**Point of sales printer**

The client grew from £15m t/o to £23m t/o over a period of five years, but notwithstanding growth profits plummeted to a point where the company became loss making. Utilisation was high to the point of having to outsource work.

By ceding profits made on outsourced work the company found that it could “pick and choose” the work it took on. Not only did the client ditch unprofitable and marginal work, the fact that it was obviously in “pick and choose” mode persuaded customers to increase their prices to the extent that marginal work became profitable due to rate increases. The client added £1m pa to its pre-tax profits, which increase has been subsequently sustained.

**Specialist chemical distribution**

The company distributed specialised chemicals worldwide using high-cube tank containers. The company applied common hire rates standards to all tank movements. There was however a huge variation between company ability to ship in and out of different locations.

For some locations it was easy to gain outbound loads whereas for others it was more difficult. Due to the latter case our overall equipment utilisation plummeted. By introducing differential rates for inbound and outbound loads based on location to and from, the company hugely improved its utilisation at the expense of only a small reduction in the overall selling rate.

Over three years the company converted losses of close to $1m pa to profits of $0.7m pa, and in the process generate cash to triple the size of the business from $8m to $24m pa.