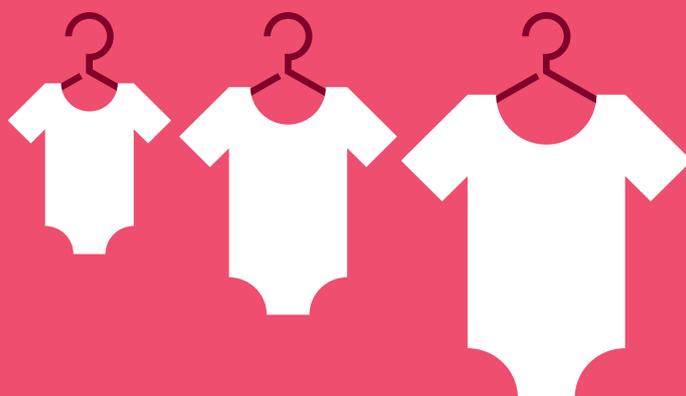


# Managing growth? *Know how.*

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With funding from the Netherlands we helped S&V Vitex,  
a clothing company in Serbia, reorganise the business and grow successfully.



# Children's clothing manufacturer, Serbia

**We helped S&V Vitex, a family company making children's clothes, to manage its growth effectively. With the help of a human resources consultant, Vitex increased efficiency and productivity by 25%, and grew its client base by 50%.**

The company was formed in 1992. When we started working with them, they had 35 staff making around 120,000 items every year. They produced three collections a year, selling mainly to small shops across Serbia.

Rising demand was creating new opportunities to grow the business. But growth also brings challenges. The family owners knew they had to update the structure of the business, create clearer reporting lines and improve their internal communication.

We helped Vitex find a consultant, Microgate, who analysed the company, diagnosed their issues, and delivered solutions to help the company operate more effectively. These included:



The new organisational structure gave Vitex new opportunities for staff development and performance management.

- Clarifying job specifications to define the roles and responsibilities of each employee
- Defining the organisational structure to set clear reporting lines
- Introducing a staff development policy and performance management
- Improving the procedures for marketing and sales, procurement, logistics and accounting
- Agreeing a new mission statement for the company as a whole.

With more formal structures and better developed processes, Vitex could seize new opportunities. The updated mission statement better reflected the new situation, and helped guide the new organisational structure and hierarchy. Communication improved, roles were better understood, employees were more engaged, and management processes became more efficient.

After the project, Vitex went from strength to strength. Within a year, workforce efficiency and productivity rose by 25%. The company increased production from 120,000 units to 150,000, also increasing the productivity of employees. Sales also rose by 35%. A year after the project, Vitex had grown its client base by 50% – from 30 to 45 regular buyers. They're now investing in energy efficiency, and are using a loan from a dedicated credit line to insulate their factory to reduce energy costs.

[www.ebrd.com/knowhow](http://www.ebrd.com/knowhow)

Turnover  
**+35%**

Customers  
**+50%**

Productivity  
**+25%**

Total project value  
**€4,400**

Client contribution  
**€2,200**