

# Transform Your Woodworking Business - 7 Steps for Success

"Winners take imperfect action, while losers are still perfecting the plan. Action is the most important key to any success" - Tony Robbins

 by Erin Woodger



# Craft an Effective Business Map, not a Plan

1 Define Current State

2 Set Ambitious Goals

3 Create Comprehensive Map

**Begin your transformation by clearly defining your business's current state and setting ambitious goals for its future.** Create a comprehensive business map that outlines where you are now and where you want to be. This map serves as your guiding compass throughout the transformation process. As Thomas Watson, Sr. wisely stated, "To be successful, you have to have your heart in your business, and your business in your heart."

**Define where you want your business to be, this might be the turnover you want to achieve, number of showrooms, Brand identity or exit plan, set a timeframe, communicate this to your staff and let them create the plan on how to achieve it, this way they will own the process and ensure it happens without you having to do and drive everything.**

**Ensure their plan includes the financial goals you set for them, and that the finances are directly linked to your production.**

**Client (A) a bespoke kitchen manufacturer. By linking the production schedule to the financial map, communicating the goal for each week to the production manager and empowering him to build his own plan to achieve it we added £900K to their bottom line in 7 months.**

**Where is your business now? Are you newly started, have you grown but are now stagnating, are your sales growing but your workshop can't keep up?**

**Where do you want your business to be? What do you want to be known for?**

**By when? Be as specific as you can.**

**What £ value will achieving your goal bring you and your company? If your goal is to grow your turnover by £1m and your net profit is currently 10% then crafting an effective business map is worth £100,000. What would doing nothing cost you?**



# Embrace Innovation

1

## Continuously Evolve

Innovation is the lifeblood of any successful business. Continuously seek out ways to improve your products, processes, and services. Stay ahead of industry trends and emerging technologies to ensure your kitchen manufacturing business remains competitive and relevant in a rapidly evolving market.

2

## Adapt as You Grow

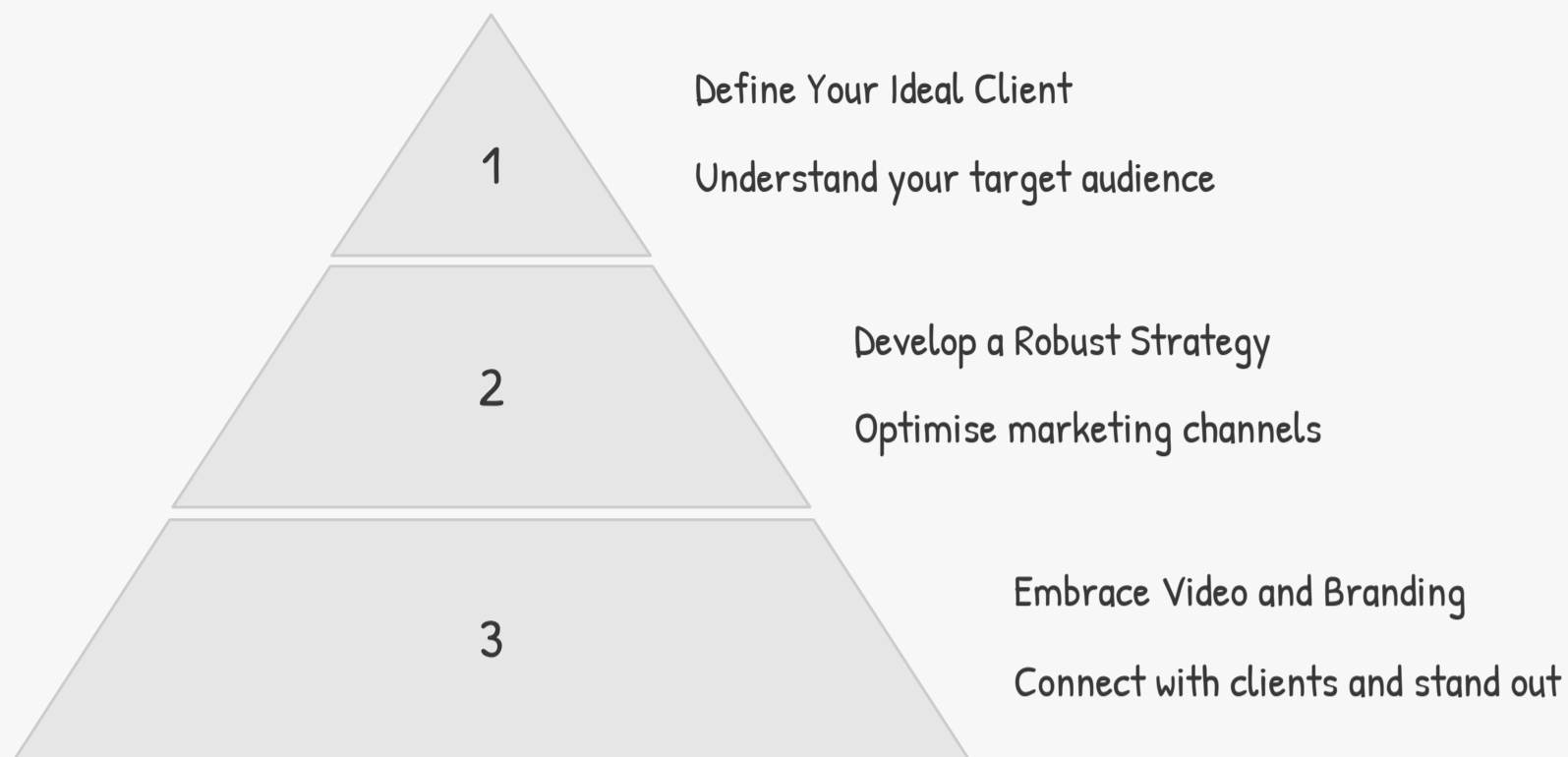
As your business grows, make sure your products, services and manufacturing grow along with it. What worked when you were making 1 kitchen a week won't work when you're making 5 or 10 kitchens.

