

Case Study 6 Sector: Vending & Catering : MD

Ability to integrate into the client company

The Executive was invited to rejoin the Vending & Distribution Group following his previous successful turnaround and sale of a sister subsidiary in Germany. The CEO of the group had invited the Executive to transform a small group of companies trading in Roast and Ground Coffee, Hotel Hospitality Packs, Vending Drinks and Machines and Catering Sauces. The Vending and Catering Industry is made up of a number of owner managed small SME's and as a market sector doesn't take to outsiders well. The Executive was able to immerse himself in the companies and industry transforming them into customer service orientated flexible businesses and as such was invited to write for a number of trade magazines detailing his vision and the transformation process.

Impact on the business / bottom line

The Executive was able to transform the complex and small volume group reducing costs by £approx £2m. In the first year he also reduced turnover by nearly £2m as he shed some unprofitable business but was able to increase it in year two by adding accounts worth £4.4m. PBT was thus increased from £100k to £1.7m over the two year period.

Overall contribution / achievement of objectives

The Executive was able to exit the company to pursue interests of his own in the City of London. The business was able to retain its quality standards whilst retaining 2 key customers who were seeking to place their business elsewhere.

Working style

The market required an MD who could understand small businesses cash issues and accommodate a need for flexibility whilst protecting clients interests . This required the Executive to be both considered, sympathetic and strong.

Leadership / people management skills

Retaining good employees was key in a full employment area of the country even though the company could not pay high salaries and there was a need for great change. This required strong leadership.

Any other comments about the interim manager

The Executive has been back to the company on many occasions as he left a strong legacy and the Group supported his movement into another sphere of activity.

Interim European Group. Please see written references.