



# The pipeline to optimisation

## CASE STUDY OVERVIEW

Our client is a fast-growing and complex global business overseeing a multi-stage process, from the extraction and processing of offshore natural gas to shipping, marketing and logistics. Berwicks examined the interdependency and interconnectivity of risk, aligning the business at all levels. With our help the client is now successfully navigating rapid growth, leveraging risk for opportunity. We continue to support their expansion.

### THE CHALLENGE

In the face of multiple challenges, the time had come to examine the organisation's longevity:

- Fast organic growth, with minimal capability to evaluate and adapt to risks.
- Gas feedstock for the plants becoming more expensive and less plentiful.
- Business heavily reliant on a government-owned entity, through which all gas feedstock contracts had to be negotiated.

The CEO asked Berwicks for assistance in confirming where his risks lay, how they might emerge, and what we thought he should do about them. Three key areas of focus were identified:

- Lack of alignment across the 67 Group companies.
- Disparate view of the company's strategic direction.
- Lack of risk awareness and management.



### THE SOLUTION

Each area we uncovered presented an individual risk to the business. But the long-term solution was not to address each risk as an isolated, one-time occurrence. Risks are inevitable and will continue to evolve alongside developments within organisations and the wider world.

By embedding confidence and capabilities, using crisis and risk management as the vehicle for optimisation, we created a mandate for ongoing improvement. Alongside a change in mindset as to how risks are approached and handled across the business.

**“ An immensely satisfying programme, with tangible value delivered from the outset.”**

*JC Murray, CEO, Berwicks*

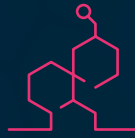


**“ This was, and remains, a fascinating project. The CEO recognised that he needed to make a bold set of changes but didn't want to use a traditional consultancy's templated approach. He let us into his deepest thoughts, trusted us to delve into his organisation's culture and capability, and was happy to enter into robust debate over our assumptions and findings.”**

*JC Murray, CEO, Berwicks*



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## HOW WE DID IT

Our first step was to focus on crisis management capability. To understand existing strengths and weaknesses before helping to implement the elastic mindsets not only necessary for a resilient risk response, but a successful and capable approach to everyday challenges.

To support the development and execution of our Vision and Strategy for the business, we embedded the following over the next few years:

- Berwicks consultants as Interim Strategy Director, plus Chiefs of Staff to the CEO in HQ and operations hub in the Caribbean.
- Global Corporate Security function, formed of a Berwicks team working across the business.
- Improved risk management, crisis and incident management capabilities
- Emergency Response upskilling programme.
- Operations specialist to support the COO.
- Logistics Planning Team to address supply chain and warehousing issues.
- Internal Communications Director and branding consultancy to bring coherence to the Group brand.

As well as turning our attention to the future, developing and delivering a global leadership programme and Leadership Academy for emerging talent.

We continue to provide ongoing support as trusted advisors across special projects, leading transformation into an acquired company, training and exercising, and the professionalisation of supply chain management.

## RESULTS

Using crisis as a lens to understand operational tenacity we unlocked a range of issues that risked the survival of the business. By surfacing these risks, and then helping to build the resilience and agility required to navigate them, we established a firm foundation for growth.

We applied logic, common sense and perspective, while providing bandwidth to busy people operating out of their comfort zone. Working with the client – not simply for them – to forge a holistic understanding of risks and opportunities.



**Headquarters headcount increased from 8 to 80**



**New innovations embraced across 10+ sectors, especially in sustainability**



**1,000 people and counting enrolled to the global leadership program**

“ For three years we had a permanent presence in the organisation performing interim leadership roles, until those roles became permanent headcount. Still today we have an enduring role providing support and guidance and fulfilling non-core business functions.”

*JC Murray, CEO, Berwicks*