

### **Background and problem**

The Company had lost its largest customer. Turnover had dropped by over 22% and turned a marginally profitable Company in to a loss-making operation. The Company needed a full review to stem the losses, whilst a sales & marketing strategy was put in place to claw back turnover.

### **Action taken**

Following a complete analysis of the business, it was clear that, whilst it was generally well run, there was a profit centre severely under performing. In previous years, during more buoyant trading conditions, the Company had become complacent in the area of artwork charging and allowed a culture to develop amongst it's customers and staff that artwork was almost a free service. Consequently significant sums of "bottom line" income had been lost.

A strategy was developed to train & educate the customer facing staff of the need to be firm in their collection of these fair and reasonable charges and a programme communicating with the customer to explain the new charging policy and soften resistance. This one change alone, within 3 months, turned the Company around and into profit.

### **Results**

The implementation of the subsequent Sales & Marketing strategy has seen the Company improve further and not only replace the element of turnover lost when their Major customer moved, but add further profitable turnover, above and beyond the previous level.

**If you want to find out more about any of the areas covered in this case study  
and how we can support your business – contact us today.**