

case study



Client: Group of Companies including Major Freezone Port Authority

Project: Develop & Implement a Plan to Transform into a World Class Business

Project Description

Chaucer was engaged by this substantial organisation to help develop a full strategic plan - encompassing all of its business activities.

The businesses range from a major container port facility to Power and Water Utilities and include Leisure, Property and infrastructure.

Chaucer was asked to review the executive team and its organisational structure and recommend changes necessary to create a performance culture. This review also included an assessment on how to improve the effectiveness of the organisation, especially in respect to marketing and new business opportunities.

In addition, Chaucer's expertise, knowledge and wide ranging relationships with other global businesses was utilised to help the organisation to review both existing investors and identify new potential investors and partners to further develop its oil refining and gas interests.

Chaucer's Scope

- Provide the executive team with recommendations and challenges - covering both strategic and operational considerations based on a review of a draft business development plan.
- Define key responsibility areas and draft Job descriptions for all executive team members - proposing an organisational structure to support improvements in effective future management.
- Review and make recommendations on existing proposals for an LNG transshipment business and for improving operations of oil refining capability.
- Review of the Port Authority's provision and adequacy of electricity supply and service, this included supply to other businesses as well as supply to all private properties etc.
- Assist in developing appropriate relationships with government bodies for the expansion of oil and gas capability. This included particular consideration to statutory compliance, health and safety regulations, environmental considerations and security. (A paper on oil refinery integrity management best practice was produced).
- Help the Port Authority to identify future strategic industrial and commercial business sectors and identify and provide introductions to potential world class global partners.
- Review any loss making businesses and propose a strategy to return them into profit through cost cutting or joint venturing or possible divestment.
- Supporting this activity, Chaucer provided appropriate business tools, techniques and methodologies - including those for portfolio and project planning, controls and tracking, interdependency management and risk and issue management.

Benefits

- Chaucer proposed some major executive and organisational changes - which having been implemented have had a dramatic beneficial effect.
- Other proposed recommendations included a range of opportunities for the Port Authority, both internal and external; these have been implemented to further support a successful transition by the organisation into becoming a world class entity.
- Chaucer's experience and knowledge of key third parties, regulatory procedures, governmental due process and relationship creation were of particular value in producing recommendations for the expansion of oil and gas facilities.
- Chaucer's contribution has had a major effect in improving profitability of this complex group of companies.

