

Company Restructuring

Background

Client brief was to affect the restructuring of a medical manufacturing facility in UK, transfer manufacturing to a facility in Eastern Europe and integrate the sales, finance, engineering, design and administration to corporate centres in UK. Throughout the project, BAU had to be maintained, including both private medical and NHS customers. Project time line was 4 months, with a £1.2m restructuring budget.

Ability to Integrate into Client Company

Appointed as interim MD to affect the restructuring, it was challenging to announce redundancies whilst engaging with employees, motivating them to maintain BAU. It was essential to understanding quickly the implications of a fragmented and large IT system, to enable planning and implementing of IT infrastructure and data transfers.

Impact on Business

During the project in addition to the facility closure and transfer, sales levels had to be maintained. Successfully tendered an NHSS supply contract and achieved the company's largest single order. Redundancy consultations were successfully carried out without any compromise claims.

Achievement of Objectives

Project was successfully completed within the agreed time frame, including property dilapidations. Overall project costs were 35% under budget, producing over £400k savings. Transfer of the business throughout the corporation was completed seamlessly, without impacting on customer service requirements through carefully planned logistics of stock and manufacturing movements. Annual operational savings accrued within 12 months £775k

Working Style

Engaging with employees, and getting involved with the 'grass-roots' of the business

Leadership/Management Skills

Whilst showing sympathy for those facing redundancy, able to motivate the workforce to maintain output with energy, pragmatism and humour

Other Comments

'He likes to get in and get on, and has an amazing ability to 'read' a business and instinctively know how to make it work better. It's a game he thrives on and is good at. But it's not just a 'nose' for business he has; he also has a natural instinct for people and understanding what's important to them.' JS AHH