



The 90-Day Turnaround

A growth proposal for Halden Supply Co.

FERN & CO

Contents

The situation	4
Two channels that barely speak	4
Where the demand leaks	5
Objectives	7
By day 90, 10 April 2027	7
By day 180, 9 July 2027	7
Three bets	8
Bet one: capture the demand Halden already has	8
Bet two: reactivate the dormant base	9
Bet three: give the sales team what buyers ask for	9
What we are deliberately not doing	10
The 90-day plan	10
Phase one: plumbing	11
Phase two: volume	12
Phase three: finish and hand over	12
How we work and report	12
Investment	13
What is included and what is not	13
Return on the investment	14
Risks	15
Next steps	16
What Halden needs to decide	16

The first two weeks

17

About Fern & Co

17

Before you read

Fern & Co and Halden Supply Co. are both fictional. This proposal was written to demonstrate a document format, and every figure in it, from the baseline numbers to the fees, is illustrative. Nothing here describes a real company, a real engagement or real money.

With that said, here is the proposal as a client would read it: where Halden stands, what ninety days should change, the three bets we would make, the plan, the investment, and the decisions we need before the start on 11 January 2027.

The situation

Halden sells workshop and warehouse equipment to roughly 3,400 business accounts through a web store and a field sales team of fourteen. Revenue has been flat for two years at about LK 28 million. The web store carries 22 percent of sales, around LK 440,000 a month, and has not changed structurally since 2022. Marketing is one coordinator, Lena Aske, a part-time designer and a paid search account switched off in March 2026 and never switched back on. The figures below come from a two-week discovery in September 2026 and are illustrative.

Two channels that barely speak

The field team carries about 78 percent of revenue and works almost entirely with existing accounts; the web store is treated as a convenience for repeat orders rather than as a sales channel. A web order from an account that belongs to a field rep does not count toward that rep's number, so reps have a quiet reason to steer customers away from the store.

Where the demand leaks

Of about 4,800 live SKUs, the top 200 generate 71 percent of web revenue. Those pages carry manufacturer copy, offer no application guidance and in 62 cases have no usable photo. Site-wide conversion is 1.4 percent against a sector norm of 2.5 to 3 percent.



The demand is already there. It leaks at the product page, the quote form and the dormant account.

For anything above a few hundred LK, buyers want a quote. The quote form asks eleven questions before any human contact; 43 percent of people who start it abandon it, and those who finish wait on average 19 working hours for a reply from a shared inbox.

Since the previous agency was ended, searches for Halden's brand name have been served by two resellers and one competitor, costing an estimated LK 25,000 to 35,000 a month in orders that would have come to Halden anyway.

Of 3,400 accounts on file, 2,300 have not ordered in twelve months. Reps describe a common pattern: the buyer changed, the new buyer did not know Halden, and nobody

called. There is no reactivation process at all, which makes this the largest pool of near-term revenue in the business and the one nobody owns.

The cheapest customer to win is the one who already bought from you and simply forgot.

Baseline at discovery, September 2026 (illustrative)

What we measured at discovery	Baseline figure and what sits behind it
Annual revenue across both channels	LK 28.1 million, flat since 2024
Web store revenue per month	LK 440,000, about 22 percent of the total
Web store conversion rate	1.4 percent, against a sector norm of 2.5 to 3 percent
Accounts that ordered in the last twelve months	1,100 of the 3,400 accounts on file
Inbound enquiries per month	38 received, of which 11 are qualified by sales
Paid search spend per month	LK 0, paused since March 2026
Marketing capacity in people	1.4 full-time equivalents, half on non-marketing work

Objectives

We have set three objectives for day 90 and two for day 180, each with a single number, a baseline and an owner. A 90-day program that tries to move ten numbers moves none of them.

