

case study



Post Acquisition Integration in the Marine Industry

This leading marine industry group acquired a complimentary, family run business to expand its existing product range.

After installing a new MD the challenge was to develop a performance improvement programme and post acquisition integration strategy that would provide short-term financial benefits and subsequently enable closure of 3 sites following integration within the group.

Initial site visits revealed that whilst profitable, the business was very immature in terms of manufacturing processes. We also found that the experience and capability of the incumbent management team was limited, and that their vision of

potential market opportunities was narrow.

Group plans included site integration and new product opportunities, both of which presented challenges. After being taken over but a much larger company, employee morale suffered as they waited expectantly.

A two stage project was undertaken that immediately mobilised the management team and workforce. Stage 1 was designed to act as an accelerator in the process of change. We put teams in place to address key areas including manufacturing effectiveness, cost reduction, IT systems integration and simultaneously - staff culture, morale and development.

This delivered quick-wins that energised the employees, and simultaneously re-assured group management that the planned merger benefits could be realised.

Stage 2 of the change programme focused on longer term goals including site rationalisation, outsourcing non core activities, releasing working capital, introducing new product ranges, and improving process performance across the business.

The end result was a step change in business performance followed by successful integration and closure and sale of the 3 original sites.



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