



Case 1

The client: Belgian multinational trading company, of eco-friendly, fast-moving consumer goods.

The challenge: The American sales office of this Belgian group was in need of new oxygen for its financial and commercial activities.

Our approach: For this assignment, a Blue Turtle Consultant took over the management of the U.S. office. In close consultation with the Belgian headquarters, he organized a bottom-up restructuring operation.

A first step aimed at an operational revitalization: it was crucially important to improve the collaboration and synergies between the different offices and the autonomous pilot stations. One of the priorities was the establishment of clear and transparent communication channels. Communication with the Belgian headquarters had to be improved, as the head office needed to monitor its operations in the U.S. As a second step we analyzed all US-operations, looking for ways and means to restore their profitability. The strategy we adopted was to make cutbacks and size down, to strengthen what we saw as the fundamentals for future growth. Only then could we try to identify potential growth segments in the market. The third step consisted in selecting the best staff, in terms of motivation and sheer competence. The fundamental character of the reorganization made us select those people who were prepared to really "go for it". Additional people were hired for a number of key positions. Finding truly motivated staff was really key if we wanted our reorganization to succeed. The final step of this comprehensive operation was the implementation of a strategic marketing plan, aiming at a pro-active approach of distributors and retailers.

Unavoidable, sometimes drastic measures and the use of the right resources at the right time helped us to win the hearts and minds of the employees and to implement the marketing plan. Operation accomplished! Today, the stakeholders (employees, clients, customers and suppliers) have regained trust. They believe in the products and are confident that the company has done what needed to be done.

The result: A better use of resources in combination with a new and clear marketing strategy, focusing on stronger relations both with old and new customers, proved to be a successful mix. Not only did we restore the profitability of the American subsidiary, we also created a 25% turnover growth.

Do you have further questions, or would you like to exchange views with one of our team? Please feel free to contact us. We will be delighted to meet you.