

Case study

Dencowear

Workwear design and manufacturer, Dencowear used MAS for expert help and advice to improve its back-office operations, which resulted in the company doubling its profits and gaining a major new contract with a major utility company.

Having recognised that Dencowear was in a position to grow significantly, managing director Ilan Sherman enlisted the help of MAS specialist Mike Brook in order to implement changes to improve efficiency and prepare staff for the rapid growth created by new contract wins.



“The past year has seen us enter uncharted waters. Having MAS to steer us in the right direction and prepare us for such huge growth has been invaluable. I am keen to carry on expanding the business but recognise the importance of developing steadily and consolidating our position. We shall certainly continue to work with MAS in the future”.

Ilan Sherman, Managing Director

Key Achievements

- > A new order from a major international utility company for approximately £500k has been finalised.
- > GVA has been boosted by £90k.
- > New IT systems have been put in place to enable staff to access data more efficiently.
- > Productivity has increased by 15%.
- > As a result of the expansion, 2 new jobs have been created including an account handler for the new contract.
- > A strong manufacturing strategy has been established.

Provided by

“It is still early days in supplying the contract, which has totally gone against the current recession and doubled our turnover, but we are now in our next stage in our development as a business with a firm foundation in place.”

Sue Sherman, Director

How MAS helped

Founded in the 1960s by Susan Sherman, Dencowear specialises in the design and manufacture of professional workwear for various industries including healthcare, medical and beauty establishments. It also supply uniforms to colleges nationwide including Leeds City College and Joseph Priestly College.

Managing director Ilan Sherman wanted to keep the company's family values of excellent customer service and value for money but, recognising that it was expanding, he invited MAS to conduct a strategic intervention to help make improvements to the back-office operations and to oversee staff training.

The initial stage of the project began by identifying the stakeholders' vision and objectives. This involved a detailed SWOT analysis to identify the business requirements and following this a short term tactical action plan and medium term strategic plan were developed.

A three year P&L, balance sheet and cash flow plan were then established allowing for the increased capital of the project to fund new purchases and work in progress. A number of reports were put in place to ensure the company's finances are more tightly controlled moving forward.

New IT systems were installed which has lead to a greater number of staff being able to access key data more effectively. This has allowed Ilan to free up more of his time to concentrate on strategic business development.

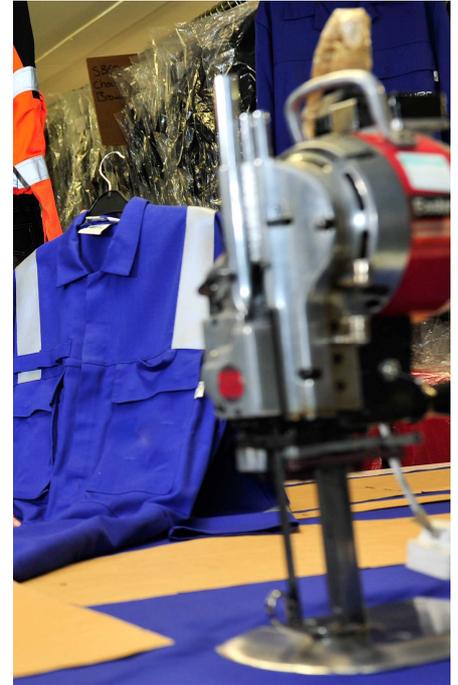
A series of training sessions have also taken place for both new and existing staff to bring all employees up to date with the company requirements and an appropriate organisation structure has been implemented.

Results

As a result of the improvements made throughout the project, the company has secured an order in the region of £500k to supply a major international utility company with flame retardant boiler suits and workwear.

Having a MAS specialist on hand to give unbiased advice and support on key decisions has been invaluable to the company's directors Ilan and Sue. It has given focus to the whole team to and pull in the same direction to improve efficiency and get the necessary systems in place to cope with rapid business growth.

Operating processes have been updated in order to improve production and stock control systems which has helped to establish stock level requirements and reduce the number of days that stock is carried.



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