

## **Managing Director – Turnaround Food**

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

The Executive was invited back to the Group to run another of its subsidiaries which was experiencing problems in its chosen market and within its production facilities. The Vending/Catering market is proliferate with owner/managers who operate in a tough environment driven by cash. The executive was able to establish himself as the CEO of this group in a short space of time and within the market providing leadership for both.

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

*The client company was close to leading 2 contracts worth £2m each at the time. The Executive was able to save this and increase them by a further £2m. The top line improvements were made after a year of pruning (-£1.9m) leading to a second year of growth of £4.4m. PBIT improved from ££100k to £1.7m in year 2. The company was also able to retain and build on its quality programmes and reduce both production and procurement costs by £1.3m.*

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

*This was the second business the executive had run and transformed for the client. He was able to exit the company with his goals achieved and the company able to work more closely with the rest of the group allowing for further group savings.*

### **Working style**

*There was a need to both lead and empower in order to transform the business to have sustainable improvement. Although the company favoured a dictatorial approach the executive was able to provide strategic direction whilst training/mentoring those around him. In the market there was still a need to be seen to be tough and in this the Executive also performed admirably.*

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

He was able to build an effective team through negotiation and employee involvement, whilst retaining the ability to drive through change when necessary.

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

*Yet another tough environment which required clear and unequivocal leadership skills supported by the personal characteristics which allowed him to get people on his side and working within a team.*

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