

Advice for Small Businesses

Optimise business processes? *Know how.*

With funding from the EBRD Shareholder Special Fund, we helped Oracal Polikarbonati to improve its business processes, expand regionally, increase its customer base and boost its turnover by over 50%.



European Bank
for Reconstruction and Development

Products for advertising, Serbia

We helped Oracal Polikarbonati to reorganise and improve its business processes, increase employee motivation and optimise inventory. As a result, the company increased its turnover by 50% and its productivity by 25% while its customer database expanded significantly.

Keeping with a 30-year old family tradition of entrepreneurship, Mr. Dejan Karic founded Oracal Polikarbonati in 2002 in Smederevo. At the time, the company's main activity was the wholesale and retail of panels, aluminium profiles and PVC foils for advertising. In 2013, in order to expand its product portfolio, the company started selling machines for the processing of panels, aluminium profiles and PVC foils. At the same time, the company also opened three new branches in Serbia and one in Montenegro.

The company's strong growth and geographical expansion highlighted the lack of a clearly defined or optimised internal process structure, inhibiting further growth.



Constant increase of turnover and number of buyers were followed by functional expanding of business facilities.

We helped the company engage an experienced consulting company, CQA, to help them harmonise its sale and procurement processes, introduce specific monitoring and evaluation procedures for employee performance and train management to efficiently and systematically supervise all processes and results.

Specifically, the consultant carried out the following activities, implementing tailored software solutions for the individual tasks:

- Reorganisation of the sales system
- Reorganisation of the procurement process
- Training for the company's senior management
- Analysis of inventory level
- Setting up a system for the calculation of staff pay levels.

The project changed the company's view on the use of professional consultants and enabled management to clearly define goals and responsibilities at all levels, increasing employee motivation and improving both individual and corporate results. Through the introduction of an inventory management system, payment of receivables increased by 15%; 'dead stock' decreased by 15% and the number of customers increased by 46%, making a total of nearly 2,000 active customers.

Moreover, the new system and improved organisation led to strong turnover growth and a continuous expansion of the company's product range, with 2,000 different items currently available. Encouraged by this success, Oracal Polikarbonati is continuing to expand, hiring new staff and expanding regionally with ongoing external advisory support.

Turnover
+50%

Productivity
+25%

Buyers
+46%

Total project cost
€16,440

Client contribution
50%