

CASE STUDY - Apollo

Business Development, Exit & Succession Planning

Client	Employees	Industry Sector	Main service
Apollo	15	Family firm in food distribution	Importing & roasting nuts & snacks



Nature of problem

- Company “lost our way and little sense of Direction”
- Lack of Vision “None of us had a clear idea of where we wanted to be in 5 years time”
- Family conflict –lack of clarity regarding roles
- MD hanging on unwilling to retire
- Lack of systems and processes
- Contracting market

How JHK solved the problem

- Action planning workshop with family members to develop 5 year Strategic and Action Plan
- Managed exit strategy and retirement of MD
- 1:1 coaching to resolve conflict between family members
- Development of business and family constitution to separate family and business
- Development of job descriptions, roles and responsibilities
- Implementation of food legislation procedures HACCP and CMI
- Development of EPOS stock control system
- Formalisation of all HR and Operational procedures and reporting systems
- Ongoing coaching and mentoring of new MD
- Design and implementation of marketing strategies
- Development of communication processes such as management and sales meetings to improve sales and focus
- Developed performance management systems

Outcomes & Benefits

- Increased sales and credibility within industry
- Increased profitability and productivity
- Increased sales opportunities
- A more efficient organisation and control
- MD has more time to spend on strategy and the odd day off
- Improved leadership and performance management Greater enthusiasm and motivation among family members

“Judith was extremely inspirational for us and for me in particular. She helped us to see more clearly what the real issues were and then how to resolve them. Judith always saw between the lines and picked out the real problems, she also saw how our relationships were affecting each other and how our emotions and habits of a life time were coming in to play and got us to talk more openly about this. Judith also saw where we needed more training and advice and would bring in the right people to help.”