3

## Embrace Change

Embrace change, seek out the expertise you need to keep pushing your business forward. Be willing to look at what you do differently, listen to others, always ask yourself the question, why do we do it this way, does it still serve my business, or is there a better way?

# Master the Art of Marketing (or Hire an Expert)



**Peter Drucker noted, "Business has only two functions – marketing and innovation."**

Develop a robust marketing strategy that effectively communicates your unique value proposition to your target audience. Optimise marketing channels, including digital marketing, social media, and traditional advertising, to expand your reach and attract potential customers. Work out who your ideal client is, by looking at your successful projects, where are they? Where online are they? How can you ensure your brand is first in mind?

Connect with your clients by embracing the power of video, build your brand, stand out and inspire.

As the business owner of a kitchen manufacturer, you are unlikely to have the hours in a day, nor the marketing expertise to execute this on your own, so it may be worth bringing in an agency who can provide the advice and resources you require. They will help you work out your cost of acquisition – you need to understand your financials in order to assign an appropriate and effective marketing spend.

Every business has its story, every owner their *raison d'être*. Find your vision and passion and let it steer your ship, but make your client the hero of the story, not your brand.

**Client (C) a bespoke Kitchen manufacturer had grown for 25 years through word of mouth and traditional marketing to £1.8m worth of revenue. 5 years ago they brought in a professional digital marketing company to overhaul how they communicated their messaging across various digital first platforms. 5 years later they are on track to do £7.5m in revenue, adding three showrooms and tripling the size of their production facility.**

**Walk ins and referrals have their place, but the leading Kitchen manufacturers have a reliable and consistent way of generating leads that can be attributable, and eventually, build a marketing machine that can be turned up or down according to your capacity in the workshop.**

**Do you have a marketing plan that works?**

**What £ value would consistently getting the right enquiries give you and your business?**

**If you don't currently have a marketing plan that delivers, When are you going to implement this by?**

# Master the Art of Marketing (or Hire an Expert)

1. If you don't currently have a marketing plan that delivers, when are you going to implement this by?
2. Do you have a marketing plan? What is your current marketing spend, what does this actually get you for your money, are you tracking the results?
3. What 3 things could you do to set you apart and showcase your unique offering?
4. What £ value would this give you and your company over the next 12 months? If you had a marketing strategy that consistently brought in the right quality and quantity of leads which translated to an annual turnover growth of 10%, on a current £5m turnover with 10% net this would give you £50,000.
5. What would inaction cost you?
6. What would be the single biggest action you could take that would make a difference right now?

