

Client: DWP Glazing Systems manufacture and install PVC and aluminum products for both the commercial and high end domestic market, throughout the UK. They are a small business based in Gosport with extensive experience in glazing, although the company is only 6 years old

Challenge: Despite significant experience in the manufacture of glazing products the two owners felt they lacked the direction and experience in sales and management that was needed for an ambitious business. They had lost focus in the business and were weighed down with day to day work rather than being able to view the company strategically and plan for the future.

How I solved it: Having got Paul and Wayne, the owners of the business, to look at the business through the eyes of their customers I encouraged them to recognise the need for change. They smartened up the premises to make it more welcoming, whilst I rolled up my sleeves on the business processes. By instigating regular management meetings with their accountants I was able to get the business focused on the bottom line, recognising the need to maintain profit levels and understand their costs. Then it was time to focus on sales. The business had always focused on the commercial market but by looking at the customer database in more detail, the products being sold and their profit margins I was able to persuade them that the high end domestic market was an important aspect of their business. From there I helped them put in place a sales plan including targets and sales forecasting, with some ambitious plans for growth. Then I held them to account – which I know they really appreciated.

The results: Through the regular accountant meetings and effective sales forecasting the business is now able to plan effectively for the future, deciding when to make capital purchases and recruit staff. There are also no nasty surprises at the end of the year! The sales processes are streamlined and efficient with accurate methods of recording sales enquiries, quotations and follow up actions. They are clear about the markets that are a best fit for their business and how they should target prospective customers. But most importantly of all: turnover has grown by 40%.

Wayne Richards, Joint Owner of DWP says: “Working with Antonio has totally transformed the way we do things at DWP. He has looked at the business with fresh eyes and got us to recognise what needs changing. He holds us to account and really helps us to prioritise. He is now focusing very much on sales in the business – our margins, our customers, our sales processes. Antonio is an integral part of the company, participating in our monthly management meetings and making a real impact on the way sales are driven, forecast and used to run the business. We have grown the business by 40% since Antonio has been on board, which is pretty impressive in the current climate. Above all, I would say that as joint owners Paul and I felt we were working for the company, but now we feel that the business is working for us; and that’s all thanks to Antonio.”