

Case Study

Turton Springs Limited

The Company

Since a MBO led by the Directors around four years ago, Turton Springs has grown impressively. Acquisitions in Birmingham from a Sheffield based steel manufacturing company found them in a profitable niche market, and growing. More acquisitions were planned, and the Group of Companies then included a steel stockist, with the requirement for new buildings, consolidation of the operations and supply chains and shaping for a possible float. Ambitions were high and success followed the hard work of the Board. The energy of the Directors however was starting to strain the management and operations alike.

The Challenges

The business had reached a glass ceiling unwittingly imposed by the Directors. A lack of defined structure and forward planning made the day to day operation inconsistent. The Directors were working towards early graves with the workload and control aspects of the business. No defined management team existed, as the acquisitions had created fragmented report lines and the Directors as a consequence filled the gaps every time. A management team with devolved responsibility was desperately needed for the Directors to continue to grow the Company profitably. Key problems the company faced:

- Management team unformed
- No devolved actions leading to Directors workload too high
- Cash flow under pressure
- Lack of a clear strategic direction or understanding at the employee level
- No formal planning processes in place
- Daily fire-fighting and individual decision making
- The Board had too much sight of the operational pressures

Team Action Management's Objectives

- Establish a company structure framework to allow for future development, expansion and growth
- Quickly build a management team capable of taking responsibility for the operations of the Business across all geographic sites.

The Results

- The Management team was structured in order to achieve operational control
- 18 rapid development projects were identified for immediate action
- Quality was improved whilst sales turnover increased
- HR, recruitment and training policies were improved
- Health and safety issues were resolved to achieve legal compliance

TAM^{UK}

TAM is an advanced Change and Leadership Advisory business, focusing on mid-sized companies and larger Public Sector organisations.

We have a strong track record built over 40 years, underpinned by our focus on developing long term relationships with clients, a reputation for integrity, and offering an independent programme that is knowledge transferred to your Senior Management team upon the Instructions of your Board or CEO.

These core principles help us to sustain effective business relationships with our clients and are consistent with our aim - to be the Change Advisors of choice in our specialist sectors.

Our focus is on providing a clear development path for our clients to enable them to outperform in their markets. Our Specialist Advisors are experts in their chosen sectors and work closely with our Clients to help them deliver their strategic goals.

The Benefits

Guaranteed facilitated change

Strategically align and optimise your organisation

Create a cultural platform for efficient and effective change

- Develop effective leadership
- Cut costs before jobs
- Improve productivity
- Maximise employee inclusion
- To deliver the change to a financial outcome