

The Business

The company imports and distributes agricultural equipment. At the start of this case the company had been growing strongly as it has sole distributorship of a unique product range.

The company had been operating for four years and had four staff in addition to the founder.

The Problem

The business was struggling to cope with the growth. There were no documented processes in place and although the company had invested in an ERP system this had become more of a hindrance than a help.

The founder was concerned that they might miss out on the larger market opportunity. He was also concerned that fulfilment and service were starting to suffer.

Stock was starting to run out of control.

The Solution

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

1. Define an organisational structure that would cope with anticipated growth;
2. Implement job descriptions and objectives;
3. Develop a business, marketing and sales plan;
4. Implement processes to benefit from the ERP and key performance indicators to improve controls and quality;
5. Recruit staff, including a management team;
6. Develop more effective management mechanisms based on better management information from the ERP system

The Result

The business has now grown to around twenty staff and developed a nationwide dealer network. The owner is now able to focus his time on strategy and business development whilst operations are delegated to a manager.