

## Management and Operating Consulting for Food and Beverage Companies focused on improving operating performance (cost reduction or production output increase)



**Edwin Bosso**  
Founder and  
Chief Executive Officer  
Myrtle Group

**CEOCFO: Mr. Bosso, what is the idea behind the Myrtle Group?**

**Mr. Bosso:** The Myrtle Group is a management consulting company. We focus primarily on operational improvements in the food and beverage, consumer goods, and life sciences sectors. That means helping our clients improve their performance particularly as it relates to manufacturing. We deploy a proprietary methodology to achieve rapid, measurable, and sustainable results. Our clients' typical ROI is 200%.

**CEOCFO: When might a company turn to you?**

**Mr. Bosso:** It is important to note that most companies that come to us are generally very well run. They typically come to us for one of 3 reasons: They have reached a plateau in terms of operational strategy or performance. They are looking for guidance or support for the next big step of their journey. They are looking to rethink the way they manufacture, stock or ship product. There is a second scenario where companies turn to us because they have a new cost or market pressure. These companies need to react in order to maintain or improve their position. We focus on defining and implementing improvements at the manufacturing plant(s) level or across the supply chain depending on the situation. Lastly we find situations in which the strategic imperatives and the path forward have already been defined by the company. They ask us to facilitate the implementation of their operational strategy.

In all cases, whether the company has reached a plateau, the market environment creates new operational pressures, or the need is for implementation expertise to execute a strategy or program, we are able to intervene and within three to six months, start making a significant difference in a client's business.

**CEOCFO: Would you give us an example of a typical engagement?**

**Mr. Bosso:** We just completed in October of 2015 a program with a large food company that makes baby formula and nutrition bars among other products. The manufacturing process involved relatively expensive ingredients. After working with them on a material movement project, we suggested an analysis to understand the potential in ingredient waste reduction. We deployed a team in five of their manufacturing facilities. We worked on improving processes that generate waste such as formulation, mixing and cutting, and processes that relate to the capture and management of ingredient waste such as collecting and weighing. We were able in six months to deliver more than ten million dollars in bottom line savings. That is a typical situation. Many companies have a recurring financial loss 'hidden' between the actual waste and the budgeting standards. Our methodology helps quantify and eliminate the loss sustainably.

**CEOCFO: What might you look at when you are accessing a situation that perhaps less experienced people do not realize is important?**

**Mr. Bosso:** When looking at a company like ours that has a very technical approach, it is easy to think that everything we do is about equipment and machines. The answer to your question is that our key competence is the deep understanding of what it takes to change the performance of people. We would look at a company's people; how they are trained guided and supported. The quality and the consistency of the interaction between people and their manufacturing environment determines a lot of the company's success. Our ability to understand these mechanism gives us a good balance when we go into an assessment. We look at what we call hard outcomes of the assessment in terms of dollars or technical improvements. More importantly, we look at soft outcomes; the buttons that should be pressed at the people level. We look at how organizations can better engage and motivate their people to allow them to drive and sustain the change that is expected. I think the balance of soft and hard goals makes us different, gives us the edge.

**CEOCFO: Are companies that engage with you surprised at the people component? Are they typically willing to make the changes in that respect in addition to the technology changes or do you find some resistance?**

**Mr. Bosso:** Resistance is inherently related to change. I am not sure that surprise is the word I would use. I would say that it is a little bit of an uphill battle at times to help organizations understand that much of what they call softer issues are actually at the heart of the very concrete problems that they face on a daily basis. When we complete the assessment process, the very specific tools and measurements that we use help pinpoint and demonstrate the relationship between improvement opportunities and people (behaviors). Clients go very quickly from skepticism to understanding.

**CEOCFO: How do potential clients find Myrtle Consulting and how do you reach out?**

**Mr. Bosso:** They can reach us by calling our main office, 281-600-7275. They can email me directly [edwin.bosso@myrtlegroup.com](mailto:edwin.bosso@myrtlegroup.com) I will gladly respond to their questions and guide them to the right person. We are on the internet at [www.myrtlegroup.com](http://www.myrtlegroup.com). Our website provides alternative ways they can reach us.

