Case Study – Lohmann Technologies (UK) Ltd

August 2014

Sector:	Bonding technology
No. of employees:	42
Turnover:	£6-9m
Location:	Milton Keynes
Growth Coach:	Steve Potts
Service used:	Business Development Coaching, Leadership & Management Training

Snapshot – impact of GrowthAccelerator

- A five year business plan focusing on the people, practices and priorities that will achieve the company's strategic goal of doubling turnover by 2020
- Empowered senior managers who look past the next few months and understand their roles and responsibilities for the next few years and beyond
- New systems and structures ensuring the business can accommodate a much larger volume of business and the management processes of larger customers.

About

Lohmann Technologies (UK) Ltd are bonding engineers producing high-tech double-sided adhesive tapes, transfer films and reactive adhesive systems and converting them into tailor-made formats for inline automated, semi-automated and manual production. The company works with manufacturers, designers and OEM customers across a wide range of sectors, particularly automotive, consumer goods, electrical, medical, print, construction, renewable energy and fuel cells. In 2012, Lohmann acquired Katco, which converts materials used in electronics shielding and insulation applications into specialist solutions.

The business challenge

Having made ambitious moves over the last few years, expanding into high-tech city-centre premises and making a strategic acquisition, Managing Director Roger Churchill had got the business in shape for its next big growth spurt. 'The business was a baby when I took over in 2000 and it has now grown into a young adult ready to start flexing its muscles,' he says. 'The business has tremendous potential. To achieve this over the next five to 10 years, we needed to make changes to the pace of growth and how we operate at senior management.'

How GrowthAccelerator has helped

Lohmann started working with Growth Coach Steve Potts in September 2013. 'He is', says Roger, 'exactly what we were looking for, someone prepared to listen and guide. He didn't tell us what to do, it was all about developing us.' With Steve's help, Roger and the senior management team gained a greater understanding of the management structure and KPIs, as well as the shared vision and coordination, their growth aspirations demanded and created a detailed action plan covering every aspect of the business.

Today, the newly-enlarged senior team meets regularly to review progress against plan. Everyone is clear about their personal responsibilities and authorities and the initiative they and their departments must take to contribute to growth. The sales team is being augmented by people familiar with the management and purchasing style of the international companies Lohmann is now targeting and technology will be introduced to support the growing business by enabling process automation and online ordering. There are plans in the pipeline to buy more machinery, create a cleanroom within the production area and continue the senior management team's development with bespoke Leadership and Management Training. This is being designed by Steve, who has got to know everyone well, to meet their individual needs which include recruitment, performance management and leadership skills.

'Before GrowthAccelerator I had set the pace and structure of the organisation and everyone fell in line and fulfilled their individual responsibilities, but I wanted the senior team to be intimately involved in the longer term strategy and be comfortable managing the business on a day to day basis, following it,' explains Roger. 'Partly because of what Steve has taught us and partly because we have learnt to recognise what's needed, we have been able to commit to where we want to get to and a timeframe for the activities that will get us there and to review these on a regular basis. As a result, projects have started to move quicker and people are becoming more accountable and that is clearly down to GrowthAccelerator.'