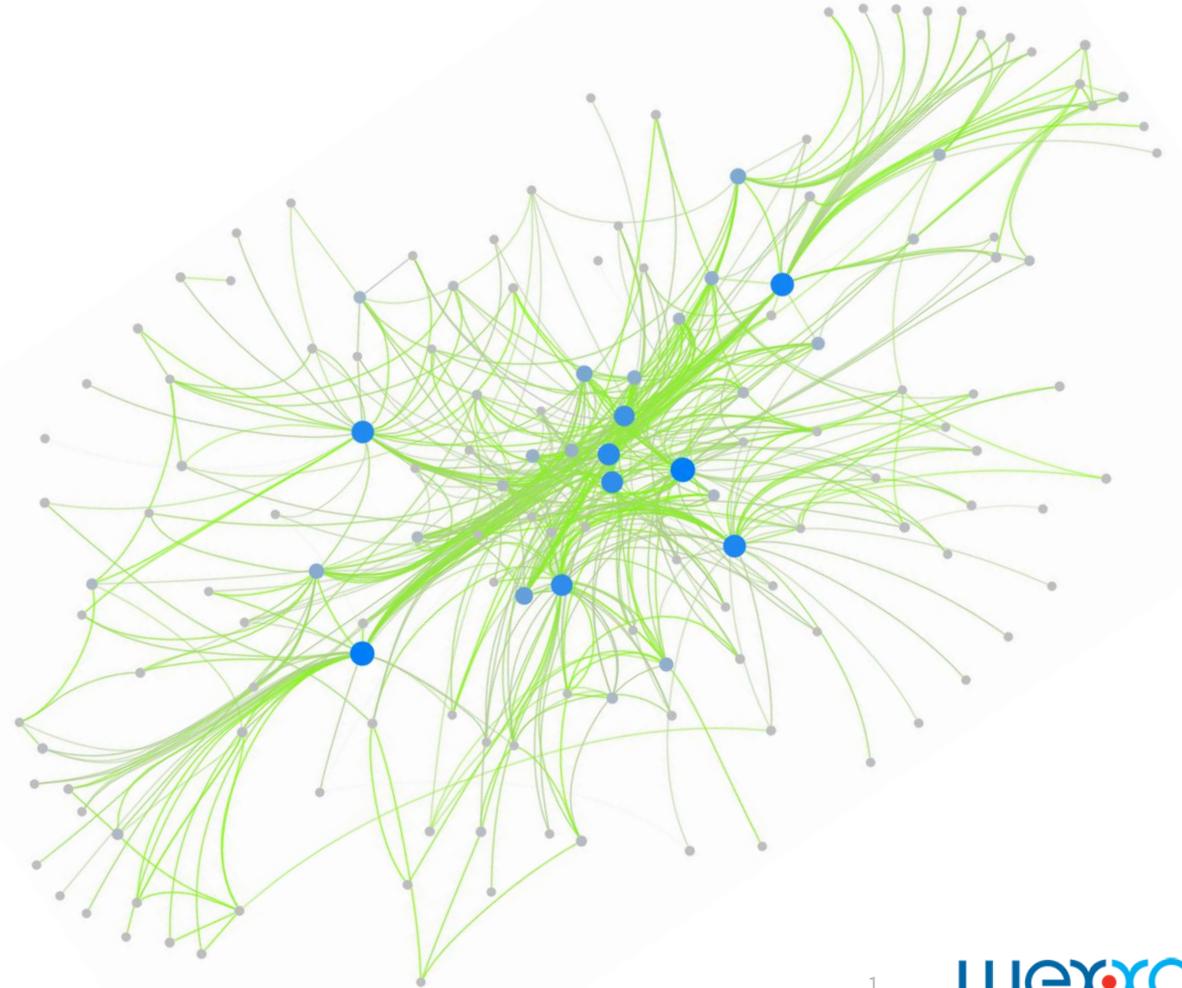


CASE: Acquisition Turn-Around

Little ownership, and problems within management cause performance issues

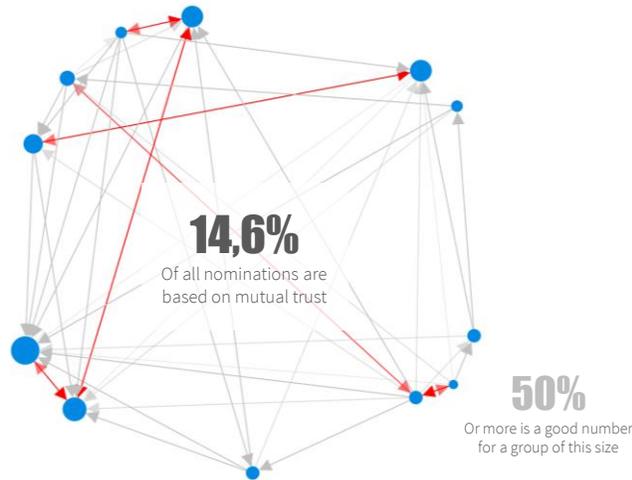
- Our customer **acquired a food production site** as part of a larger acquisition. This specific site was **known to have problems** with quality and lower productivity than comparable sites.
- The customer did not know the site well enough to make well-informed decisions in the transformation work, and **wanted a facts-based view** of the challenges at the production site.
- The customer believed that one of the **problem areas was the management team**, and wanted a better look into where the problems may lie.



Acquisition Turn-Around

Analyses and Findings

Team Performance

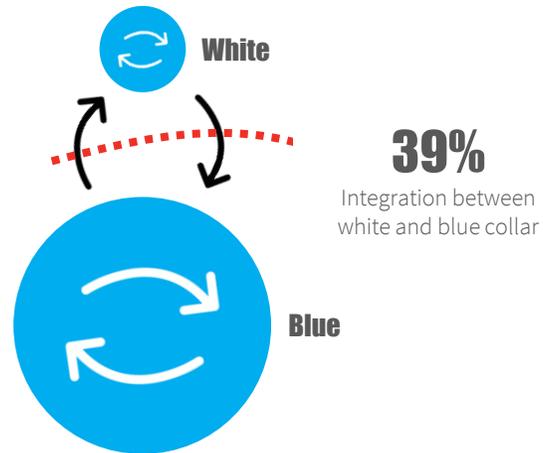


This evaluation of the management showed that there was little trust within the group, and that QA & lean functions had no influence.

The trust level was only 14,6%, in comparison to the 50%+ that a team of this size should have.

Furthermore, the QA and lean functions within the team had little to none influence with other group members.

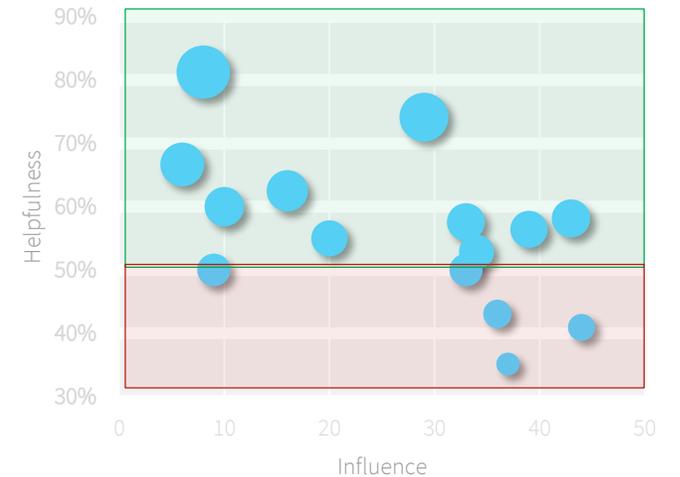
Blue/White Collar Integration



Low levels of ownership can be correlated with a feeling of not being able to influence one's work.

A strong indicator of such a situation is if the blue collar workers have bad relations with white collars (management). We applied the integration index to evaluate the relationship, and found it to be only 39%,

Important Influencers



To help with the transformation work two types of people needs to be identified: those who are the cause of mistrust between people and groups, and those who can build trust.

The above graph shows all the most influential people within the plant, and to which degree people think they are contributing to others.

Conclusions and Take-Aways

Facts-based insights that made all the difference

- ✓ The insights led to a **restructuring** of the **management** group, and made a **strong argument** for **collocating** the group to a **common office**.
- ✓ Some **functional roles**, like QA and lean, **were reshaped** as an initiative **to fit** better **with** the production site's **priorities**.
- ✓ The plant manager's **new goal** is for white/blue collar **integration** to be **100%**.
- ✓ With knowledge of the most influential individuals, our customer **could easily decide** which **people to promote** to key positions, and which people should have a less influential one.

“Your recommendations are very useful. We will take those into action together with the HR department”
- **Production Director**

“[We] couldn't have gotten these insights without these analyses. This really is valuable information. It's a confirmation that we are going in right direction!”
- **Plant Director**

“[There were] very few questions compared to an HR survey, but they really were relevant. We got the answers we needed”
- **HR Manager**

“[This is,...]from my perspective very useful insights for the further work with turning around [production site]”
- **CHRO**