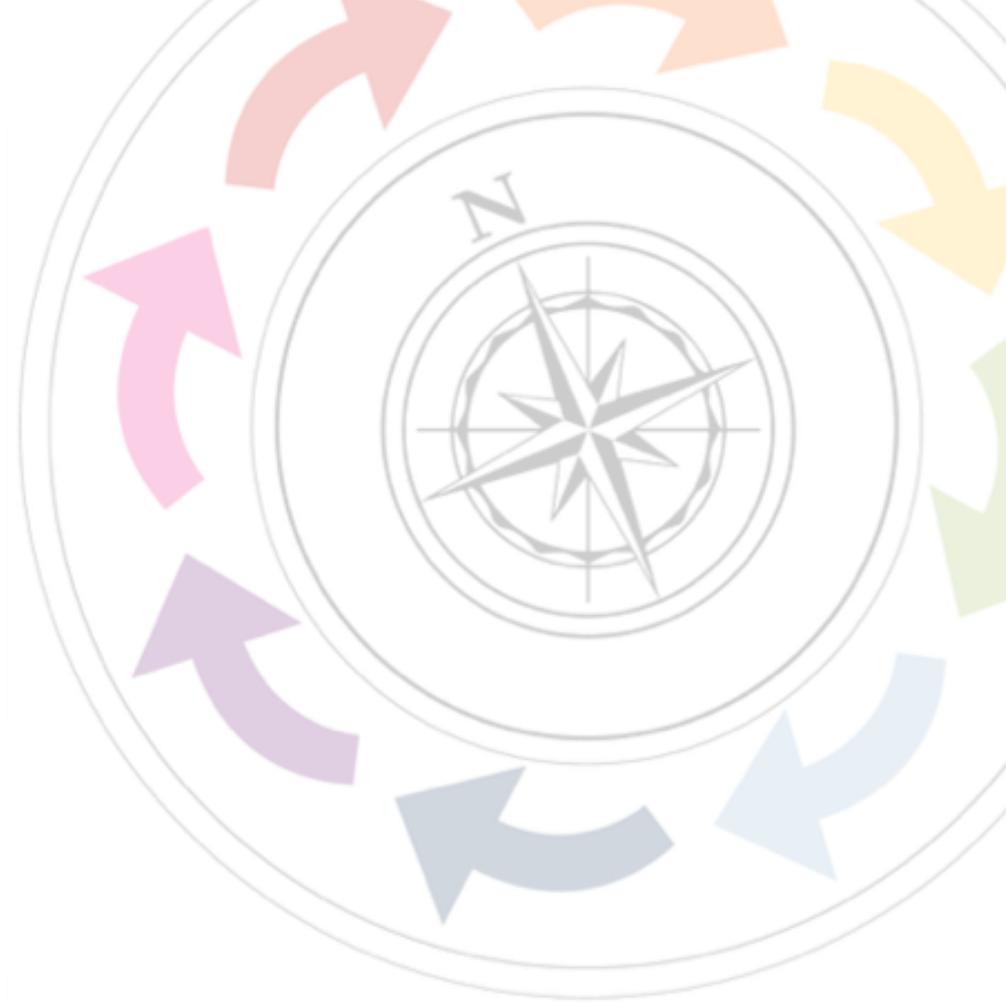




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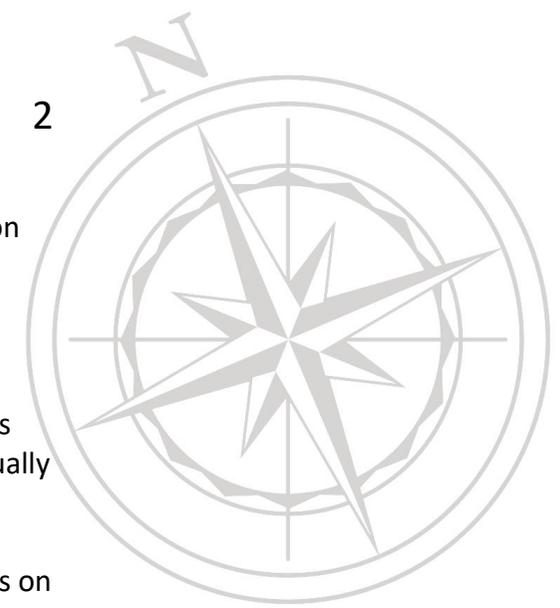


## **My TrueNORTH – Case Study**

**Food Retailer / Manufacturer**

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When I was first introduced to the Managing Director of the business, he already had a very clear goal of what he wanted to achieve. I had delivered my “Get BIG or Go Home” Keynote and was delivering a very lively Q&A session with those wanting to know more.

