

CASE STUDY

Organisation Change Irish Corporate Agri Sector

Scale & Complexity

600 staff, 1 Operating Division, 30 locations
(including Retail locations)

Problem Statement

The organisation had merged 2 operating divisions into a single unit. While some efficiencies had been achieved, the organisation wished to review the new Organisation structure to create the context within which further efficiencies could be gained.

The organisation was also conscious that it was very operational, and posed the question as to how it could become more strategic and externally focused.

Organisation Diagnostic Approach

We carried out an organisation structure review, studying the existing resource deployment and reporting structure across Sales & Service, Operations, HR, Finance and other support functions.



Outcomes:

We proposed a new Organisation Structure creating an effective integrated unit while identifying and managing the interdependencies created by an evolving matrix structure. In parallel, we rebalanced roles between those focused on operational delivery and those key externally focused roles managing the strategic direction of the organisation in terms of new customer proposition development, data analytics, innovation and continuous improvement.

We were subsequently retained to conduct a follow-up analysis of an effective approach to deeper level integration for the Brand, Marketing and Communications functions.