# Implement a Strategic Sales System

## Overcome Sales Obstacles

Overcome the five basic obstacles of sales—no need, no money, no hurry, no desire, and no trust—by reverse engineering your sales process. Address your customers' needs, build their desire, establish trust, offer flexible payment options, and create urgency with incentives.

## Foster Collaboration

When making distinctions in roles, too often there is a barrier between the sales and production, and they each blame the other when things go wrong. Change the dynamics so they are all working collaboratively to deliver outstanding value and service for your clients, rather than finger pointing and blaming. Appreciating the demands of each others roles makes for a collaborative team.

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## Optimize Sales Conversion

What is your current conversion rate on sales? What techniques or processes work best within your existing team? Can these be replicated? Is your team undertaking a dual role (sales and technical) that doesn't necessarily play to their strengths? Give them a team around them to handle the details, the measuring, the technical side and free your sales team to sell.

## Emulate Successful Strategies

Elon Musk took it back to first principles when putting together the teams at Tesla. Instead of Design and Engineering in two separate offices, he made the engineers sit directly next to the designers to avoid this "throw it over the fence" mentality. The engineers became better designers and the designers became better engineers. Everyone rowing in the same direction will achieve the desired result in a fraction of the time.

# Implement a Strategic Sales System

**What do you see as a blocker to seeing more confirmed sales?** Understanding the key obstacles in your sales process is crucial to improving conversion rates. Analyze where potential customers are dropping off and identify the root causes, whether it's a lack of trust, perceived value, or urgency.

**Do you have an existing sales strategy - what could work better?** Evaluate your current sales approach and identify areas for optimization. Consider factors like sales team training, lead nurturing, proposal presentation, and post-sale follow-up. Seek to streamline the process and enhance the customer experience.

**How do individuals interact in their respective roles? Could responsibilities be clarified and ownership strengthened?** Foster a collaborative environment where sales, production, and support teams work together seamlessly. Clearly define roles and responsibilities to ensure everyone is aligned and accountable for their part in the sales process.

**What £ value would this give you and your company over the next 12 months?** If you had a sales strategy that increased your conversion rate by 10% with an average sale value of £50,000 and a 10% net profit, this could translate to an additional £55,000 in revenue over the next 12 months.

**What would not driving forward cost you?** Inaction can be costly, as missed sales opportunities and inefficient processes can lead to lost revenue, customer dissatisfaction, and a weakened competitive position. Proactively addressing sales challenges can unlock significant growth potential for your kitchen manufacturing business.

# Harness the Power of Numbers

Success in business often results from the cumulative impact of numerous small improvements. Pay attention to key performance indicators (KPIs), track metrics, and gather data to make informed decisions. Darren Hardy reminds us that it's the little things that add up to extraordinary success, so continuously optimise your processes and strategies.

There is no silver bullet that will transform your business, it's manifold small changes that cumulatively add up to transformational change - harness the compound effect.

Most of us know what you measure gets managed, are you measuring the right metrics, are they giving you the information you need to make . Find the key metrics that impact your business, track them, communicate them and set targets for them (reviewing them regularly), these will form part of your business map.

KPIs	Number of Enquiries	Total Sales (£)	Conversion Rate (%)	Gross Profit (%)	Average Sales Value (£)	Net Income (£)
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It is critical that these numbers are tracked not only in the past, but accurately predicted going forward, far too many businesses rely on their accountants to tell them what happened last month, when you can't do anything about it other than learn, you need to put in place a way to predict these numbers going forward, and empower your team to adjust their plan daily and sometimes hourly to make sure things are pulled back on track.

Manufacturing is fraught with things that go wrong; clients delay, machines break down, employees don't turn up, mistakes are made, all these can be managed whilst you still hit your targets if your team can see the metrics and adapt accordingly.

