

# American Institute of Management Inc. ~ Case Study

## Oxbow Animal Health

Oxbow Animal Health is a global packager and manufacturer of feed and forage products for specialized animal markets.

### **The Problem**

Oxbow Animal Health was a young (5 years old) and rapidly growing company. Growth was occurring at an annual rate of 30%. The entire team of 35 employees reported to the President. They were very hard working and passionate about the company; however, there were a lot of wasted resources due to the lack of systems and processes. Direction and systems were not clearly communicated or defined, causing frustration for most of the team.

### **The Solution**

AIM facilitated the process to create the business structure and practices necessary for the company to maintain and sustain this aggressive growth rate. The business processes included: vision, mission and values, new employee orientation, supervisory & management development, on-going strategic planning and updating, employee handbook as well as company policy and procedures.

### **The Benefits**

With the systems and processes in place, people have a much clearer understanding of the direction of Oxbow Animal Health. The company has grown to over 50 employees and sales have increased from \$1.2 million to over \$7 million in just a few years.

“Ms. Fredrickson was a ‘God-send,’” said John Miller, owner, Oxbow Animal Health. “She came into a company that had basically no structure; led us step by step through this painstaking process, and helped us put together a viable plan that would help Oxbow to reach our full potential. Oxbow either would have imploded or exploded without Andrea’s guidance. As an inexperienced small business owner, I don’t know what I would’ve done without her mentoring and coaching.”