

Background & Problem

A bio-technology company was struggling to grow – its products were few and its margins poor and it was making losses.

Although over 70% of its staff held university qualifications, it lacked real leadership and management. Its investors removed the CEO and appointed a new one, who immediately called in TGBA (in an advisory capacity) to improve the operational and commercial effectiveness of the business.

Action Taken

TGBA's initial focus was to increase the cash and the profit generation ability of the company. Product processing and cost issues were identified and (despite much protest) goals were set to cut costs and manufacturing times in half. Through creative lateral thinking techniques and coaching, the team were helped to identify how this might be achieved.

In another short creativity session TGBA had another team generate many new product ideas. The 5 most attractive ideas of new products were selected for further investigation.

The management of the company was strengthened, by generating new Policies and Procedures and training all senior management in them. The Procedures section contains comprehensive checklists, which forced managers to consider all aspects of the situation before choosing a course of action.

The Result

Product costs were reduced by 54%, by a mixture of ingredient and process changes and by selling the waste products, as opposed to disposing of them. The new process also produced much higher yields of the products, obviating the need for further premises and additional high cost capital plant.

Four of the new product ideas led to the opening out of completely new markets for the company, which became good avenues of revenue and profit for the company.

The management of the company improved and the company became profitable and cash generative and continues to thrive.

**If you want to find out more about any of the areas covered in this case study
and how we can support your business – contact us today.**