

Integration Programme Director (FMCG Food – Post Merger Integration)

Background

A large UK food business completed the acquisition of two large organisations to combine and create the UK's largest food group. (£2.6bn). In the Republic of Ireland this resulted in owning three businesses, each with turnover of ~£30M, and with standalone infrastructure presenting a fragmented approach to the market. The rationale for the acquisitions was to leverage scale and the objective for the role was to drive synergies targeted at £10M pa. from combining the businesses.

Ability to Integrate into Client Company

Operating internally within the parent organisation, the initial approach included strong engagement with the existing Operating Board teams to map out and define the role of the Integration process and to establish a plan and supporting process. This established a structured weekly Integration Management Board, which included all Directors from the individual entities.

A primary objective was creating some certainty for the existing Directors, and for the wider organisation totalling approximately 200 people in commercial areas. A new MD was appointed and decisions around key Directors were made quickly, maintaining engagement of unsuccessful candidates through a variety of approaches.

The combined team was used to develop a high level programme which was agreed with the Main Board and stakeholders and transcended all functional areas of the organisation, engaging the input of multi sites both in the UK and ROI.

Impact on Business

The targeted savings were fully realised by a combination of activities which completely rebuilt the business

- ✓ New Singular head office, reducing commercial headcount by ~60% but maintaining morale and business performance
- ✓ New IT solution supported back office synergies. New 3rd party logistics solution
- ✓ Closure of two manufacturing sites on time and within budget, transferring ~4k Tonnes of volume to UK sites

Achievement of Objectives

Spanning a period of eight months, run rate synergies of in excess of £10M p.a. were delivered

Working Style

Collaborative & Rigorous, Setting high standards and high pace, but Supportive in Engaging teams with hands on support

Leadership/Management Skills

Focused on achieving monetary and time scale budgets through pragmatic and collaborative management style, supported by tenacious focus on deliverables and the implementation of a rigorous process, executed with empathy.

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