

Historic Client List

The following list describes the previous deployment of the Team Action Management programme, along with brief commentary of the application and outcomes for each Client.

Contact: Philip Webb

M: 07711 008350

E: Philip@webb.co.uk

W: www.tamplc.com

Client List

While this list is incomplete due to constantly adding new clients, it will provide a list of organisations who have used the Team Action Management programme.

Caledonian Tractors & Equipment Co. Ltd

Notes: MD too involve with day-to-day matters. Strategic opportunities lost. Longer term development programmes deferred.

Results: Diversified into Fork Lift Trucks and Bob Ford MD won the best agency award and received a one month paid family trip to Hawaii.

- **J.Lyons Tetley Tea Ltd**

Notes: Government controls, price, pay; no incentives; low productivity; Competition; commodity product; no room for innovation

Results: Profits rose from £25000 per year over £2.5 million per year

- **Anglia Canner Ltd**

Notes: Excessive inventory; low return on capital; no capital resources; low margins; overcapacity in Industry

Results: Sales of the group rose from £3 million to over £800 million with a return on capital in excess of 30%

- **W.H.Smith & Son Ltd**

Notes: Restrictive family traditions; lack confidence in risk taking and innovation; losing market share; cash in bank attracting take-over bids

Results: Shares split 10 to one and quadrupled in value

- **Ashlow Steel & Engineering Ltd**

Notes: Big company takes over small one; systems don't fit; politics; loss of incentives; cash drain; no controls; thin management team; mgt. styles not compatible

Results: Became a major player in the steel rolling plant design and construction market until politics at group level (Briden Wire & Cable) destroyed the company

- **Roche Products Ltd**

Notes: History of bad industrial relations between England & Scotland; low yields; low morale; slow response to technical changes; passing blame; not taking initiative

Results: Instead of closing the plant, as planned, today it is the worlds largest producer of Vitamin C

- **J.W. French (Milling & Baking) Ltd**

Notes: Overcapacity in industry; rigid price controls low margins commodity product, merger of two large companies with different values; intense competition

Results: Captured over 20% of the bread market and forced Spillers to acquire the merged companies or go out of the bread business. Spillers elected to buy the merger giving J Lyons a massive capital gain all within 9 months

- **Mapleton's Foods Ltd**
Notes: Inexperienced management; low profit margins; inept distribution; poor product range; poor product development; poor production facilities; cash; rising losses
Results: Made it possible for the owner to immediately sell the operations to Cadbury Schweppes for £500,000
- **Angus Foods Ltd**
Notes: Catastrophic loss of raw material supplies; thin management; no contingency plans, convention and tradition
Results: Became the largest canners of fruit and pie fillings in Scotland
- **University City Science Center - USA**
Notes: Profit motive not understood; professional jealousy superiority complex - "N.I.H factor"; no management skills
Results: Instead of liquidation went on to become the largest science centre in the USA
- **Faultless Starch/ Bon Ami Co. - USA**
Notes: Younger generation not allowed to manage; technical change causing market to collapse; no product development; internal social and family relationships
Results: Instead of liquidation is now a major distributor (expanded by 16x's) of household chemicals and garden accessories in the USA
- **Bemrose Corporation**
Notes: Management politics; unfairness seen to be created by promotion; loss of autonomy seen by creating "The Group"
Results: Today is a thriving public company
- **Bemrose Flexible Packaging**
Notes: Rapid promotion without prior training insecurity; mistrust between members of parent and subsidiary; social barrier between top and subsidiary management; no planning and budgeting skills
Results: Doubled in size and profits and then sold
- **Coffenco International Ltd**
Notes: Individual wanted to get his own business without family or other social connections high taxation, high interest rates, no borrowing power
Results: Company grew from - 0-employment to 45 staff and sold
- **Seguros America Banamex - Mexico**
Notes: Hostilities between Senior Executives resulting from principal shareholder promoting his son over the head of the older executive who had been for 25 years responsible for building the company
Results: Became the leader in insurance and re-insurance in Mexico
- **Nordisk Aluminium a.s. - Norway**
Notes: Low productivity; poor profitability due to long history of industry socialism and the weather patterns of Norway
Results: The contribution to improved profits led to the sale of the group to Sweden

