The Business

A technology reseller, selling a wide range of computer and communications peripherals online and also through systems integrators. £1m turnover, 5 staff.

The business had been founded 15 years before by the MD, who had previously been in technology sales for a large manufacturer.

The Problem

The business was experiencing strong growth. New staff were being hired and some longer-serving staff were struggling with the changes. There were few processes, controls or management information in place and the MD was spending more and more time doing administration and controlling staff activities.

There was a strong sense that sales need to keep growing but that the MD did not have the skills to get beyond selling directly herself. The business needed to hire marketing and sales people to grow but was unsure how to recruit and manage these staff successfully.

The Solution – what did we help them do?

1. Carried out a strategy review. This looked at their sector opportunities, growth, margins and capability and identified their growth focus
2. Implement a marketing plan that set out the marketing activities and budget to deliver the strategy
3. Develop the business plan and budget to bring the strategy and financial numbers together. This included the required structure and recruitment plans
4. Identify the key performance indicators (KPIs) that would measure their progress and keep the strategy on track
5. Implement the structure, develop output-based job descriptions and set employee objectives
6. Start developing the operations manual for core processes (marketing, sales, fulfilment, stock)
7. Start the business heartbeat by setting up regular management meetings and developing the necessary management reports
8. Ongoing - monthly management workshops
9. Ongoing - quarterly strategy reviews

The Result (18 months later)

- £1.44m forecast turnover, 7 staff
- Sales and marketing team in place
- Engaged, accountable staff
- Functional management team and process
- Now working on their European distribution strategy