

A CHAMPION OF CHAMPIONS

“Where there is no vision, people perish”



Martyn Vaughan had the above quote over the door of his first company. For 13 years he has been using The Pacific Institute’s processes and he is not about to stop now

NEW HOLLAND GETS QUEEN’S AWARD

New Holland is a company producing construction and agricultural equipment. In 1995 the UK Plant which at the time had a number of operational challenges, got a new managing director. Martyn Vaughan was told on taking the job that the entire management team were underperforming and would need to be replaced. But being a person who revels in a challenge, Martyn set out to do quite the opposite. Having always instinctively lived The Pacific Institute’s concepts – even before he had attended an Investment in Excellence programme – Martyn decided to bring on board The Pacific Institute. An Investment in Excellence programme was run for the management team and mindsets started to change. Led by Martyn, the team started to believe that they could make things happen. And astonishingly, within a year they had achieved their operating budget for the first time in 25 years. Measurable improvements included productivity up by 50% and inventory

reduced by 25% in 12 months – a staggering result. At the same time New Holland successfully launched two new tractors and on top of that received the Queen’s Award for Export 1996.

Introducing a revolutionary new train for Alstom Transport, a company producing rail vehicles and rail infrastructure, became the next challenge – and success – for Martyn. The development of the West Coast Mainline tilting ‘Pendolino’ trains for Virgin was a revolutionary product programme fraught with numerous difficulties. However, under Martyn’s leadership as Managing Director, most of these difficulties were overcome, and the UK’s first tilting trains were successfully introduced into service. In 2000 Martyn had four operational directors developed up to facilitate the Investment in Excellence programme in the organisation. All four directors ran a number of successful programmes focusing, inter alia, on challenging the engrained belief that it was impossible in the UK railway industry to deliver a fault-free new train on time.



TURNING VISIONS INTO REALITY

GKN OffHighway is a company producing components and systems for the construction and agricultural industries. In 2003 the future of the underperforming division was unclear, and Martyn accepted the challenge of transforming the division’s performance.

The Pacific Institute was brought in again and introduced their approach to Martyn’s leadership team. Investment in Excellence was followed up by a vision-building session, which led to a significantly expanded vision for the future. Subsequently The Pacific Institute

helped management teams of businesses within the division across Europe and the United States generate visions and strategies. Facilitators were trained to run the appropriate translations of Investment in Excellence in Denmark, Germany, Italy, Spain, UK and USA.

As a result, in the following three years, sales increased by 29% and operating profit more than doubled. Within that same period, GKN OffHighway also set ambitious goals for energy reduction. The annual reduction target for the year was increased from previously achieved levels of 1% to 15%.

By utilising Investment in Excellence principles, the local UK management team not only achieved the new 15% target in the first year, they were motivated to go further and achieve a staggering 26% reduction overall! Not only that, the whole programme was self-funded. A business with an uncertain future and approximately £280 million turnover was transformed into



a confident and successful one heading towards a turnover of £500 million.

At the first ever OffHighway global conference in 2005 the vision was doubled to £1 billion turnover. An inspired workforce talked about the buzz of having a new sense of direction and purpose. A progress report showed a 92% endorsement rating for the Investment in Excellence programme from the top 101 OffHighway attendees.

Since then GKN OffHighway has continued to expand globally, both organically and by acquisition. Sales have now reached £430m and operating profit has trebled since the 2003 low point. The original £500m sales vision will be achieved in 2008 – one year early.

