

## Sales and Margin Development (National Multi-site Retailer – Home Improvements - £120m Turnover)

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

The Managing Director and Finance Director of the company knew that their branches were not performing to plan but did not know what was wrong with their operating platform. After The Interim conducted a structured process review of the customer experience at branch level it was clear what needed to change. After presenting these findings the project was committed to and a new proposition presentation format was created supported by a bespoke sales process developed to improve per person productivity in all 130 branches.

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

Sales grew by in excess of 9% year on year with margins significantly growing by 6% across the store network. Average transaction values were rebuilt to levels not seen for over 4 years within the business.

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

New merchandising principles were introduced to the business and prevail today. The development and implementation of a 'Sales Toolkit' was managed and overseen by the interim and then all branch and field managers trained in the use of the new tools and the principles involved in managing performance within the toolkit. New KPI's were agreed and introduced to ensure that the new processes were adhered to and developed further.

### **Working style**

As the company had many other issues to deal with this was 100% self driven with zero input from the Board in terms of outputs and expectations. As such a fully autonomous style was applied with careful consideration for others work loads and demands on their time whilst still facilitating project progress on time. A simple daily and weekly reporting structure was put in place by the interim to ensure that all key stakeholders were in line with the direction and strategy taken. Also, an 'online' feedback forum (email and conference call linked) was created to sense check receptiveness and relevance of developments within the programme.

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

Senior and junior team members within training, marketing, product teams and sales teams were communicated with and involved in the process of developing the new tools. A highly collaborative approach was taken and proved highly successful.

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

During the project creation and delivery stages The Interim was also asked to attend Board and Operational meetings to offer input into company strategy developments and tactical initiative development.