

● Business Transformation Case Study

● The Company

Contitech Beattie Limited is the winner of the 2010 Queen's Award for Enterprise and MX2008 Manufacturing Excellence Award for Business Development and Change Management.

Behind this achievement lies a remarkable story of leadership and change management that has seen a 50% Growth in Turnover and a 100% Growth in Profitability over 3 years.



● The Change Process



The company manufactures flexible hoses, couplings and other fluid transfer systems for the oil and gas industries and has been established for 45 years. In 2004, it was acquired by the Continental group, who brought in a new Managing Director, Andrew Esson.

Despite being profitable, with a quality product range, the company had poor customer service and was lacking a clear strategy or direction. Andrew restructured the business into 3 business units of "Hose and Couplings", "High Pressure Hoses" and "Fluid Handling Systems". Each was given profit and loss accountability and responsibility for customer service.

The business units then had to create a strategy that would both inspire their teams and transform customer service. Andrew turned to V2C's Visual Strategy Mapping approach, Vismap, for guidance.

● Vismap Stage 1: Product and Market Analysis

The challenge was to create a market-led strategy for each product family; avoiding a 'one size fits all' approach. They used Vismap to capture and analyse their market data and develop the strategies for future growth.

During this process it became clear that better market intelligence was needed to confirm customer requirements and information about market size and shares.

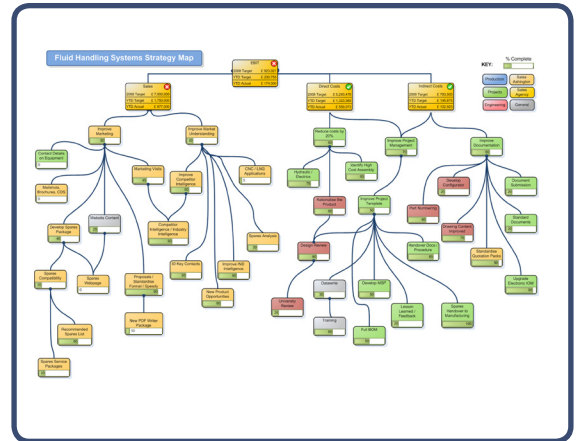
"We found out how little we knew of our market offering and of customer needs, but fortunately also found out how to get out into the market and fix the problem!"

Tom Henderson, Business Unit Manager

● Vismap Stage 2: Strategy mapping

Vismap helps coordinate the effort of the whole workforce. One step in this involves combining the fragmented plans into a strategy map showing the objectives and key change projects.

The maps were roughly done in the workshop then converted to a final form, linked to business and project performance measures. This is updated monthly to show the strategic 'big picture' and how the team's efforts are combining to deliver the objectives.



"We have a new clarity to what we are doing and why we are doing it. It has greatly increased our team's ownership and ability to think strategically. It's now an ongoing process; not just 'let's see how we get on in 12 months time!'"

Tom Henderson Business Unit Manager



● The Future

Although extremely pleased with the awards, Contitech Beattie is not resting on its laurels. The business unit teams are more aware than ever of their need to keep adapting to changing market needs.

"The whole workforce have made a magnificent effort and I'm extremely proud of what we have achieved. However, not only do we intend to keep ahead of our competitors, we want to beat Britain's best to future awards too!"

Managing Director, Andrew Esson