and failing national operation.

### **Impact on the business / bottom line**

Significant operating costs were reduced across logistics, sales teams, operations (head office and field based) and management of net working capital. The complete operating board was changed and the incoming team mentored and managed accordingly.

### **Overall contribution / achievement of objectives**

The company logistics platform was completely overhauled to improve customer service and reduce transport costs, the companies biggest and most damaging issue at hand. Along side this primary focus a Senior Management Team was created to drive all sales, margin, costs and net working capital agreed actions into fruition and this SMT was chaired by The Interim to ensure no slippage on agreed objectives occurred. Via this meeting all functions reported to The Interim including finance, marketing, sales and operations.

### **Working style**

Initially a very resilient and assertive approach was needed to enforce unwelcome change within a team of disgruntled employees. Within a short period of time (and based on realized success) a more collaborative style was applied as the team regained self belief and began to perform. The Interim was acknowledged as "...an inspirational leader with real world solutions to problems that need solving right now, nothing like a consultant!".

### **Leadership / people management skills**

Staff retention was very poor within the company but during this Interim project the 'left of own accord' ratio was reduced by in excess of 70% as the new leadership style applied began to empower the right people to drive business improvements. Tough people decisions were made and individual and team rewards were realigned to ensure that excellent performance was acknowledged, not just financially.

### **Any other comments about the interim manager**

David O'Byrne's impact secured him 2 offers of full time employment including the role of Managing Director for the groups largest trading division with a turnover of circa £600m per annum.

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