

Integrated Strategic Change

Strategic change is key to ensuring organisational effectiveness and alignment to the desired goals. In an era that requires organisations to be highly responsive, flexible and achievement-oriented it is critical that any strategic change is fully integrated and not piecemeal.

There are many examples where whole organisation strategic change has failed to deliver the expected outcomes, often because whilst some areas of the organisation have adapted to new ways of working, others have been neglected, or chosen to ignore the required change.



Concerns we address with our clients include:

- How can we ensure that we engage the whole organisation in the changes we seek?
- Why everyone does seems to be in agreement with the changes, but we are not seeing this translated into action?
- How can we succeed when we have clarity around what we need to change, but cannot get to grips with where and how to start?
- Why have we put so much effort into our strategic change, only to be disappointed with the results?
- How can we ensure that the desired strategic change is sustained and not just a short-term shift?

Our Approach

We work best where a strategic transformation has got stuck, or where there is a desire to make change happen in a different way.

The problems, and therefore the solutions, are usually found at the boundaries or in the connections between these stakeholders.

Many of the capabilities will probably already exist in the organisation; what is needed is to realign people and teams to get energy moving in a more positive direction.

We offer diagnostic reviews of your strategy, leadership, change capability, and stakeholder network. Our diagnosis results in fast-cycle approaches to achieve performance improvement and develop capability for further change.

Example

Capespan, a South African-based business, was in the process of moving from regulation to deregulation. Increased competition and a consolidation of retailers, along with a changing political climate in South Africa meant the company would have to take a leap in competitiveness.

The business needed to change its strategy in order to succeed so, with the help of Bath Consultancy Group, the top 25 leaders and board members undertook a Strategic Review. This led to a merger with Unifruco and the creation of Capespan as a brand. The CEO recognized that there would need to be culture change throughout the organisation over the next three years

The first step was shifting the thinking within the company, which was owned by growers, from parochial to global. Initially there was resistance – another way in which Bath Consultancy Group, in partnership with HR, was able to assist.

The people within the company needed to experience the new reality in order to change so a change agent network was created to work with teams at all levels. Events were held to shift people towards the new reality through experience.

As a result, Capespan stayed as No 1 exporter of fruit in South Africa and held on to its market position better than any other regulated product business after deregulation. The company became a global supplier with total fruit basket concept and change happened more effectively and with greater speed.