

## Background

This is an **owner-managed profitable but not growing trading company**, which has taken the decision to develop the company through profitable growth on a five-year period for companies and CEO. The following measures have since been implemented:

**Year 1:** Establish **performance pay to the sellers** in order to increase sales (disconnect sales-performance-pay)

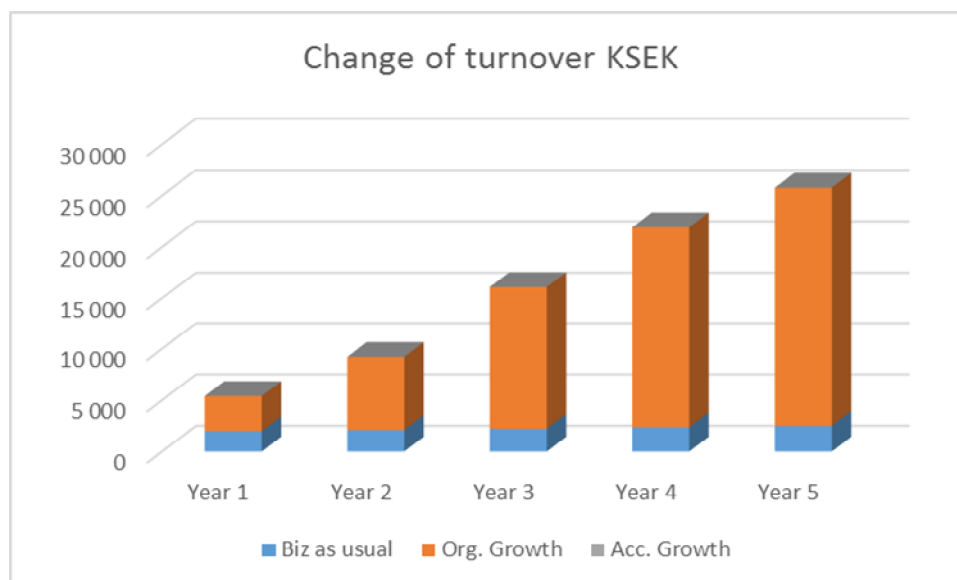
**Year 2:** Working with **key customers** and then become sellers **Key Account Managers** instead of increasing the large customer sales. The company employs here an inside sales and sales training for sales staff in Key Account Management.

**Year 3:** By introducing a **service developed sales** also include the service managers. Service managers are a business school, in order to develop sales to existing customers.

**Year 4:** Go on exports and which employs an **export sellers**. Export companies have double the growth towards companies that invest solely on the national market. The company employs here an export seller.

**Year 5:** introduce an **e-commerce service** to increase sales of a selected product / service in a market that the company is not represented. The company hires a manager for e-commerce.

Below are the results in the form of graphs: the development of the company's turnover, profitability, sales per employee and shareholder value over five years.

