

## UK Retail General Manager (Multi-site Department Store Value Retailer - £150m Turnover)

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

This owner operated 140 trading location business had lost c£3m in its previous trading year and was in desperate need of some structured, focused and consistent retailing best practices at all levels. The lack of planning, decision making and good governance apparent and culturally inherent within the business presented a very receptive team looking for change.

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

The company was returned to a projected operating profit by month 10 of the assignment leading to the successful sale (as desired by the owner) of the company.

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

At the offset there were no business objectives apparent within the business. A strategic platform and agreed action plan was introduced with clear goals, KPI's and tracking tools created and managed weekly. Sales were increased by 11% (organic) year on year, gross margins increased by 3% and inventory reduced by c£2m during the assignment ensuring the business returned to profit and became appealing to potential investors/purchasers.

### **Working style**

The need to operate effectively at 'C' level; and 'O' level was required here as strategy development needed controlling, shaping and structuring whilst tactical implementation stages required significant hands-on interaction throughout the change programme. The interims ability to select key team members to personally mentor and empower played a pivotal role in achieving the desired objectives at pace and subsequently achieving the owners primary aim to sell the company.

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

Many team members were of a reasonably high standard but working with little or no direction and as such under achieving in their roles. The creation of branch management sales, merchandising and operational tools supported by new multi-site management techniques developed bespoke for this business ensured that all team members were given clear objectives, regular feedback and rewarded accordingly based on results achieved. "The Interim has given the team a sense of purpose and pride in their work and this has clearly played its part in the return to success of the business".

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

The success of this appointment secured the position of the company and its employees.

UK\_Retail\_GM\_(Multi-site\_Department\_Store\_Value\_Retailer\_£150m\_Turnover)\_d4b