



## **IBS INDUSTRY CASE STUDY – PRINTING COMPANY**

- Summary:** Reaching an outcome that saves the business while maintaining family harmony
- Industry/Sector:** Printing
- The Goals:** To find a way for a business to continue growing despite a strained ownership arrangement.
- Business in Profile:** The business had been operating for a number of years and was run by two brothers. Originally the business had been established by one of the brothers who was very adept at the technical side of the business. The other brother joined the business once established and proved to have a talent for the “business” side. He totally transformed the business and improved turnover from a €250,000 to €1.3 million.
- The Challenges:** There were two brothers running the business. One as a CEO and the other as an Operations manager. The CEO was decidedly unhappy about the performance of the Operations manager and had been for some time. He believed that the business had reached a plateau and could not improve with his brother in his current position.
- The CEO’s motivation was so affected he was not sure he wanted to continue with the business.
- Strategies:** The CEO admitted he had been avoiding the issue for years and that it had to be faced. A meeting was held with all relevant parties. A tax efficient method was found for the CEO to buy out the operations manager. The operations manager, for his part, was delighted with the solution. Now both sides have an agreement, which suited them both and would not ruin the Christmas dinner. Motivation and performance increased immediately.
- We also suggested a meeting with all employees to identify ways of increasing efficiencies and decreasing costs. This can be done effectively by a weekly stand up meeting for 15 minutes on a Monday morning to clarify goals and generate ideas.
- Outcome:** The meetings highlighted the opportunities that arise by allowing the team to contribute and communicate.
- By taking independent advice the issues between the two brothers had been resolved and the remaining brother could lead the business with more motivation.
- Before working with IBS the CEO was considering leaving the business but is now embarking on recruiting new team members including a sales person.
- Structures have been put in place so that he can make the most of the increases – now measuring all the leads, conversions, sales etc so he knows what drives profitability.



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