Case **Study** - How to out smart the competition in a highly competitive market

Issues:

Key markets in decline, market structure changing. Existing plans for growth NOT being delivered.

Phase One

Cairnforth supported the country executive teams (business units in every European country from Scandinavia to Portugal) to develop full understanding of the issues and risks of the current situation - (creation of the motivation to change).

Phase Two

Developed country strategies in Cairnforth-facilitated work sessions. Identified growth opportunities in excess of €500 million and the enabler plans to deliver growth. Clarified rationalisation of organisation and structure.

Phase Three

European Board and Executive sessions created European strategy. Identification of key Euro-Enablers to drive delivery e.g. Supply chain, Industry focus.

Phase Four

Facilitated sessions (ensuring skills transfer) of professional project planning and management. Support and coaching where required. Process reviews / restructure of key areas of major impact. Review of competency requirements against current capability across the top 100 managers across all European business units identifying skills gaps and requirements to train and fill.

Results:

- Double digit growth strategy with required investment.
- Fully engaged local and central Executive teams.
- Momentum for change building throughout the organisation.
- Appropriate resourcing for the future.