

„It takes more than a coherent business plan to bring companies from different cultural environments together.“

Sector: Consumer Goods Industry
Year: 2009
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Background

As the European market leader, our client counts among the international Top Five in its industry. The transformation from an exclusively German company into an international contender began when our client bought out two of their Anglo-Saxon competitors.

Business Challenge

A business challenge presented itself in the form of a clash between three very different leadership styles and business cultures; ranging from a largely autonomous style to a fully

centralized leadership. Furthermore, all three companies had already integrated different production and IT systems. These problems defined our eventual proposal to improve three different aspects of the organization...

- Assimilation of Production Technology
- Harmonization of the varying IT systems
- Uniting three different working environments

The company's intention was to establish a global network of production to become more flexible in terms of output and delivery so that additional market share would be gained.

How we helped

Our project leader had already spent many years working as a manager on several different continents. Over a period of 12 months working closely with both management and other employees of the client, the following proposals were initiated:

1. Production: Through close analysis of the various production technologies, the most suitable method was identified and a new post for an international Head of Production was created.
2. IT: Co-ordination of production management and assimilation of client data into a single database.

3. Working Environment: Workshops, individual leadership coaching, standardization of the organization's key data and an essential upgrade to one Management Information System were all successfully introduced. An unnecessary intermediary management level was dissolved.

Results

Through process orientated optimizations, unifying standards throughout the business, the establishment of an organization-wide standardized leadership style, and regular reporting of all Key Performance Indicators, the original, rather fragmented organization began to develop into one united business.

Production in all locations was gradually brought under a single management and all machines and equipment were reorganized according to individually established "best-practice" standards. The organization is now able to produce internationally and will become fully capable of delivering orders from all global locations to many different clients.

Let us discuss how we can help your organization! Please contact Armin Krauter.
