



CASE STUDY

OPERATIONS: ORGANISATIONAL DESIGN

Client Industry: Consumer Goods

BUSINESS CHALLENGE

The client had recently undergone a merger with another FMCG company and the entire value chain and personnel component needed to be re-organised to ensure economies of scale, decreased costs and appropriate staffing levels. The creation of a new corporate culture and corporate identity was pivotal to ensure that the integrated institution leveraged the benefits that the merger could ensure. Harmonisation of fringe benefits and work methods was also a requirement.

PSP ICON APPROACH

The key first step was to build a detailed project plan and timeline to ensure that there was full transparency in the process as the anxiety levels within the institution were high as there were raised levels of uncertainty. Once staff knew what was going to happen and when, normal work could proceed.

Critical to an intervention of this nature is a robust communication and mobilisation drive to ensure that issues/fears are identified and addressed promptly and with integrity. Of importance is to separate the messages around the creation of a new future that is aspirational in nature and the legislative compliance messages that accompany a right-sizing. The latter is largely seen as negative and focuses around procedural compliance to redeployment of personnel.

RESULTS

Revised organisational designs and staffing of these structures with appropriately qualified staff within the prescribed time constraints.

Full legal compliance to Section 189 of the Labour Relations Act which prescribes the process for dismissal due to operational reasons. No cases reported to the CCMA or Labour Court.

Minimal disruptions to work processes and company results throughout the merger process.