



CLIENT STORY | STRATEGY REFRESH AND UPGRADATION OF PERFORMANCE MANAGEMENT SYSTEM

**Region :**  
MIDDLE EAST

**Consulting Services :**  
STRATEGY REFRESH AND UPGRADATION OF PERFORMANCE MANAGEMENT SYSTEM

## CLIENT SITUATION

---

- The client was a large animal feed manufacturer and the business unit of a diversified agricultural services group in the Middle East
- The client had articulated a medium term vision of being the most profitable feed company in the world and among the top 10 feed producers by size
- For this, it wanted to “refresh” its existing strategy by doing a reality check on the key assumptions behind it, revamp strategy for existing product segments and develop strategy for new product segments

## OUR APPROACH

---

- Avalon Consulting analysed the previous performance reviews, business plans, financial statements and changes in corporate priorities for the client
- We conducted many rounds of discussions with President, Vice Presidents and other stakeholders to understand past performance and changes in internal and external environment
- We then evaluated the strategic options for the business, such as 1) penetrating deeper in the market for existing segments 2) entering new markets into the existing segments 3) investing in research and development for new products 4) offering new products to new segments
- Once the strategy was developed, we assessed and finalised changes to the strategy map, BSC, Organisation Design (OD), Job Descriptions (JD), etc.
- We created department level BSCs, cascaded the strategic objectives and KPIs to the lowest possible positions in the OD
- We discussed, debated and shortlisted new strategic initiatives needed to achieve the revised BSC targets
- We documented medium term business plans for the client, reflecting from the strategy refresh

## OUR RECOMMENDATION/ IMPACT

---

- The client has been pursuing the revised segment strategies and witnessing sales growth, especially in new segments
- Departments no longer share common objectives or KPIs. Each has an individual strategy map and BSC
- Through cascaded BSCs, there is dramatic increase in individual ownership of objectives and KPIs
- Department VPs are more accountable for their performance and more participatory in quarterly reviews