

Case Study – Manufacturing & Installation



Ano manufactures, distributes and installs heating and ventilation equipment. They are market leaders in their industry and operate nationwide through Build consultants, Architects and distributors. They offer bespoke solutions as well as off the shelf products. High quality manufacturing is the corner-stone of their success. They have been in business for over 20 years.

Graham Hodges initially carried out a business review in order to crystallise the company's objectives and draw up a management action plan. This highlighted some key areas that needed addressing:

- The Company's organisation structure needed work;
- Financial review processes needed putting into place;
- Company strategy and mission statement needed defining and communicating to all employees, customers and suppliers.

Having pulled together this plan, Graham Hodges has worked on a regular basis with the MD and team to make it all happen

The Managing Director said *"The initial review made it clear that whilst we were trading profitably, there were a number of areas that needed tackling. Graham has helped us to focus on what mattered"*.

Graham Hodges has continued to work with Ano over many months, during which time, the following has been achieved:

- Regular management meetings have been set up enabling everything to be discussed and action taken to move forward;
- A business planning process is in place, enabling the company to take annual stock of where it wants to go in the future;
- A new company image has been created, along with associated literature and web-site refresh;

- The organisation structure has been defined with some new jobs created as well as some no longer required;
- Much tighter financial control is in place, covering cost management, debtor chasing and sales monitoring;
- The effectiveness of the Sales agents has been reviewed and a number of changes made;
- Gross profit margins have significantly increased;
- The MD has started to “hand over” some of the day to day work to a new “General Manager” freeing more of his time up (Graham is coaching the new General Manager).

Since starting work with Graham the MD and team have had Graham “on tap”, not just for the regular management meetings but also to talk through any other business issues to get a completely independent and impartial view. These include a wide range of aspects, such as:

- Possible staff share option schemes;
- Considering replacing company lease vehicles;
- Creating two new posts, Production Manager & Financial administrator;
- The purchase of new additional premises to facilitate growth;
- Setting up cost and income forecasts and monitoring them;
- New systems for control of orders and invoices.

The Managing Director said:

“We are now much better organised as a company, we have effective plans & control processes in place and a clear view of the way ahead. As with any successful company in these difficult times, our main focus has to be sales and we are clear on what we have to do. Graham is a very experienced business director and we have found his impartial advice really helpful. The team have got to know Graham and we now involve him in most of our management activity. Having him around has certainly helped us to not only survive but to grow in what are proving to be very difficult trading conditions.”

If you would like to know more about this project, contact Graham Hodges & Associates:

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