

The Business

This firm sells high-end bespoke fitted furniture to developers and individuals. They have in-house design, manufacturing and installation capability. The founder started as a maker but is now responsible mainly for sales. His natural sales ability and the reputation of the company have resulted in strong growth, with turnover around the £1m mark.

The Problem

The business owner was exhausted by what seemed to be endless and intractable problems.

- Projects were almost always delivered late
- Quality was being undermined by rushed installations
- Customers were hounding the business owner at all hours of the day and night
- The Workshop Manager spent more time working overtime on the tools than in sorting project problems out
- They had had several people come and go in rapid succession from the key position of Project Administrator
- The owner had no visibility of the financial state of the business, managing only the day-to-day cash position

The Solution

Following initial review and discussions we helped the Managing Director to:

1. Document the key business processes, including quality criteria
2. Define the key roles in the business, including measurable results
3. Implement a new accounts package, proper financial controls, and reporting

The Result

1. The Managing Director has successfully delegated responsibility for key business results to the appropriate employees
2. Project planning, quality and customer service has improved, and customers no longer have to chase for information
3. The Managing Director is now able to focus on strategy and business development