



## TRANSFORMED BY DIVER IN JUST 12 MONTHS

OVERVIEW

The Kellett Group is the largest manufacturer of beds and springs in Ireland, under the brands Respa, Sleight and Springcastle, selling over 90,000 mattresses, 35,000 divans, 20,000 headboards and 500,000 spring units every year.

A family owned business, founded in 1947 and based in Oldcastle, Co Meath, the Kellett Group implemented Diver BI in the Summer of 2014.

Like a lot of Irish companies, the Kellett Group had experienced over 6 years of continuing losses in a difficult economic climate and the business had largely struggled to return to profitability.

The instantly clear, actionable insights derived from Diver following the implementation were largely responsible for turning around the financial fortunes of the company.

LOSSES

When Sean Browne joined The Kellett Group as Finance & Operations Director in 2013, along with a new management team, he found a proud, traditional company, full of people working extremely hard, often putting in hours of overtime, just to try and keep the company afloat since the recession hit in 2008. Yet the bottom line was still nose-diving, leaving them in a loss-making situation.

Even after several months of restructuring, sales were up by 10% but losses were still predicted to be the same.



CLEAR INFORMATION

Due to continuing losses, the management team decided that they urgently needed more information to pinpoint what was going wrong. In July 2014 Bob Corr, MD of DBI implemented the first Diver BI model.

Incredibly, as soon as the first Diver BI model was built with data extracted from their Pegasus Opera system, with the help of Bob's expertise, Sean and his team discovered immediately where most of their issues were. They were easily able to interrogate the information that was now clearly pointing them to where changes needed to be made. It was a lightning flash of clarity for them.



## “THE BEST INVESTMENT DECISION I EVER MADE”



The Kellett Group turned their business around from a loss-making but very busy working environment to a healthy profitable business within only 12 months by using Diver to help them manage their processes clearly.

Turnover has increased by 34% and is almost back to pre-recession levels—but now with a healthy profit.

They have grown their workforce from 135 to 185 in that time!

They are now using Diver in all aspects of their business for instant analysis—making difficult decisions simple.

Sean’s final words to an audience of around 100 people, *“I’m 25 years in business, and I can categorically say that Diver was without question the best business investment decision I have ever made”.*



### ▶ IMMEDIATE ROI

Sean said at DBI’s Annual Diver Conference in October 2015, “We had some major challenges, not least of which was uncertainty as to whether every job produced was being invoiced to the customer, as reconciliation of data from all the production floors was manual and very time-consuming. Within a few days of using Diver we already had our Return on Investment, as we could automatically bring all of this information together.”



Sean added “In addition we discovered that we had actually sold fewer mattresses than previously estimated, and that a proportion of our biggest customers were far from keeping us afloat but actually causing our biggest losses. We were losing money every time we took an order! We found that our own brands were actually competing against each other forcing prices down!”

### ▶ PRODUCTION PLANNING

Since that day life has also become far less hectic at the Kellett Group. They quickly used Diver to help them develop a Sales Action Plan and a Daily Production Schedule to monitor progress.

Key to their current success is the use of Diver to co-ordinate their production scheduling, avoiding stock-piling the wrong products and saving them huge overtime costs.