**Project manufacture**

The client manufactured waste heat recovery units which took an average of around 9 months to fabricate and install. They completed around 10 of these units every year. Projects suffered regular delay, usually because of circumstances beyond their customer’s control.

When engaged the client said they were turning over £15m pa and were making £1.5m pre-tax profit pa. On investigation they were turning over £10.5m and were losing £2m. Within three months the company recognised its losses and installed Collingwood project, after which they went on to make profits in each of the succeeding 5 years, at which point they were sold.