- **Ardal of sunnadal Verk a.s. ASV - Dusseldorf**
Notes: Start-up of a new sales office to represent all the divisions of the parent company in a foreign country
Results: Became a major factor in the sale of aluminium in Germany
- **Coats Patons Ltd**
Notes: Unsuccessful diversification into new ventures resulting in a creation of several unrelated loss-making companies
Results: Made it possible to sell off all of their diversification activities and to concentrate on their core business
- **L.Noel & Sons Ltd (Food Mfr)**
Notes: Unacceptable profits due to low productivity, and sale of a wide range of speciality foods - some manufactured and others imported
Results: Profits increased by a factor of 4x's
- **Kalamazoo Ltd (Internat.mfgr. Of accounting & control systems)**
Notes: Dragging and aggravated conversion from a manual internal sale and production control system to a new computerised system
Results: The computerised system was installed in less than 4 months and the company effected a subsequent turnaround
- **International Stores Ltd (Multinational Food & Retail Operation)**
Notes: Profitably and quickly to sell off recently acquired 'cash and carry' operation then losing money
Results: Became profitable within 4 months
- **Tower Lysprodukter a.s. (Candle Importer) - Norway**
Notes: One man start-up to create a profitable importing and consulting company
Results: The company increased in sales by a factor of 8x's and was sold to a distributor for a capital gain
- **Hoyang Polaris a.s. (Mfgr. Of Alu-Kitchenware) - Norway**
Notes: To re-enforce sales growth of consumer kitchen utensils. World wide export
Results: The success contributed to the sale of the group to Sweden
- **ASV Folie a.s. (Alu-foil Mfgr.) - Norway**
Notes: Excessive equipment down time; low productivity high scrap; losing money
Results: The success contributed to the sale of the group to Sweden
- **ASV - UK Ltd**
Notes: Politics, low level sales; lack of cooperation between division MD's and salesmen with those of the UK sales office; poor coordination of specifications and customers orders
Results: The success contributed to the sale of the group to Sweden
- **Aluminord a.s. (Alu-fabricator) - Norway**
Notes: Low productivity; high scrap; low sales; price pressure; consistent losses
Results: The success contributed to the sale of the group to Sweden

- **Hambleton Press Ltd**
Notes: To accelerate already high profits and to continue rapid modernisation of plant and job rationalisation, to bring in the latest technology
Results: Made it possible to sell the company at 10x earnings before tax
- **New Ventures Group (Anthony Sharp)**
Notes: Axion Electronics - company start-up; Coats Dataprint Ltd - requirement to restructure, remotivate staff, re-establish co.in the market; Easgan Fisheries Ltd - losses greater than plan due to deviations from scale-up calculations, loss of credibility with parent Board
Results: Instead of liquidation[TAM] Team Action Management™ made it possible to sell the company
- **Davidson Industries Ltd**
Notes: An increase in profits through sales and productivity improvements was important for the reputation of the management and their career path promotion
Results: Made it possible to sell the company for a substantial capital gain
- **Metal Box Plc (Multi-national packaging and can mfr.)**
Notes: Reorganisation and project control for the research and development work of the laboratory was important as well as a commercial attitude
Results: Improved the total laboratory performance and prevented the closure being threatened by McKinsey
- **American Sterilizer Co. (International Hospital Equipment & Systems mfr)**
Notes: Reduce new product development lead time, better long range business and market planning to speed up investment decisions at Board level
Results: Made it possible for management to do an MBO and become personally wealthy
- **Lear Siegler Inc. (Multi-national conglomerate - Engineering)**
Notes: Planned profit improvement (E.P.S.) to reinforce share price increases, better business planning and budgeting
Results: LSI was the R&D vehicle for the creation of[TAM] Team Action Management™ All of the 51 operating units improved in sales and profits during the time the[TAM] Team Action Management™ process was being used. 25 years later it was sold off
- **Bramah Tea & Coffee Co. (Private regional coffee and service operation)**
Notes: Poor accounting controls, loss of support from principal supplier. Investigation of the company's viability and recommendation for granting continued financial support
Results: The company was sold and made it possible for the owner to set up his life's ambition to have a Tea and Coffee Museum
- **W.H.Smith Ltd (Whitchurch-Family Steel Fabrication Operation)**
Notes: Forestall liquidation proceedings by NatWest based on Touche Ross's negative report and get relief from share holders personal guarantees of the company's bank debts
Results: The business sales increased until it was possible for the personal guarantees to be lifted and the company sold. The family rescued their ownings