By day 90, 10 April 2027

1. **Grow web store revenue from LK 440,000 to LK 560,000 per month.** A 27 percent increase, achieved mostly through conversion rate and order value rather than traffic. Owner: Fern & Co with Halden's e-commerce lead.
2. **Grow qualified inbound leads from 11 to 25 per month.** Qualified means a business buyer with a named need, accepted by sales within two working days. Owner: Fern & Co with the sales operations lead.
3. **Reactivate 150 lapsed accounts.** Lapsed means no order in twelve months; reactivated means at least one order during the program. Owner: Halden's sales director.

By day 180, 9 July 2027

- **Lift the web store to 28 percent of total revenue** from 22 percent, with field-attributed revenue holding flat or growing so that the gain is not cannibalisation.
- **Establish a marketing-sourced pipeline of LK 1.2 million in qualified opportunities per quarter**, tracked in the CRM with a source field the sales team actually fills in.

The day-180 objectives are not part of this engagement's fee. They are stated so that nobody optimises the first quarter in a way that makes the second one harder.

Three bets

Halden is leaking demand at three specific points: the product page, the quote form and the dormant account. The strategy is to close those leaks in 90 days and build the minimum content the field team needs to make the most of the result. Each bet is large enough to matter, fast enough to show in 90 days, and inside Halden's control.

Halden does not have a demand problem. It has a conversion problem and a follow-up problem, and both are fixable in a quarter.

Bet one: capture the demand Halden already has

Rewrite the top 200 product pages with application guidance, proper photography and a clear path to a quote. Replace the eleven-field quote form with a three-field one that routes to a named rep by region with a two-hour response. Restart paid search on branded and high-intent terms, with weekly reporting Halden can audit. Conversion improvements compound against existing traffic, so they pay back faster than anything that depends on new visitors; taking the store from 1.4 to 2.0 percent conversion is the largest single driver of the day-90 web revenue objective.

Bet two: reactivate the dormant base

Score the 2,300 lapsed accounts by historical order value and recency, then run a six-touch sequence: two emails, a printed mailer for the top 400 accounts, and a call from the account's rep for the top 600, with an offer tied to the products that account used to buy. Every touch is tracked in the CRM. These buyers already know the product and already have Halden on their supplier list. A 6.5 percent reactivation rate produces the 150 we are targeting; the reps' own estimate was higher.



Lapsed buyers already know the product. Most of them simply never got the call.

Bet three: give the sales team what buyers ask for

Every rep we interviewed asked for the same two things: a short guide to fitting out a workshop bay and a warehouse safety checklist, both to leave behind after a visit. Today the only collateral is a price list. We will produce the Workshop Bay Fit-Out Guide and the Warehouse Safety Checklist in print and as lightly gated web downloads, and train the field team to use them as a reason for a visit and a reason to follow up. They are not

thought leadership; they are tools that put reps in front of buyers and turn web visitors with a project into named leads.

What we are deliberately not doing

- **Refresh the brand or the website design.** The platform is sound, and a redesign would move no number we care about.
- **Launch a social media program.** Halden's buyers are reachable by search, email and a rep at the door.
- **Replace the CRM or add marketing automation.** The current tools are adequate for 90 days; we will recommend on tooling at day 90.
- **Expand the catalogue or change pricing.** Both would muddy the attribution of everything else.

The 90-day plan

The program runs in three phases of 30 days, from 11 January to 10 April 2027. Each phase ends with a milestone review with Jonas Reher, Halden's commercial director, as sponsor. A milestone is done when its "done when" condition is met, not when the work is submitted. Fern & Co carries the execution load; each workstream has a named Halden counterpart whose time is sized honestly, from one hour a week for paid search to one day a week for the e-commerce lead.



Three phases of thirty days, each closed by a milestone review with the sponsor.

Ninety days is long enough to fix three things well and short enough that nobody can hide behind a plan.

