

Strategic Review and Strategy Development Case Studies

Strategic Review of Specialist Division of Large Utility Company

Challenge

One of the Client's service areas was without a clearly defined organisational structure, business manager and accountabilities. The area was managed by a variety of people spread across the organisation's technical areas. This created considerable problems in terms of optimising and managing performance, leading to significant business performance issues, i.e. a doubling in maintenance spend, missed performance targets and substantial stakeholder criticism.

Process

To address the issues, Oyster, in collaboration with the Client, performed a range of external, internal and financial analyses to understand current business processes, structures and business model. This was followed by the development of success criteria and alternative strategic business models. The models were then assessed and the preferred future model and strategy selected and presented to the Executive Team. A high level change management and implementation plan was also developed. Extensive syndication and consultation with stakeholders was used to achieve 'buy-in' to the process and outcome.

Results

The Client was extremely pleased with the outcome and Oyster was subsequently asked to help develop a detailed implementation plan and future business plan for the division. There is now a dedicated business manager and the division is undergoing fundamental changes to the business model to ensure alignment and operational effectiveness across the organisation.

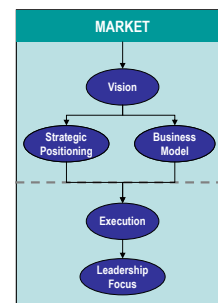
Strategic Review and Structural Redesign of a Diversified WA Company with Engineering, Aquaculture, Manufacturing and Retail Arms

Challenge

The Client had experienced declining profits despite increased revenue growth. It needed to develop a strategy and support structure for sustainable and profitable future growth and ensure alignment across service functions and business units.

Process

Using a variety of analytical and facilitation tools and techniques, Oyster helped the Client develop a strategy for each business unit with emphasis on protecting their competitive advantage. This included reviewing and developing the role of a central management team. Following the development of the strategy, Oyster assisted the Client in redesigning the organisation to ensure alignment between strategic market positioning and internal systems, resources and executional capabilities.



Results

As an outcome of the agreed strategy, some non-performing areas were sold off, and the role of “the Centre” was expanded. The changes put in place resulted in alignment of business priorities, strategic direction, management team processes and key performance metrics. This led to improved business returns and cash flow.

"We used Oyster Consulting across a range of business units to help us understand what was needed to ensure our success.

What immediately set Oyster apart for us was the ability to clearly grasp not only the strategic issues we faced, but also the practical realities that existed in dealing with them.

At the end of the process we not only better understood the drivers of future success at a business unit and corporate level, but we were also better equipped as a management team to deal with these issues as a direct result of the learning we gained from working with Oyster - a genuine value kicker." Managing Director