

## **Managing Director (Building and construction)**

### ***Background***

A UK subsidiary with £12m+ sales turnover required rationalisation, stabilisation and remedial cost reduction across UK operation. Assignment was in 2 phases, firstly an assessment of cost, margin and customer operations. Second phase was implementation of the approved recommendations.

### ***Ability to Integrate into Client Company***

The initial investigation required numerous internal and external discussions and meetings. Customers were approached directly to provide feedback and also indicate areas of focus for the organisation, triangulated with internal feedback. The action plan was agreed with the Danish parent company with market differences highlighted to explain some of the issues being experienced.

Recommendations were presented to main Board giving detailed costs, time scale and implications on business continuity. Cash, cost and margin targets, KPI's and actions were accepted and given full approval to proceed. Allocated project team consisting of HR, Finance Managers and Operations Manager from Denmark assigned to support UK organisation.

### ***Impact on Business***

Revised UK structure implemented with improved sales & order process. Focus on target customers and projects. Reduced service costs by 75% within 4 months. Increased margin by 5ppt over 9 months and business had fist sales growth for 3 years. Improved cash position by £1.2m.

### ***Achievement of Objectives***

Initial assessment and report completed on schedule within 6 weeks. Implementation of plan completed on schedule of 3 months and within budget.

### ***Working Style***

Engaged all employees in difficult circumstances and was able to motivate all to ensure move was completed without major disruption to business, utilising the skill set afforded by the project team. Brought UK and Danish organisation closer together and removed some of mistrust by working more closely to resolve identified issues.

### ***Leadership/Management Skills***

Focused on achieving monetary and time scale budgets through pragmatic and collaborative management style, supported by tenacious focus on deliverables where necessary.