

# Developing a new brand identity and business model

The Turbo Guy and Heriot-Watt University

*A Scottish Institute for Remanufacture Case Study*

## Background

The Turbo Guy was established in 2010 to address a gap in the market for the remanufacture of turbochargers and diesel particle filters (DPF). Since then, it has grown from 3 employees to 13 and positioned itself as one of the leading turbochargers and DPF remanufacturers in the UK.

The company has grown substantially over the last 5 years but the pace of growth has started to plateau. In order to maintain competitive advantage and to ensure continued growth, The Turbo Guy needs to better understand its value propositions, position in the remanufacturing market place, and identify potential new markets for expansion. However, the Company did not have the in-house capabilities to do so.

Through their collaboration with Heriot-Watt University, the Company was keen to develop a business model and create a new brand identity that will facilitate access to new markets and highlight its remanufacturing capabilities. The Company also wanted to understand the best way to deliver its capabilities to these new markets.

## Strengths and opportunities

The project team from Heriot-Watt University (HWU) guided the The Turbo Guy (TBG) team through a bespoke 3 stage process to redesign the company's business model and create a brand identity aligned to circular economy, and that would emphasise its remanufacturing expertise.

Through a series of 5 workshops, the HWU team collected data from TBG to enable the following:

1. Review of internal and external strategic capabilities
2. Review of the TBG value proposition
3. Redesign of the TBG brand

The HWU team established TBG's performance levels and strengths and weaknesses, which allowed for the identification of opportunities for improvement. The team was able to clarify the strategic goal and conducted analysis into how competitive advantage

arises from TBG, making suggestions on how this could be harnessed. The HWU team also found a requirement for TBG to cultivate closer relationships with its customers to better understand their requirements, to ensure that TBG's business processes are fully align to deliver these, thus improving customer service levels. The importance and benefits of establishing a formal in-house market analysis capability was also highlighted.

Based on the results from TBG workshops and following a competitor and market analysis, a Brand Identity Brief was developed for the Company. This incorporated TBG's brand personality and brand values that emerged from the workshops.



## A collaborative approach

All staff members were invited to participate in the workshops. As a result, staff throughout the organisation (vertically from MD to workshop staff, and horizontally across functions) are more aware of how the business operates and are now unified to working towards a common strategic goal that all had a part in creating.



The team was also pivotal in articulating the TBG personality that was subsequently reflected in the new brand identity.

## Embedding the learning

The five workshops engaged the whole business and resulted in a number of recommendations to turn the outcomes into tangible outputs:

- Adopt a focused approach for documenting internal processes. The 4Ps; Plan, Process, Procedures, Paper
- Increase level of Lean implementation and embed a proactive culture of continuous improvement
- Establish an integrated sales and operations database or ideally, an Enterprise Resource Planning system
- Implement key performance measure and a visual board
- Establish a Customer Relationship Management system and proposed potential software solutions
- Establish a market monitoring (research) process and database repository
- Engage with a professional marketing company to develop full brand identity guidelines and roll out consistently to all aspects of TBG's marketing materials.

The workshops also allowed for knowledge transfer and embedding of the end to end management tool kit within TBG. This approach allowed the company to retain these new capabilities in-house so that they can carry out future revisions of their business model to support the natural evolution of the business.

## Anticipated benefits

Accessing matched funding from the [Scottish Institute for Remanufacture](#) enabled The Turbo Guy to engage with experts from Heriot Watt University to support their aspirations to develop a new brand identity and a business model fit for the circular economy. The benefits to the company are numerous; **Increased sales and revenue from diversification** into the new markets identified during the project. The workshops allowed knowledge transfer to take place and **supported The Turbo Guy's employee development**. Many of the employees were introduced to new management tools that they would not have normally encountered in their day to day job (particularly, the engineers). The workshop process provided a forum from which staff members were able to display "hidden" skill sets and allowed management to **recognise the diverse skills and capabilities** within the company, eg. one engineer has also taken on financial accounting role within the company after revealing these skills during the project. By redesigning the business model and recognising core capabilities, there is now a **better alignment of products and markets**. The project has **created systems and processes** to support a more systematic and robust approach to **strategic decision making** for the company.

Through better understanding their core value propositions, organisational capabilities and market analysis, the project has revealed diversification opportunities. It is anticipated that The Turbo Guy will be able to secure greater quantities of used turbochargers for remanufacturing activity. Remanufacturing offers better value option for the consumer, extend the life of the turbochargers, divert them from landfill and reduce the need for virgin materials to manufacture new products.

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**Scottish Institute for  
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