



CLIENT STORY | GROWTH STRATEGY AND ORGANISATION TRANSFORMATION FOR A CORN-PRODUCTS MAJOR IN THE MIDDLE EAST

Region :
MIDDLE EAST

Consulting Services :
GROWTH STRATEGY AND ORGANIZATIONAL TRANSFORMATION

CLIENT SITUATION

- The client is the largest manufacturer of Corn Products in the Middle East
- The client wanted to grow its business by understanding the needs of its customers, identifying growth opportunities and aligning its organization to support the growth strategy

OUR APPROACH

- Avalon commenced the process with a vision & goal-setting workshop conducted with the Top management
- The customer segments and geographic markets for the company were identified and a detailed analyses of the same were carried out
- A value proposition for customers in the identified geographies was developed and a detailed growth strategy was drawn up
- This was followed by the formulation of a productivity enhancement strategy to minimize costs and improve productivity and asset utilization
- Enablers to support the strategy were identified and strategic initiatives were designed to implement the strategy
- Financial projections outlining the implications of the strategy were developed in the form of a comprehensive Business Plan
- The Business strategy was articulated in the form of a Strategy Map
- Business Scorecards were developed for key personnel and a review process was set up in order to monitor business performance on a periodic basis
- Various aspects of change were addressed to ensure ownership and acceptance of the strategy by the employees

OUR RECOMMENDATION/ IMPACT

- The client has been able to position itself as a high quality corn products manufacturer and is able to command a premium over imported products
- It has embarked on expanding its product portfolio to emerge as a one-stop-shop to its customers in terms of their food ingredient needs
- Supply Chain Excellence has helped it guaranteed supplies in short lead times, provide for order flexibility and deliver in multiple packaging forms
- The Balanced Scorecard has provided clear ownership for each strategic objective
- A Strategy Management system has been put in place which enables tracking of the performance of the business against the planned strategy