Client (E) a Joinery manufacturer began tracking the above metrics and predicting them going forward, this resulted in turning a significant monthly loss into a significant monthly profit within 6 weeks of implement them and communicating them to the team.

If your workshop and your sales team achieved the goals you set them each month, what would the £ value be to your business?

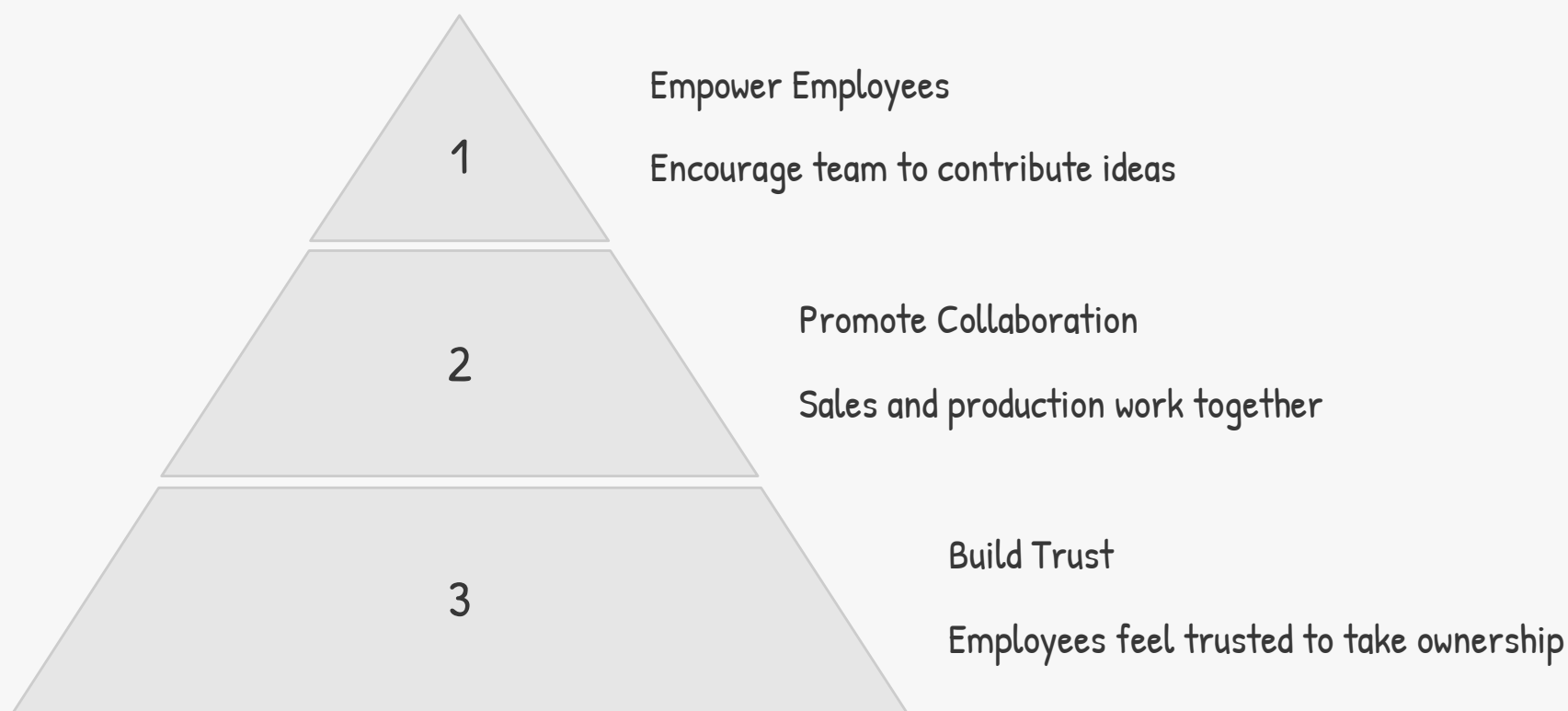
If you don't track at least the metrics above for the past and for the next 12 months, when are you going to implement them by?



