



Enabling Accelerated Business Performance

T-Gene is a hands on change management company which supports the client to achieve their biggest goals

Specialising in delivering practical solutions for complex problems in operations & supply chain management

18 Years global experience in the Health sector

- Manufacturing
- Consumer Healthcare (FMCG)
- Pharmaceuticals
- Vaccines

4 Years experience in the Dairy industry

- Retail distribution and account management
- Proprietor of own business

With a broad functional experience and demonstrated results, T-Gene is well positioned to enable sustainable, positive change in your business.

Kenneth Couchman



Education
MBA, MDP, CPIM

Functional Expertise
Supply Chain,
Manufacturing, Commercial,
Digital Marketing, Customer
Experience, Operations Mgt

Performance skills
Lean Sigma, Problem
Solving, Leadership
Coaching, Communication
& Facilitation, Networking
across the organogram

Languages
English, Dutch, Afrikaans,
Zulu

Supply Chain & Operations Management

- Overhauled a FTSE100 company's approach to operational planning. With a standard, global Sales & Operations planning process there are forecasted benefits in excess of £70mln.
- Instrumental in designing and establishing the Global Senior Governance & decision-making model for a £3bn Vaccines business.
- Transformed a U.S. Vaccine's business to deliver a simplified, end to end, operating model. This operating model has released working capital, reduced stock outs and improved service.

Problem Solving

- Facilitated the simplification of five major, separate, corporate projects into a single global initiative, sponsored and governed through a single line.
- Reduced complexity of a £3bln product portfolio by 15% through discontinuation/divestment

Innovation

- Initiated and implemented a global divisional brand change of GSK Biologicals to GSK Vaccines.
- Designed and installed an innovative approach to improve the vaccination Customer's experience. A vanguard approach for the health sector will drive brand recognition & strengthen trust/relationship.

Strategy Development/Deployment

- Collaborated within the Euro Logistics team, to design a strategy to unlock supply chain efficiencies & drive performance for the European Pharmaceutical division. This is now in steady state & delivering in excess of £20mln annual saving.
- Facilitated and coached Clinical Operations to develop a long-term operations strategy.
- Modernised global digital marketing services from multiple business units to a single service.

Sustainability and Resource Productivity

- Centralised resources in Northern Europe reducing overheads by 10%.
- Improved forecasting capabilities in Central Europe through functional skills swapping.
- Leadership coach & facilitator.

Mergers, Acquisitions & Integration

- Integrated Glaxo Welcome & SmithKline Beecham Benelux supply chain. Reducing overheads by 30% and logistical infrastructure by 75%
- Absorbed the Benelux Block Drug supply chain into GSK, maximizing the opportunity to elevate best practice from both parties

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T-Gene: Performance Management Q&A

Question 1:

What are the key guiding principles for change?

- If it does not have an added and measurable value, don't do it.
- Every change has emerging consequences to the intended result, look for them and leverage.
- Keep it simple; select the top 3 levers that will take the least effort to have the biggest impact.
- People hold the key to sustainability.

Question 2:

Is there a set methodology to implement change?

The general methodological framework is the same four steps, however the depth and scale varies the approach depending on the client, complexity of the change, the size of the opportunity and the organizational buy-in/senior sponsorship.

Question 3:

What is the secret ingredient to sustainable business transformation?

Whether in Operations, Supply Chain, Finance or Commercial, having a good insight into the values and principles, which are going to help or hinder the change, is critical. Making the right level and frequency of inquiry of those being impacted by the change and those implementing the change sounds very basic, but is often overlooked, putting the end solution's integrity at risk.

Question 4:

Is a different approach taken when a business knows about an issue/opportunity versus when a business is not aware of what issues/opportunities exist?

For the latter, a great deal of emphasis is put on root cause analysis, and a greater use of Lean Sigma tools. It's not to say the former doesn't require good data and sound root cause analysis, however the mix of diagnoses versus design is somewhat different.

Question 5:

If Business Operations are running well, surely "don't fix it if it isn't broken"?

Of course don't change a winning formula. However, consider how your industry is evolving? What are your competitors doing? Is there strong alignment between your Operations and your commercial/customer strategy? Have you considered how change can give you a competitive advantage?

Question 6:

Are the above skills and methods only applicable to the health industry?

Like supply chain or finance, the fundamentals are the same irrespective of industry. These methods and skills are transferable across industries and are just as applicable to small to medium sized businesses.

Question 7:

Why "T-Gene"?

We can make change, or even transform, processes and systems. However if the collective organization does not change it won't be a fruitful or sustainable change. The "T" represents Transformation/Change. The "Gene" refers to the "genetic" make up of an organization. What makes the people who they are? How the change complements or goes against that make up? What we need to do differently to either leverage that "Gene" or change the dna.