



## Case study: Interim

### The challenge

Tetley, as well as being the leading tea brand in the UK, has what is believed to be the largest tea manufacturing facility in the world, where hundreds of millions of teabags are produced every week.

The company were looking to replace the Operations Manager, who had left nine months previously. Although the senior team was addressing the key issues from the head office in London, with a significant change programme planned it was important that the team had strong leadership and support on site in Teeside.

The initial brief was two-fold: to completely re-organise the manufacturing management of the site and to ensure that Tetley's UK operation met its financial budget. The former was a large investment for the company, with some long serving employees leaving Tetley, and a lot of differently skilled managers joining a rapidly changing business.

### The solution

Hutchinson Interim Manager Mark Cooper was brought in as Director of UK Operations. He planned and implemented a series of fundamental changes to the structure of the company, creating multi-functional teams motivated to improve plant performance.

Sandra Brown, Operations Director, had been managing the site from her Head Office in London, 250 miles away, but Mark was able to lead the team locally.

### The feedback

Mark's success in the role resulted in the position being extended by a further five months to oversee negotiations with unions regarding wages and working regulations.

Mark said: "Interim managers are accustomed to being thrown in at the deep-end, and this assignment was no exception. This was a fast-paced and challenging role."



Contact us on 0845 873 6176  
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