- **Rist's Wire & Cables Ltd (subsidiary of Lucas plc)**
Notes: Excessive inventory of cut copper wire stock low productivity, poor morale, dilapidated plant facilities
Results: Today, is the largest cable manufacturing company in Europe
- **P.S.A. Supplies (Property Services Agency - Dept. of the Environment)**
Notes: Requirement to create a commercial attitude into a civil service organisation and to improve the creative introduction of new methods and procedures
Results: The programme made it possible to create "Crown Suppliers" which, for several years, was the major central buying organisation for the Government. A few years later the Thatcher Government in their privatisation effort disbanded the Crown Suppliers.
- **Grada-Wallace Murrey n.v. (subsidiary of USA multi-national conglomerate, Engineering)**
Notes: Group of 3 profit centres each losing money, high management turnover, low morale, above average salaries (yet unproductive) & excessive overheads. No strategic plan
Results: Made it possible to sell the company at a substantial capital gain
- **Grada-Netaline (UK Sales) (subsidiary of W.M.Inc. USA)**
Notes: Sales per salesman ratio too low for profitable operation. Low salesmen morale due to varying and unstable politically oriented management in Belgium. No sales or market planning
Results: Made it possible to sell the company
- **Netaline Air Distribution (subsidiary of W.M.Inc USA)**
Notes: Continuous losses being sustained from the time of acquisition. High management turnover, excessive overheads, poor factory performance
Results: Made it possible to sell the company
- **Grada (Sales Europe) (Dept of Grada n.v.)**
Notes: Newly appointed Sales/ Marketing Directors requirement for a sales plan and a more realistic annual sales budget
Results: Made it possible to sell the company
- **Grada (Manufacturing) (Dept of Grada n.v.)**
Notes: Need to more quickly re-tool and re-organise the factory operations to introduce a major new product and to meet urgent contractual commitments in the Mid East
Results: Made it possible to sell the company
- **J.Lyons Tetley Tea**
Notes: Two comfiture factories losing money
Results: Made it possible to sell one factory and restore the other factory to profitability
- **Carr's Paints Ltd (Paint & Paper mfgr)**
Notes: No strategic plan, need to reorganise the management structure and to rationalise the business operations
Results: The Company became the largest UK supplier of paint and painting systems to the Automobile Manufacturing Industry

- **Givaudan Inc. (subsidiary of Hoffman la Roche - Switzerland)**
Notes: Need for strategic plan and to introduce commercial attitudes in the R&D laboratory
Results: The 2nd largest producer of perfume essence in the world
- **Business Planning & Development Corp.**
Notes: Need to re-establish the business, re-examine attitudes, the direction and aims of the principals involved
Results: The company was started in 1970 and has survived for 35 years in a cynical and hostile market. Sales in excess of £2,000,000
- **Terminal Data Corporation**
Notes: Two men decided to launch a company based on a new high tech micro-film system concept
Results: TAM made it possible to go public. The IPO made the founders wealthy from the sales of shares of the company
- **Rolls-Royce Ltd (Aero division)**
Notes: To continue a 'follow up' management training and development programme having first started with (ACL) Action Centered Leadership and to fill the need for a team building method
Results: 40 Priority Projects achieved giving profit and productivity improvements in excess of 30%
- **Pricerite Ltd (National multi-retail Food and non-Food chain)**
Notes: Public company forecasting increased profits. Did not have a strategic plan and reliable sales and profit budgeting and control system
Results: The[TAM] Team Action Management™ process identified that the company was losing money before the auditors had realised this condition and by making corrections it was then possible to sell the company
- **Leckenby Company (Family owned medium size Steel Fabrication operation)**
Notes: Conflict at Board level between the President (C.E.) and the Chairman/Founder. No strategic plan or agreement on the longer term direction of the company
Results: President appointed and operations became the major fabrication company in the Northwest
- **Intertext Group Ltd (subsidiary of International Correspondence School - USA)**
Notes: Lack of direction and agreement between Board members reflected in low profits and slow product development. No strategic plan or realistic budgeting development work
Results: Made it possible to sell the company
- **Venesta International Packaging Ltd (subsidiary of Metal Box)**
Notes: A special 'pilot' exercise was used to determine if the MD should be kept or asked to resign
Results: The MD was asked to resign
- **Merlin Industries Ltd**
Notes: Take-over and asset stripping of small textile operations in Scotland and in Leicester (England) resulted in heavy losses and unprofitable operations for each subsidiary
Results: Made it possible to sell the company

