

## Turnaround AND Transformation – supporting people in the commercial world

### The Hornby Hobbies Story so far ...

We have been on an incredible journey with the Sales teams from Hornby Hobbies over the last six months. The start point saw a team with pressure on all fronts – customers, competitors, and a business in a rapid turnaround plan. It was frantic, trying to deal with several change initiatives and deliver results - the sales teams were ‘plate spinners’ rather than customer managers.



So, we started the transformation journey with them, at the same time as ensuring their contribution to the turnaround. We started by sharing and co-creating a sales competency framework for the team that demonstrated best practice. Everyone identified where they thought they were on the framework and developed a team and personal plan for the journey.

We also developed how we would measure ourselves going forward, the necessary KPI's that provided focus, measurement, and management. This framework enabled us to see the progress being made and the pace of positive change that was being introduced.

Being commercial managers of many years standing it would be remiss of us to ignore the pressing need of the business to deliver the turnaround. We worked closely with the teams through commercial coaching to ensure that everyone had clearly identified plans to ensure their own individual contribution to the turnaround.

### Picking up speed

Once we had started the journey, it was clear that there was an ability and appetite to go for more. We introduced category based thinking and language, a first for the sector and the team. We introduced a re-engineering of the commercial terms to support key customers, so that it benefitted all parties and focussed upon category growth.





As we continued with the journey, the benefits of smarter working and effective engagement with customers began to see the light of day. The planning process for customers began to take shape so that it fitted the planning model of the industry. Sharing top tips from recent experiences with customers became the norm, and the sales leadership grew in stature and respect as the positive changes were shared with the wider leadership team.

And, more importantly, Customers liked the new approach and started to warm to the new way of working.

Which proves one point that we should always remember – a turnaround AND transformation need the full engagement of people to make it happen, and happen successfully.

The sales teams at Hornby Hobbies have truly engaged with the programme so far and we look forward to our next stage of the journey together.