**CEOCFO: If someone was doing a web search, what would they look for so that Myrtle Consulting would stand out?**

**Mr. Bosso:** keywords such as 'operation consulting', 'Myrtle group', 'food and beverage consulting', 'edwin bosso', would help guide people to us. The website is pretty easy to find and it has a lot of information not only about what we do but how we do it and how to reach us.

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**CEOCFO: What is your geographic reach today?**

**Mr. Bosso:** We are based in Houston, Texas. We have an office in Cincinnati Ohio. We have an office in Amsterdam (The Netherlands) and in Toronto (Canada). We currently have projects in South Africa, in Europe, in Asia and in Canada. Our reach is global.

**CEOCFO: On your website, it shows that Myrtle Consulting Group will lead change with passion. Where does that come into play and why is it so important?**

**Mr. Bosso:** With Passion, Pace and Performance.

Passion is a recognition that it takes a special attitude to walk into a client's organization, fall in love with a business and its people and have a 100 percent dedication to making that client better. We train our consultants to feel that way. We train them to be able to radiate passion for the mission at hand. I am going back to the point I made earlier about how people need to want to work with us and be inspired to achieve things that are bigger than what they ever thought they could achieve. Our belief is that passion is contagious and that our consultants can inspire and enable their clients' success.

We have a fundamental belief that left to their own devices, clients will improve. Clients' organizations are full of smart and competent individuals. Along with passion for their success, our ability to add pace to their endeavors is paramount. Pace is the ability to accelerate things that clients would possibly be able to do on their own albeit over a much longer period of time or if they had the resources to do so. We want to demystify consulting. Operational improvement is something that organization can do on their own. However, when solicited, we add passion, pace and an unwavering commitment to performance and results.

**CEOCFO: What surprised you as Myrtle Consulting has grown and evolved?**

**Mr. Bosso:** We have been pleasantly surprised by our growth and our success. When we started the company, one objective that we clearly set for ourselves was the willingness to stay with clients as long as possible, building those long term relationships. We were pleasantly surprised by that fact that many of our clients have stayed with us from the beginning, not so much because we did the same things over again but they always had new things that we could help them with and the ability to build these relationships was very good and gave stability to our business. We have been able to grow but it has been a very responsible growth in the sense that we have been able to maintain and continue to build on a culture.

**CEOCFO: How do you stay on top of the newer technologies? How do you put in place a plan that is good today but will also be good going forward?**

**Mr. Bosso:** We typically meet clients where they are. Our clients are in different places in terms of technology. For example, we walk into a manufacturing facility that has online data gathering and management systems and we walk into

other manufacturing facilities that do everything manually. What we do is adapt to what they have and help them improve in the context of what they can do. We discuss opportunities for them to make improvements that are related to technology. For that, we can either help them ourselves or we rely on a network of partners and sub-contractors that can engage with the client and help them on the next step of their journey.

**CEOCFO: *What is next for Myrtle Group?***

**Mr. Bosso:** There is a project that we are very excited about. Myrtle is in the process of finalizing an acquisition that is going to add a critical piece to the puzzle and add to the services that we can provide to our clients. The acquisition will enable us to add a technical service component to what we do. In other words, we will not only be able to advise and help companies in terms of management processes, but we will also be able to help them with technical aspects of their manufacturing, tuning equipment, fixing equipment, moving equipment lines etc... It is going to give us a great position as far as the operation consulting market because I am not aware of any other consulting company out there works both ends of the improvement spectrum.

**CEOCFO: *Myrtle Group was recognized as one of the best firms to work for by Consulting Magazine. Why is it such an engaging work environment for your people?***

**Mr. Bosso:** It is taking a taste of our own medicine and recognizing that our people are the essence of what we do. I believe it was Richard Branson of Virgin that said train your people so they can leave and treat them well so they don't want to. I think we will continue to apply that philosophy. We have great employees. We invest a lot in training. We communicate well with them, we take care of them and make sure that they are passionate when they take that flight on Monday to go to work.

**CEOCFO: *Why choose Myrtle Group?***

**Mr. Bosso:** Choose us because we will stand by our work. We will deliver and over-deliver. We will invest in building a long term relationship with you. We will put skin in the game and that we are committed to our clients' success.

Interview conducted by: Lynn Fosse, Senior Editor, CEOCFO Magazine

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## **Myrtle Group**

For more information visit:  
[www.myrtlegroup.com](http://www.myrtlegroup.com)

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