



# CASE STUDY

## OPERATIONS: ORGANISATIONAL DESIGN

### Client Industry: Agriculture

#### **BUSINESS CHALLENGE**

The Client operates in the fruit exporting business and has extended their value chain to include the production of certain types of fruit on farms recently acquired.

A new farming operation had recently been acquired and the client was keen to incorporate this into a similar farming operation which it already owned in the same area.

#### **PSP ICON APPROACH**

An As-Is analysis of both operations was undertaken to identify areas where it would make sense to combine both the management functions as well as the operations. This view was further informed by conducting focus interviews with leading farmers in the area, industry and sector specialists, shareholders and members of both management teams.

A point of view on the various structures in the agricultural sector was developed and the most appropriate for this situation was recommended

The proposal for the new structure was developed and presented to the Management Teams, their inputs were incorporated and this was then presented to the MD and to the Board.

The new organisational structure together with job specifications, job descriptions and KPAs was developed and presented, the costs relating to the termination of some of the duplicate positions were calculated and the Client was provided with a roadmap for the implementation which ensured that all the relevant legislation would be complied with.

#### **RESULTS**

The Client accepted the proposals and proceeded to implement with their own in house resources.