

## ● Business Transformation Case Study

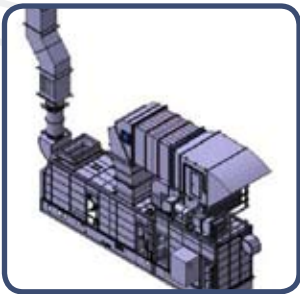
### ● The Company

**Mech-Tool Engineering** is an example of a company thriving in the current economic difficulties. In around 14 months its turnover has grown from £9M to over £17M and it has a healthy future order book.



*A Mech-Tool accommodation module*

### ● The Change Process



The company supplies engineering solutions to protect people and equipment from explosion, fire and noise hazards and has been established for 40 years. After boom times in the 80s and 90s sales had levelled off at around £6M a year and it lacked any significant profits.

20 months ago the new Managing Director, Keith Bell, led a review of business and operations. He restructured into 3 business units for Acoustic, Modular and Fire & Blastwall products. This broke down the functional barriers between departments and provided the platform for increased sales.

The business units then used V2C's 'Vismap' Visual Strategy Mapping process to give the teams a focus as they built up their strategies.

### ● Vismap Stage 1: Product and Market Analysis



Using a 'storyboard sheet' for each product to gather and display the information, the business unit teams built product specific strategies.

The storyboard focuses the team on the products with the most potential then challenges them to expand sales into both current and new markets. Finally the Competitive Advantage of each product was analysed to identify compelling reasons why customers should buy that product over a competitor's alternative.

The process guides the team through the complexity of traditional strategy planning via a straightforward step by step approach.

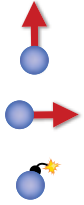
**"We have now got a strategic direction for the business unit and can see our weak areas, such as market knowledge, and how to fix them"**

Frank Vout, Acoustics Business Unit Manager

## ● Vimap Stage 2: Action planning

The storyboards for all product families are summarised in a 'Product Profit Position' chart which displays not only the sales and margin position but also sales trends, market knowledge and competitive advantage.

The threefold challenge to:

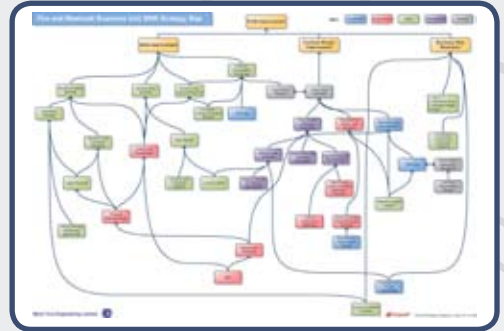


**increase sales**

**improve margin**

**reduce risk**

is met through actions built up into a strategy map that enables all business units to view the company's new direction, focus and progress.



**"This is the first time we have had a clear focus of what we needed to do to achieve our goals. It's highlighted strengths and weaknesses we didn't even know we had!"**

Kevin Harland, Senior Planning Manager

## ● The Future



Mech-Tool's aim is to continue to expand their business throughout the current economic downturn.

**"Through our reorganisation and new strategic focus we are ready to expand further into new areas such as nuclear, wind power and defence. Over the next three years we are hoping to take the company to an annual turnover of around £30M."**

Managing Director, Keith Bell