# Harness the Power of Numbers

1. **What numbers are you currently tracking?** Do you have a clear set of key performance indicators (KPIs) that you monitor on a regular basis? These could include metrics like number of enquiries, total sales, conversion rate, gross profit, average sales value, and net income.
2. **What numbers should you be tracking?** Review the critical metrics that provide visibility into the health and performance of your kitchen manufacturing business. Ensure you have a comprehensive dashboard that gives you real-time insights into your operations, sales, and financials.
3. **What £ value would this give you and your company over the next 12 months?** By closely tracking and optimising your key numbers, you can unlock significant growth potential. For example, if you were able to increase your conversion rate by just 10% and your average sale value by £5,000, with a 10% net profit, this could translate to an additional £55,000 in revenue over the next 12 months.
4. **What would doing nothing cost you?** Failing to harness the power of data and numbers can be detrimental to your business. Without clear visibility into your key metrics, you'll struggle to make informed decisions, identify areas for improvement, and drive sustainable growth. Inaction can lead to missed opportunities, inefficiencies, and a weakened competitive position.

# Foster a Culture of Ownership



Your team plays a pivotal role in your business transformation. Encourage your employees to take ownership of their roles and responsibilities. Empower them to contribute their ideas and talents to drive innovation and efficiency within the organisation. A culture of ownership leads to higher morale and improved productivity.

Unless your employees feel trusted, they won't take ownership and you will have to continue to drive everything, and until you step back from day to day operations you will continue to be a bottle-neck and have far too much on your plate.

Create a management team that includes sales, production and finance, give them the map you created in Step 1 and let them work out the route; if it's their route they will overcome all obstacles whereas if they are just enacting your set of instructions, every time they hit a problem they will come straight back to you.

You must ensure that the sales and production sides of your business work together, not against each other, they must all see and understand the vision and direction of your company and your brand, then they will all pull together, even when things go wrong.

**"When a team takes ownership of its problems, the problem gets solved. It is true on the battlefield, it is true in business, and it is true in life." – Jocko Willink**

We worked with Lamtek management team to create a culture of ownership, initially there was significant friction between sales and production, issues ended with finger pointing rather than solutions, creating a shared vision, empowering the management and changing the culture to trust has transformed the way they collaborate and work together, improving productivity and the team now taking ownership.



## Foster a Culture of Ownership

**Do you have a management team you can trust and who take ownership?** Creating a culture of ownership within your organization is crucial for driving sustainable growth and transformation. Empower your employees, especially your management team, to take responsibility for their roles and contribute their ideas to improve processes and drive innovation.

**What would the £ value be to you and your company if you could trust your team to operate the business and free you to work on your business?** By fostering a culture of ownership, you can free yourself from the day-to-day operations and focus on strategic planning and high-level decision-making. This can unlock significant value for your business, as you'll be able to work on the business rather than in the business, driving long-term growth and profitability.

**When will you implement this?** Transitioning to a culture of ownership requires a deliberate and thoughtful approach. Start by clearly defining roles and responsibilities, empowering your management team, and promoting collaboration between departments. Communicate your vision, build trust, and provide the necessary resources and support to enable your employees to take ownership of their work. Set a timeline for implementing these changes and hold your team accountable for driving the transformation.



# Cultivate Raving Fans

1

## Exceed Expectations

**Create a customer-centric approach that not only satisfies but delights your clients. Strive to exceed their expectations, provide exceptional customer service, and build strong relationships.**

