

Case Study #4 Aquaculture Industry

Background

- Our client is a market leader in design and installation of aquaculture facilities across Australasia
- Aquaculture is a growth sector,
- Risk is high in aquaculture production and along the supply chain
- Ownership is fragmented, a few dominant corporates and many small operators
- Australia's isolated location has allowed niche operators to build positions
- Our client is such a company

The Client's problem

Our client had three issues

- Organisational design was not aligned to the future goals of the company
- Staff capability was variable, in some areas holding the company back
- A regional location was driving up supply chain costs, without providing any competitive advantage

Our approach

- We reviewed the company's financial performance, organizational design and management systems. The review included interviews with all staff.
- We performed a global industry benchmarking exercise
- We researched the competitor's strategies with the client's strategy

Our recommendations

Three major recommendations were made:

1. Prepare a strategic plan for the next 5 years. Sales Consultants facilitated the strategic planning workshop
2. Restructure the organization. This involved exchanging lower capability staff for higher capability people, changing the way customer relationships were managed, building strategic relationships with global suppliers of equipment and technology,
3. Deal with the location issue in three stages:
 - a. Relocate the regional headquarters
 - b. Build a NZ presence, initially with a Technical Sales person on the ground.
 - c. Increase Technical/sales support presence in southern Australia

The client accepted these recommendations and is working on implementation, supported by Sales Consultants