

Situation

- Global Food Retail supplier expanded rapidly via acquisitions from a single country to operating in multiple countries and exporting globally
- Food Company organizes 2-day Strategic off-site with top-management of all countries to discuss 5-year strategic and financial plan to be presented to lending bank syndicate

Actions Proost Consulting

- Consolidate and challenge financial projections by country management into both consolidated 5-year financial projections and individual country summary projections
- Compare competitors' business models, growth, cost position, and margins
- Lay-out the market trends, pricing evolution, market attractiveness and key drivers by segment for the core markets in Europe, the Americas, and Asia
- Facilitate 2-day Strategic off-site with top-management of all countries to discuss 5-year strategic and financial plan
- Converge on action steps following discussion with management of content materials

Project Results

- Create sense of urgency with the management to accelerate integration and restructure operational footprint
- Lending banks endorse 5-year financial and strategic plan including operational restructuring measures

Source: Project Experience Proost Consulting

Factory Capacity – All Dutch plants
- The Netherlands in M units/year, 20XX -