- **Saphier Lerner Schindler SLS Enironectics Ltd (subsidiary USA Interior Design and Engineering Company)**
Notes: No strategic plan, requirement for better sales, budgeting and project control administration
Results: TAM produced the strategic plan and introduced project control administration which led to the company going public
- **Chemcare Ltd**
Notes: Business start up failure, despondency frustration and lack of energy to restructure the effort and redirect the development work
Results: The owner was restored to positive thinking and renewed energy. He then went on into R&D in 'slow release' chemistry
- **Webb Corporation Ltd**
Notes: Four person start up suffering from lack of agreement and commitment on what and how it should be developed. Personal ambition of principal share holder was to build a company to £5 million and go public all in 5 years
Results: Company hit £6.5 million in 36 months and sold out to Meltex plc
- **East West Herbs Ltd**
Notes: Alternative medical distributor with sales at £1/2 million caught with a high overdraft which could not be negotiated further. Wanted to grow and caught in a profit squeeze
Results: The company spun off the R&D into a subsidiary East West Biotec, now going public, and then sold the fulfilment side of the sales operation
- **Herrberger Brooks**
Notes: 300 employees, losing over a £million each year the past 10 years after failing to correct the losses having worked through 4 different MD's, wanted to stop the cash haemorrhage
Results: Made it possible to sell the company
- **Wensum Plc**
Notes: The rights issue of shares had been sold at 77p had fallen to an all time low of 30p. Directors wanted to improve the share price
Results: Share price went from 30p to 145p within 18 months making £2000,000 in capital gain and improved the salary's of the directors by a factor of 3x's. Today the shares are priced at 110p. The drop is due to the Chairman, now happy, deciding not to continue[TAM] Team Action Management™.
- **Mulberry Plc**
Notes: Manufacturer and retailer of Fashion wear, Directors wanted to develop a group of four companies and create the management culture and style for going public
Results: Made it possible to eliminate the deep discounted loan notes and to go public with out loss of equity
- **Ostmann GmbH**
Notes: Burns Philips had paid too much for this spice acquisition which was losing money. The Directors wanted to increase sales quickly to restore profitability
Results: Made it possible to sell this Spice company

