

Background & Problem

The company acted as liner shipping agents to a number of Shipping Lines, with offices in Karachi, Islamabad, Peshawar, Faisalabad and Sialkot . The company culture was extremely conservative and complacent, resulting in an over-reliance on principals whose business was under attack from younger, more aggressive organisations. This resulted in shrinking revenues and a high level of over-manning in the agency, particularly at the top end of the management structure.

Action Taken

The agency portfolio was streamlined by terminating non-profitable business, enabling a greater focus and better customer service for profitable lines of business. At the same time, significant staff reductions in the Karachi Head Office and the removal of an entire layer of senior management at the regional level both cut costs and improved the efficiency of the organisation.

The Result

The company was able to retain the appointments of its profitable lines of business and significantly improve profitability both in monetary and percentage terms.

**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.**