Phase milestones (illustrative)

Phase and milestone	Done when this condition is met
Days 1 to 30, measurement in place	Dashboard live and baselines signed off by the sponsor on 15 January
Days 1 to 30, paid search restarted	Branded campaigns live with daily caps and the first weekly report issued
Days 1 to 30, quote flow rebuilt	Three-field form live and the two-hour response met for a full week
Days 1 to 30, reactivation list scored	All 2,300 accounts tiered and assigned to reps in the CRM
Days 31 to 60, first 100 product pages live	Two batches of 50 pages published with photos replaced
Days 31 to 60, reactivation wave one sent	Email and mailer out, Fit-Out Guide in the field, calls under way
Days 61 to 90, remaining 100 pages live	All 200 pages republished and the Safety Checklist published
Days 61 to 90, handover and day-90 review	Playbook delivered, tier-one calls logged, next quarter agreed

Phase one: plumbing

We cannot claim an improvement we cannot measure, so the dashboard and the agreed baselines come first. Paid search restarts in week two because every week it stays off is a week of branded searches going to competitors. The quote flow and the reactivation list follow; everything in phases two and three depends on them.

Phase two: volume

The first hundred product pages go live in two batches of fifty, ordered by revenue contribution. Each page gets a plain-English summary of what the product is for, a variant table that says which option suits which job, a photo of the product in use and a single call to action; Halden's product managers review each batch in one two-hour session. The first reactivation wave goes out and the Fit-Out Guide reaches the field team. By the end of this phase we expect the first movement in web conversion and the first reactivated orders.

Phase three: finish and hand over

The third month completes the product pages, publishes the Safety Checklist, finishes the reactivation calls and hands over. The day-90 review on 9 April presents results against the objectives and recommends the next quarter. Halden keeps everything built, from the dashboard and the rebuilt search account to both guides and a short marketing playbook written for Lena Aske and her successor.

How we work and report

Three habits carry the program: a one-page weekly note every Friday saying what moved, what did not and what we need from Halden next week; a standing 30-minute Monday call where the dashboard is the agenda; and one decision log in which every change to scope, budget or timing is written down with who made it and when. If a number is below target, the Friday note says so and says what changes on Monday.

Alongside the three objectives, the dashboard tracks five leading indicators with illustrative targets: web conversion from 1.4 to 2.0 percent, average order value from LK 410 to LK 440, quote response time from 19 working hours to under two, branded search impression share from under 20 to over 85 percent, and email open rate from 14 to 28 percent. A reactivated account counts only if its first order follows a logged touch, and a lead counts only when a named salesperson accepts it.

Investment

All amounts are illustrative and in LK, a fictional currency used for this example, structured as fixed fees per phase and a media budget passed through at cost.

Fee structure (illustrative)

Component and timing	Amount in LK	What the amount covers
Setup and measurement, days 1 to 14	18,000 fixed fee	Dashboard, baselines and the paid search rebuild
Phase one delivery, days 1 to 30	24,000 fixed fee	Quote flow, account scoring and page templates
Phase two delivery, days 31 to 60	24,000 fixed fee	First 100 pages, reactivation wave one, Fit-Out Guide
Phase three delivery, days 61 to 90	22,000 fixed fee	Remaining 100 pages, wave two, checklist and handover
Fees subtotal for the 90 days	88,000 fixed fee	Invoiced monthly in advance in three equal instalments
Paid search media, days 8 to 90	30,000 estimated	Passed through at cost with no markup
Print production, days 40 to 80	6,500 estimated	Mailer, Fit-Out Guide and Safety Checklist
Total estimated investment	124,500 in total	Fees fixed, media and print estimated

What is included and what is not

Included: all Fern & Co time; product photography for the 62 pages that need it; copywriting, design and build for every deliverable; paid search management with no markup; and two rounds of revision on every written deliverable. Not included: media and print, invoiced in arrears at cost; platform changes beyond page content and the quote form, which Halden's platform partner does and bills directly; and any work on

the brand, website design or CRM configuration. If Halden ends the engagement at a phase boundary, the remaining fees are not due.

