



CLIENT STORY | ORGANISATION TRANSFORMATION FOR A DIVERSIFIED AGRIBUSINESS GROUP IN THE MIDDLE EAST

**Region :**  
MIDDLE EAST

**Consulting Services :**  
ORGANISATION TRANSFORMATION

## CLIENT SITUATION

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- The client is a large diversified agribusiness company in Middle East
- The company had diversified into multiple businesses without a clear strategy
- The group had low capacity utilization in the key business with poor ROI
- The company lacked clarity on organisation structure and performance measurement
- The company wanted a complete transformation in the approach to doing business to transform itself into a world-class business group

## OUR APPROACH

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- Avalon assisted the transformation by segregating the plan into discrete modules
- We conducted a vision & goal-setting workshop with the Board & Top management to arrive at the Vision for the group
- The Group was restructured into Strategic Business Units (SBUs) around its core competence of managing food grain supply chain with a view to exploit synergies to the greatest extent possible
- Business strategy for each SBU was detailed out in the form of Strategy Maps
- Organisational Design of the SBU was reviewed and a new design was proposed to aid strategy implementation
- Business Scorecards were developed for multiple SBUs and a review process was implemented to monitor business performances
- Detailed job process maps with process manual and Job descriptions and KPIs for performance measurement were drafted for key personnel
- Incentive plans were developed for employees, linking monetary pay-outs to individual & business performance
- Various aspects of change were addressed to enable wide acceptance of the transformation within the organization

## OUR RECOMMENDATION/ IMPACT

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- Business plans & forecasts for all SBUs were developed which align with the overall vision of the group
- Based on the strategic objectives, the Organization was reorganized such that there is clear ownership
- Additional positions were created where required, whereas certain jobs were reconfigured to ensure clear focus
- Balanced Scorecards (Organization & Personal) were developed and implemented across various SBUs
- Quarterly BSC reviews enable the management to track the performance of the business vis-à-vis the planned strategy
- Incentive plans for variable pay are now also being rolled out
- The group has grown at a CAGR of 21% in revenue and 113% in profit in the last 3 years