

## Integration of acquisition in China for Renold

### **Background**

Renold acquired a chain manufacturer in Hangzhou, China and this needed to be integrated into Renold and to become part of the global manufacturing footprint.

### **Overall contribution / achievement of objectives**

During and immediately after the forming of a joint venture in China, Steve played a key roll not only in the due diligence process but also in the integration of the Chinese company into Renold and establishing the path to maximise the benefits of having a Chinese manufacturing company within the world wide portfolio of Renold. Specifically, Steve organized and documented the Capital Equipment which consisted of several thousand pieces which had never been catalogued before and assigned this equipment to structured segments of the operation. Several manufacturing lines were transferred from Europe as well as the forming of new lines from domestic Chinese sources. This restructuring, planned and executed by Steve, significantly improved efficiency, flow and along with his introduction of rudimentary lean manufacturing techniques redirected the whole factory activities with measurable benefits.

### **Impact on the business / bottom line**

This acquisition was crucial to Renold in building a low cost manufacturing source for finished chains and components alike. The real benefit of the acquisition will come later, but the speed of integration was such that components were being shipped to Europ within a few weeks and the first machines had been installed within 6 months.

### **Leadership / people management skills**

“There is no doubt that Steve's deep knowledge, commitment and demonstrated energy and enthusiasm made a very difficult situation much easier and he managed to advance the integration at a pace well beyond that which had been expected. Working with a very different culture always poses issues, but Steve managed this very well. He quickly used the strong cultural values of the Chinese to advantage and the speed of change was excellent. With the help of the translator, they even presented the lean methodologies which Steve had done before in several European languages.”

Chinese Operations integration s2n