Return on the investment

The day-90 objectives, if met, produce roughly LK 120,000 of incremental web revenue inside the program and about LK 120,000 of first orders from reactivated accounts, around LK 240,000 against a total investment of LK 124,500. The larger return is what persists: a web store converting at 2 percent, 150 accounts ordering again, and branded search no longer leaking to competitors, worth on illustrative assumptions more than LK 1.4 million a year in run-rate revenue by day 180.

Risks

Every risk below was raised by someone at Halden during discovery, ranked by the damage it would do to the day-90 objectives rather than by likelihood.

Risks and how we handle them (illustrative)

Risk raised during discovery	How we handle it, with likelihood, impact and owner
Reps ignore the reactivation calls	Medium likelihood, high impact. The sales director sets call targets per rep; calls are logged weekly. Owner: sales director.
Web order credit for reps is not resolved	Medium likelihood, high impact. Decision requested before kickoff, interim credit rule proposed. Owner: Jonas Reher.
Lena Aske is pulled onto trade fairs	High likelihood, medium impact. Halden backfills trade fair logistics for the quarter. Owner: Jonas Reher.
Platform partner delays template work	Medium likelihood, medium impact. Scope agreed in week one, eight hours pre-booked. Owner: e-commerce lead.
CRM data quality blocks tracking	Medium likelihood, medium impact. Week one cleanup limited to the top 600 accounts. Owner: sales operations lead.
Product photography slips	Low likelihood, medium impact. Two shoot days booked in week five, backup in week seven. Owner: Fern & Co.
Reactivation offers cut margin too far	Low likelihood, medium impact. Offers approved by finance and capped at 8 percent. Owner: finance lead.
Paid search budget overspends	Low likelihood, low impact. Daily caps, weekly report, no markup incentive. Owner: Fern & Co.

The first two risks are the ones we would lose sleep over. Reactivation depends on fourteen reps making calls that are not in their habit, and the web store objective is capped while reps have a reason to steer customers away from it. Neither is a marketing problem; both are leadership decisions, and they head the next chapter.

Next steps

This chapter is short because the decisions are few.

What Halden needs to decide

1. **Whether to proceed**, so that we can hold the January start. We need a decision by 27 November 2026 and a signed engagement letter by 11 December 2026.
2. **How web orders are credited to field reps**. Our recommendation: a web order from an account placed with a rep counts toward that rep's number at full value. Halden may choose a different rule, but a rule must exist before 11 January.
3. **Who backfills Lena Aske's trade fair and internal communications work** for the quarter, so the measurement and paid search workstreams keep their Halden counterpart.
4. **The reactivation offer envelope**. We propose a maximum of 8 percent off a first reorder, approved by finance, varying by account tier.

The first decision is not about budget; it is about whether a web order counts for the rep who owns the account.

The first two weeks

If the decision is yes, this is what happens between 11 and 22 January 2027.

- **Monday 11 January.** Kickoff with all counterparts; access to analytics, CRM, commerce platform and search account confirmed by end of day.
- **Tuesday 12 to Friday 15 January.** Baseline extraction and reconciliation, ending with the baseline sheet signed and the first weekly note.
- **Wednesday 20 January.** Branded search campaigns go live with daily caps.
- **Friday 22 January.** Dashboard live. Second weekly note. First look at impression share.

About Fern & Co

Fern & Co is a fictional B2B marketing consultancy created for this example. In the fiction, it is a team of nine based in Ostrevik, founded in 2019 by two former in-house marketing leads from the industrial supply sector. It does measurement, conversion, account programs and sales enablement in fixed-length engagements with a written handover, and prefers to be unnecessary by the time an engagement closes. Every person, client, figure and date in this document is fictional.



Ready to start on 11 January?

Confirm by 27 November 2026 and the first weekly note arrives on 15 January. Fern & Co and Halden Supply Co. are fictional; this proposal is an illustrative example.