

## Ology Client Case Study

**Client:** Pharmaceuticals  
Manufacturer

**Location:** Northumberland

**Period of Engagement:** May 2005 – June 2005

### Objective of Engagement:

Redesign the organisational structure of the business. An earlier project to define the culture and values of the business had identified that the senior management team was neither strong enough nor small enough to support the business in achieving its strategic goals. This aims of this project were to analyse the requirements of the business and produce a new organisational structure. The directors of the business had known for sometime that reorganisation was required but had not addressed this issue.

### Details of Engagement:

The project ran as a series of three workshops attended by the existing directors of the business.

- Workshop 1 analysed the existing competencies of the business and the demands that would be placed on the business in years to come given the nature of the competitive environment and the business strategy. This analysis identified areas where the business would become (or already was) weak.
- Workshop 2 built on the work of the previous workshop and developed an ideal organisational structure and clearly defined the responsibilities of each role within this structure
- Workshop 3 took the ideal structure and converted this into a practical structure taking account of the talented people already in the business as well as identifying gaps that would have to be filled by new recruits. An action plan was developed to make the necessary changes (which included promotions, demotions and redundancies) and filling the vacant positions.

### Outcomes:

- The business has now completed the implementation of the new structure
- The managing director and chairman are now much happier and effective in their roles
- More experienced and competent managers have been recruited and other staff have been moved into more appropriate positions
- Long standing business issues are being addressed as the business continues to grow rapidly in turnover and profit
- Update in 2008: Now that the management team is in place the MD has achieved her goal of reducing her working week to 4 days per week.

### *Ology: The Science of Success*

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