- **WACE Plc**
Notes: Printing Division losing £2 million per year. Wanted to make it profitable within 90 days
Results: Company broke even within 90 days and went on to become profitable and supported an MBO which now runs successfully as a stand alone
- **Parkwood Films**
Notes: Start-up film production company required development funding to continue to seek the ultimate production funding for a script entitled 'Webster'
Results: Instead of a single product company, now has a main board, 4 scripts and 1 finished film currently in the casting stage with full funding standing by when casting is completed
- **Yuan Ltd**
Notes: Dr John Tindall was interested in creating a company to provide Hepatitis C cure
Results: The loose federation of feudal kinds has been brought together into a cohesive team and the team is now contemplating hiring an MD to carry out the business plan created by[TAM] Team Action Management™
- **Drummond Plc**
Notes: The Chairman of Drummond wanted to reduce costs within the group by merging two of the four operating divisions, i.e. Armatex and Strou Riley International
Results: The plan to amalgamate the two companies into a 3 business unit organisation supported by a single fulfilment operation was created and agreed in 5 working days. The following month resulted in the highest sales level in the history of either company
- **Einstein Channel Plc**
Notes: The CEO wanted to build from scratch a world wide channel to broadcast High Tech and leading edge science content and at the same time restore the share price which had fallen to 24p back to 55p
Results: An organisation was created and programmed broadcasting was launched both in Germany and in the UK on the 25th of Jan. TEN was acquired on the 15th of Jan and the share price rose from 24p to 43.5p by the 5th of February
- **Thomas Waide & Son Ltd (Printer & Carton Manufacturer)**
Notes: Losing money; serious overdraft with Lloyds Bank, some indication of possible calling of the overdraft and liquidation
Results: Training of all staff in finance and then developing the turn-round document converted the company from loss making to profit making and Paul Waide and Elizabeth sold the company and retired to the Canary Islands (Tenerife)
- **Norflex Ltd**
Notes: Barclays Bank had called in their overdraft over requiring the MD to call in a Management Audit Peat Maurick who recommended closure. A liquidator had not yet been appointed. Save the company
Results: 9 Senior Staff were called together and obtained planning issues (SWOT) from all dismissed staff. A working party was formed over the weekend to create a 'save the company strategic plan'. Wednesday of the following week the plan was presented to Barclay's Bank who agreed to call off the liquidator and give the plan a chance. The plan worked and the company was ultimately sold to Polypipe for £3 million

- Light Industries**

Notes: Small manufacturer of light fixtures selling to retailers of lighting fixtures. Excellent design and quality but no financial information, accounts or budgets and finding a serious bank overdraft restriction.

Results: Completely computerised the accounting function, constructed two years of past accounts, conducted an audit trail and made a presentation to the bank. Obtained the overdraft and went on to create a financial budget system and a planning system to support the growth of the company into retailing with their own shop in Tottenham Road
- Nabisco**

Notes: Large manufacturer of packaged branded cereals and snack crackers. New Plant Manager wanted to reduce waste and improve production throughput. Total Quality Management and MBO had both failed to produce results

Results: TAM was introduced through out all operating departments resulting in production uplift of 45% and waste cut by 65%
- Retainacar**

Notes: Small company dedicated to car security using an etching system providing marking kits to Auto OEM's. CEO frustrated by an unsympathetic board and supported by staff worried about making changes

Results: Factory was relocated in Ashford and the Head Quarter Offices relocated in Victoria with the additions of two new OEM's and acquired an investment from Japan
- UK Corrugated Box**

Notes: Major international box manufacturer with 28 factories. The poorest performer in terms of profit and productivity was the box factory at Hatfield

Results: TAM was used and the box factory at Hatfield became the most successful and achieved the highest rating of all 28 factories
- Edinburgh City Council**

Notes: Council going through restructure and downsizing following budget cuts. Morale was low and Management were struggling to move through the distractions to implement front level service plans

Results: Directorate was able to strengthen the management team whilst engaging with all staff. A series of strategic plans were agreed, linked to existing corporate projects, and the business plan was realised
- Armstrong Watson Accountants**

Notes: A number of acquisitions saw the company fragmented both geographically but also culturally. This led to an inconsistent service to Clients and a loss of profit by inefficiency. Employees did not feel part of the Firm, preferring to ally with their old firm now acquired

Results: A significant engagement exercise led to the relief of comment and circumstances that prevented the larger team from forming. Service anomalies were resolved, engagement followed brand and a significant saving was identified approaching 7 figures.

- **Derbyshire Fire and Rescue Service**

Notes: Under significant budget constraints, the need to protect front line services was critical. Engagement was polarised between fire-fighters and office staff, leading to a militant union presence

Results: Union was involved in observing the teams response to the staff engagement module. Large number of operational issues resolved, communication massively improved, significant savings cashable and non-cashable were realised. Union converted from opposing to supporting of the[TAM] Team Action Management™ programme.

- **GDL Air Grille Manufacturing**

Notes: Company culture split between factory and office, made worse by the acquisition by a family from liquidation of the previous trading company. Deep mistrust existed, blockage to management and a reluctance to accept any changes

Results: Huge improvements in the communications between factory and office. Further acquisition made and several significant products have been designed and patented. Turnover increased and the company structure was established for further significant growth. Directors now feel they have full and positive access to their own factory
