



## Business performance turnaround and divestment

A large global manufacturer undertook a performance transformation for an underperforming firm within its group with 240 FTE and a £50m turnover in order to achieve a more favourable divestment valuation.

### Situation

The Barton Partnership deployed a team of Consultants to:

- **Formulate a 5-year strategy to double the size of the business**
- **Lead the transformation**
- **Execute the divestment in 18 months**

The engagement required a balance of commercial acumen, people leadership and emotional intelligence. Engaging Consultants with subsequent industry experience aligned to the challenges the Client was facing enabled us to identify and prioritise the main issues that needed tackling quickly, helping to keep the overall cost of the intervention down and deliver immediate value to the organisation.

# Approach

The team set up and ran the following plan over a 12-month period:

- A strategic review and business case development to define a new 5-year business plan
- The implementation of new policies and procedures to drive improved performance
- A new business structure:
  - KPI monitoring through a management reporting system
  - New market approach, pricing and export strategy
  - Introduction of a new Product Management/R&D function
  - The implementation of lean manufacturing to increase productivity
- Business process re-engineering to reduce fixed costs and overheads
- The development and execution of a change

The team achieved the following results:

20%

increase in  
revenues

+80%

EBITDA

£100m

sale  
(80% above previous  
independent valuations)

By leveraging TBP's deep expertise, the turnaround was executed in a lean and cost-effective fashion. The business achieved a rapid improvement in performance during the engagement leading to an upturn in financial performance and overall business valuation. The last 6 months of the engagement were focussed on supporting and coordinating the internal and external M&A teams and completing the carve out/divestment process.

The global market leader in this industry acquired the business for a price 80% above previous independent market valuations. Such was the success of the team, The Barton Partnership was retained to perform corporate turnaround strategies on two further entities within the Group.