

Project Note

Successful integration of two company divisions

This project revolved around streamlined organisational structures, optimised processes and greater market orientation. Zühlke suggested that a company for logistics solutions merge two of its corporate brands to improve profitability.

Task

The Board of Directors and the Executive Committee of the Kardex-Remstar Group were having fundamental strategic alternatives examined for their KRM business unit. Up to that point, KRM had consisted of two largely independent units, which meant redundancies and high costs. Zühlke was commissioned to examine three options:

- Continuation with the existing constellation
- Sale of one division
- Merger of the two divisions.

Implementation

The team proceeded in six steps. This approach allowed the identified scenarios to be systematically evaluated, a decision to be made and the project to be initiated with a kickoff event.

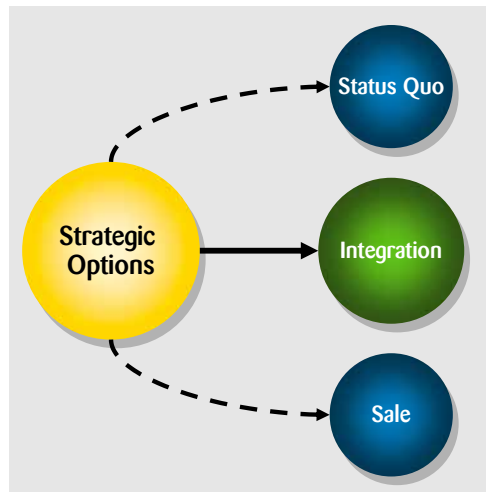
The customer decided on integration and quickly merged the two brands. The project resulted in the following priorities for reorganisation:

- Streamlining of range
- Orientation of the organisational structure to the international market
- Restructuring of the functions and the processes of the two production sites
- Expansion of cross-process management with central functions
- Establishment of a central production control system and centrally coordinated purchasing.

The project process was professionally set up, consisting as it did of clear and detailed work steps, strict application of suitable consulting methods and further coaching on implementation from the same consultants. All these aspects were crucial for lasting success. The Zühlke management consultant succeeded in breaking through the blockades in thinking during his mandate and to pave the way for an optimum solution.



KARDEX



Customer benefits

- Breaking through the blockade in thinking: Drawing on his coaching and leadership skills, the external consultant resolved the delicate project situations and his solution was accepted.
- Professionally setup project: Clearly defined steps, suitable methods and implementation coaching were vital factors for lasting success.

ASCO, the Association of Management Consultants Switzerland, has awarded this Zühlke Management Consulting projekt in 2009.

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