

Younger Marketing Management Ltd

Softvision Ltd - General Management Assignment

Case Study Overview

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Client: ntl:

Assignment: Interim Managing Director of Softvision Ltd

Reporting to: Lar Welinder, CEO, Softvision plc

Introduction

Softvision was the European market brand leader in production and distribution of video-based PC application training with operations in Germany, France, Benelux and Scandinavia.

Softvision Limited was the UK sales and marketing operation originally set up as a franchise operation. After several successful years of trading the UK operation was absorbed into the European group. After a short period of time, the ex-franchisee and managing director of the UK business indicated that he wanted to retire. By this time the UK business had lost momentum and from a peak of almost £2 million of revenues was drifting down to below £1 million.

Softvision sales and marketing was predicated on direct mail (over 1 million mailings per annum) with telemarketing support. The market was training managers and individuals within commercial organisations responsible for, or with a need for PC application training. 80% of the business was direct with the rest through third party distribution

Terms of Reference

To take over from the incumbent Managing Director until a new one could be appointed.

To put into place such corrective actions as to turn the business around.

To move the business into larger, more conducive, office premises in order to accommodate and facilitate the expansion and restructuring of the business

Assignment Aims and Objectives

- Maintain regular and timely communications within the DigiCon Programme team.
- Restructure the business to ensure more control over sales and marketing activity.
- Find and facilitate new office premises.
- Take responsibility for day-to-day general management of the business.
- Take responsibility for budgets and ultimately, profit and loss.
- Recruit and train new sales and support teams to reflect the new structure.
- Regenerate momentum in the business with new video-based training products and expand the range of other materials.

- Review and improve the efficiency and effectiveness of previous marketing strategy.

Process of Delivery

- Management of internal team and outsourced resources on a day-to-day basis.
- Development and implementation of business plan and strategic marketing activity.
- Reporting to, and participating at Group level and European management meetings.
- Business development of key accounts in the distribution channel
- Market research and analysis using internal and external resources.
- Fostering a close working relationship with primary software developers, specifically Microsoft.

Project Outcomes

- Revenue turn-around, increased to £1.7 million.
- Introduction of new products with a contributory increase in unit gross margin.
- Extensive increase in range of software application training.
- Move in to modern offices which facilitated the implementation of improved internal systems and processes.
- Recruitment of new internal sales team and sales administration support.
- Appointment of new business telemarketing team and implementation of award winning programmes.
- Improvements in the efficiency of fulfilment, and business reporting process.
- Improvement in cash flows.
- New business plan.
- Strategic marketing plan in support of development of new products and markets.
- Preparation of business for sale to a larger group.

References for this assignment can be obtained from:

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