2

## Encourage Referrals

**Happy customers will refer friends and family and leave positive reviews that help attract new business.**

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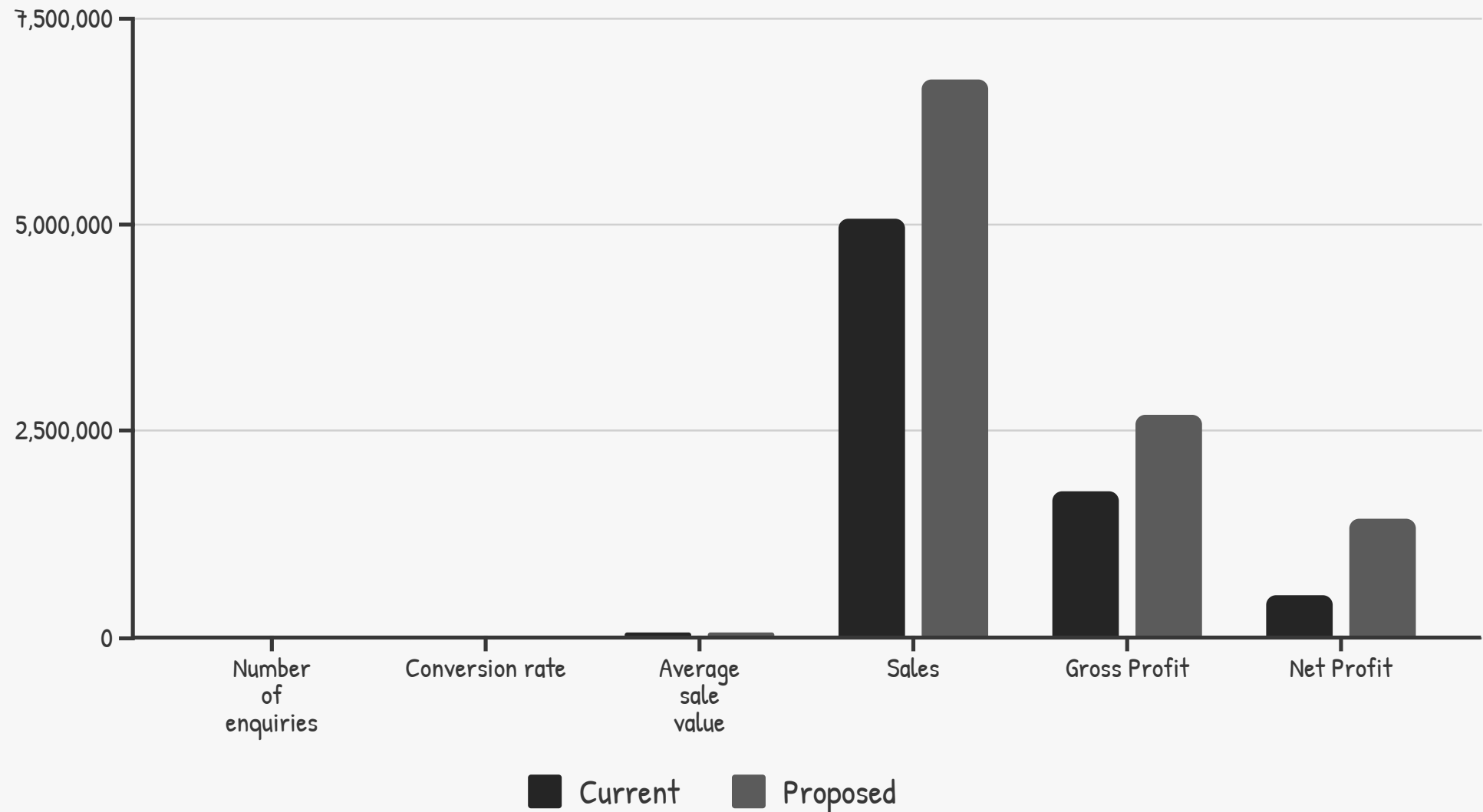
## Build Loyalty

**By going above and beyond for your customers, you can create a loyal following that will continue to do business with you for years to come.**

**"Your customers are only satisfied because their expectations are so low and because no one else is doing better. Just having satisfied customers isn't good enough anymore. If you really want a booming business, you have to create Raving Fans."**

- Kenneth H. Blanchard

# Example for a Transformation



As demonstrated with the above numbers, just 10% increases across departments can yield incredible compounded results. A transformation in this sense will be "death by a thousand cuts" and lots of small incremental improvements that compounds unto itself.

In the above example, just 10% increases in number of enquiries, conversion rate, price rises and a 5% increase in gross profit margin would yield an increase to net profit of 182%.

# Book a Free Business Consultation

**Want to find out More?** Book a free business consultation with Erin Woodger to discuss how you can transform your kitchen manufacturing business.