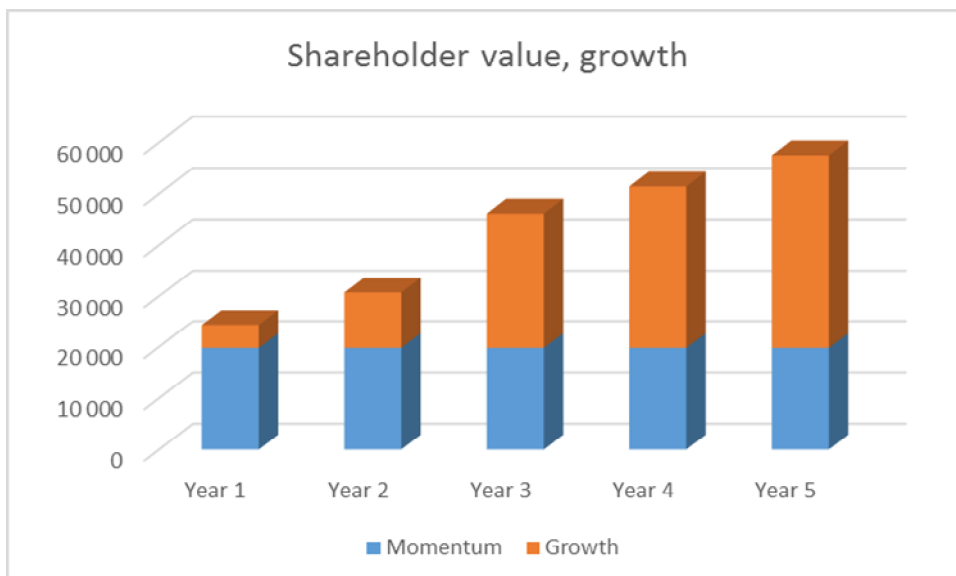
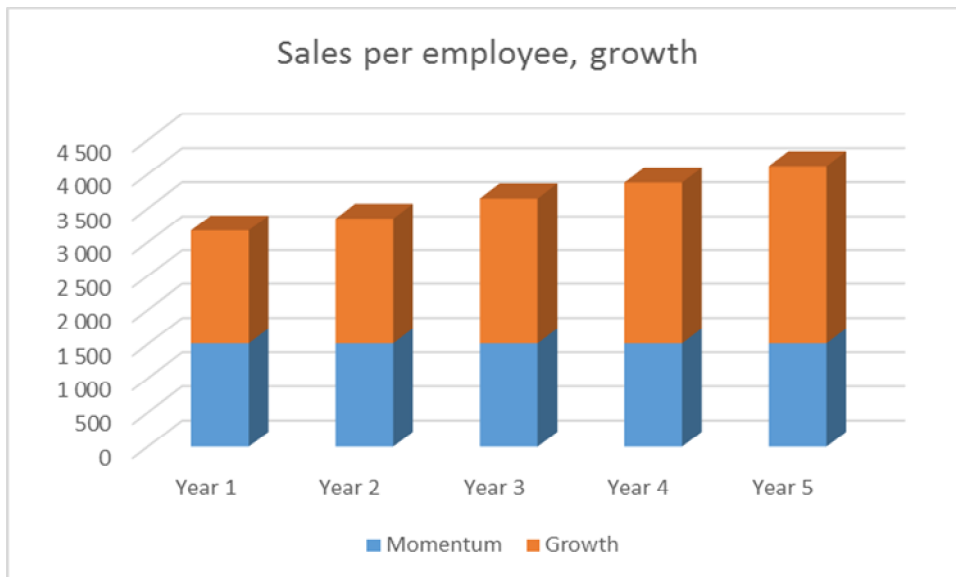
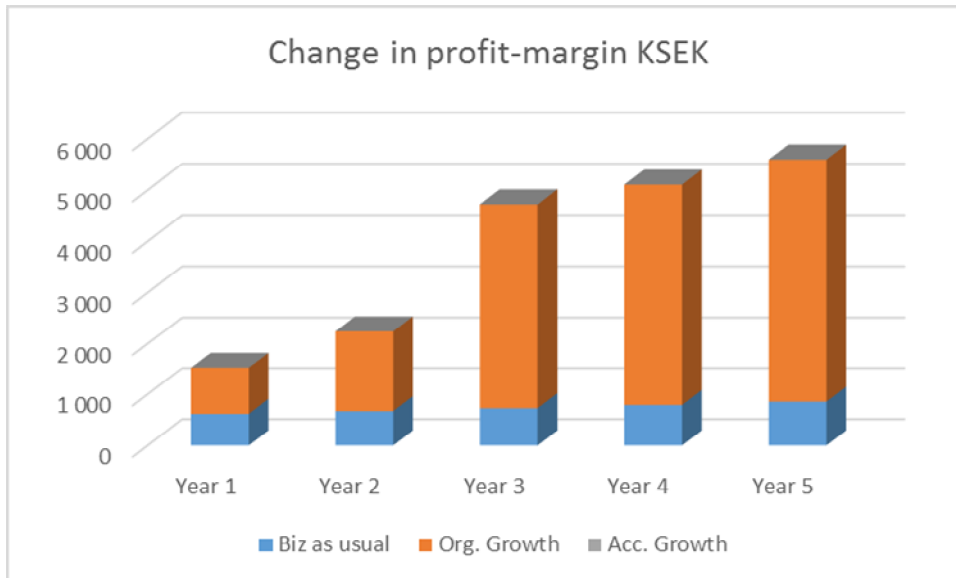


## Comments

This reasoning also applies to other companies / organizations than owner-managed businesses and even parts of a group.

Columns: Biz (business as usual) is the business if nothing is done, Org is organic sales growth and Acc. is the Finnish company acquisition.

## Arch Test Case - How to develop business growth



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