

CASE STUDIES

CHALLENGES AND SOLUTIONS

Advisory:

Business advice

Sectors:

Defence & Logistics
[Critical short-term
infrastructure]

Challenge:

Giving direction in a
complex corporate
structure

Outcome:

A plan for the
management team
to succeed

This award-winning company provides critical infrastructure to the UK Ministry of Defence and US Department of Defense as well as a number of aid organisations globally.

It is a very specialist business, with a number of bespoke facilities from which it manufactures its product, designs new equipment and recycles/stores product for future reconfiguration or deployment.

The business, however, is part of a diversified group and this limits its ability to obtain funding or time from senior executives within the parent group. Whilst this freedom can be beneficial, it does limit the potential for the business and can cause frustration amongst the senior management.

We were called in at a critical time for the parent group, which meant that our client had been asked to carry out a full review of their business and propose a revised structure as well as new 3–5 year business plan. At this point they were at risk of either ‘over-promising’ or putting forward an ‘underwhelming’ future plan.

Our work consisted of a number of quick ‘heads up’ reviews on their business and what skills they had, which then led to research on their market and complementary sectors and enabled us to set out a ‘base case’ plan and identify growth opportunities into adjacent industries.

As part of this we also produced a summary outline of how the business should streamline its operations, so that it could undertake the necessary investment in people and systems without impacting their bottom line.

The team are now a key part of a new group within the same parent organisation, and with considerably more exposure to and time from the senior leadership of the holding company, they are focused on delivering a three-year plan with the resources and support now available.