“How do I get to a Million?” He asked?

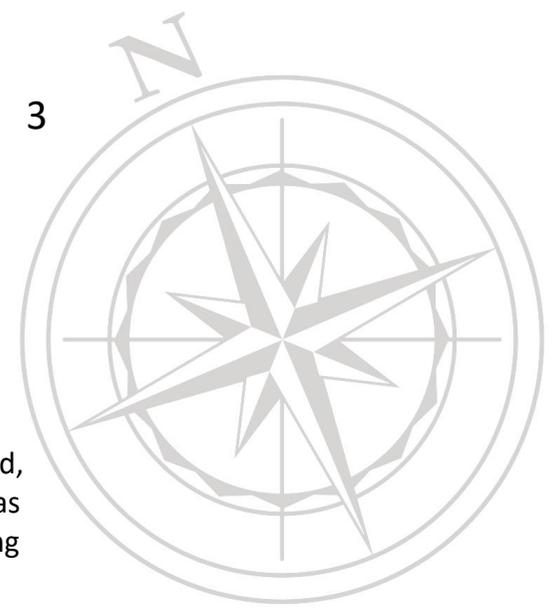
“Why do you want to reach a Million?” I responded. You see, whilst many Micro / SME business owners see this as almost a holy grail moment, it is just another number. And unless we know WHY we want that (and what this actually means in terms of business required to achieve it) it is just another number.

We sat down and shared a very open, honest and frank conversation. Through which I learnt he had 2 food outlets on the outskirts of the city. He ran one, his brother ran the other. Both of them were already working 60, 70, sometimes 90hours a week, to generate around £650K Turnover. But profits were at best ‘average’ and to hit the Million, both he and his brother perceived this would require a 3<sup>rd</sup> outlet, with additional overheads and they were uncertain who they could recruit and trust to do this.

I also learnt, that whilst they both had a great passion for what they did. They were also frustrated by the reputation of the industry, concerned for its future, and saw this as GROW AND SELL before the bottom collapsed and they were left holding an empty business!

I spent considerable time getting to know him, and understanding WHY and HOW he got into this industry in the first place. Through this, his passion for the industry began to shine through, and with it, a desire to change the perception of people about the take-away industry as a whole. I also learnt of his other passions, including a wife and young family, and he spoke of his love of sport and a desire to be a part of the future Olympics!

We reviewed the numbers and ran a series of scenario’s based on business modelling, restructuring and market demand and capacity. Using the current model, we realised the overall turnover would need to be far closer to £2m in order for him to cover additional costs AND recover the monies required, but this was likely to take years, significant risk and didn’t meet all of the goals to which aspired to achieve.



We therefore worked to identify opportunity to:

1. Change people's perception of the industry
2. Reduce the hours he and his brother were working
3. And significantly increase order value and profitability
4. And this would then enable him the time and freedom to pursue his other interests.

Throughout the 3 years we worked together. He remained exceptionally focussed on EVERY aspect that was shared, both during 1:1 sessions and within #ADDAZERO Explorer Mastermind. We agreed a disruptive business model was required to change peoples perception of both him, his business and the industry at large. And he set about making significant changes that would transform how and who they did business.

It was such a privilege to witness the work he applied, which included traveling half way around the world to speak directly to suppliers, getting them 'onside' to support the changes he was making.

Within 3 years, his FIRST business now generates more than £3M. With a healthy profit margin and some very loyal customers. In an industry where he has completely transformed the way people within the industry see him and his products. AND having a management team in place to prevent him from having to spend another day working IN the business.

A SECOND business that already turns over more than £2M. This time in food manufacturing and set up to challenge peoples perception about what can and can't be achieved!

And soon to be the launch of a THIRD business, with ambitious plans to grow this to £1M+ within the first 12 months of operation.

This is currently 'on hold' whilst he takes a year out to take his wife and young family around the world sightseeing (whilst meeting with other potential suppliers) and catching up on the times he has been 'too busy' for them.