MileStone 3

Before attempting to respond to this post, refer to “The Corus Case Study: Developing a Stronger Customer Focus” Learning Activity. Overview of the study.

1. Developing a clear strategy

Achieve a 15% return on net assets with real profit growth through the cycle by providing products, solution, and expertise to our customers in the construction and industrial markets.'

2. Partnership approach

One of the significant actions involved in the new strategy is that of creating partnerships with customers and suppliers that change the market or transform the interface with customers. Today they can build a relationship with one point of contact - the account manager who represents Corus (a multi-product organization).

3. Organizational culture

We use the term 'culture' to describe the typical approach within an organization. Culture refers to the personality of an organization and shared beliefs. It also encompasses the written and unwritten policies and procedures that determine how the organization and its people behave and solve business problems.

A fundamental change that has taken place in Corus' organizational structure has been in the organization of sales accounts teams. Instead of decentralized sales, there is a centralized sales team with up to date info and personal customer support. hierarchical structure in which many of the sales staff expected to be told what to do

4. Managing change

Change management is always most successful when the participants in the change process feel involved. Key drivers for the change process were the emphasis on getting everyone to see themselves as part of a single business unit and to make sure that the focus was on the customer. The training programme assisted by consultancy, therefore, emphasized the critical objective for teams within the group as being – ‘We want to be indispensable to our customers.’

5. Training to fill gaps

Corus, therefore, had to engage in a drive to fill the gaps by interviewing to fill vacancies. It was then necessary to participate in an extensive training programme so that everyone involved with the new way of working was familiar with new approaches and was familiar with how their new roles differed from previous positions.

The training programmes involved familiarising people with a range of products that were new to them, new markets, and new ways of dealing with people. An account management course was a vital component of the training.

6. Barriers to change

An external environment which contains many hostile factors. The major hostile factor has been the strength of the £ and the weakness of the Euro which has made it particularly difficult for UK manufacturers. The sheer volume of learning that needed to take place, another difficulty was that while the objective was to get account managers to create account development plans, talk to customers and develop an awareness of their customers’ strategies, f 'invisible walls' that existed between people within the unit many people wanted to continue working with the old patterns. A vital part of the process of change was, therefore, to develop a teamwork approach so that everyone in the business unit could start to work as a high-performance team member. Also, conventional systems needed to be established to create a consistency of approach so that for example there would be standardized approaches to handling orders, dealing with complaints from customers, etc.

Jeffery Morse

2 months ago

Jeffery Morse

0 LIKES

Read this case study and assess the change strategy approach used in this case.

They were moving from product base to a marketing-oriented approach, and according to the activity they chose the Action Approach. When justifying the article against the steps, it doesn't seem to have followed it too closely.

The Action Research Model Steps

1. Identify the Problem or Opportunity.

Problem too many unsold products, sales staff is uninformed.

2. Consult with Client—Initial Meeting.

The consultant said there was a problem in the structure, product orientated structure, and today's business model.

3. Collect Data.

I couldn't find this

4. Make a Preliminary Diagnosis.

Need to change to a Marketing oriented approach, they came up with the strategy to centralize sales.

5. Present Feedback to the Client.

Not here

6. Jointly Diagnose Problem/Opportunity/Findings with Client.

Not here

7. Investigate Joint Action Steps.

This may be the partnership for growth area.

8. Implement Change.

Several barriers were noticed both external and internal.

Just a note: This plan failed. They were about to go under when in 2006 Tata of India purchased them. Tata had a good idea but was unable to incorporate the prosperous existing areas. Also, Tata overextended itself so severely they were unable to recover. In 2015 Greybull Capital Inc. purchases Tata Corus holdings for pennies on the dollar as Tata was almost bankrupt, they revitalized the name British Steel, which it was named originally before Corus Steel.

Then, research and select another change approach that you think would have lead to goal accomplishment. What is this approach and why did you choose it?

Lewin’s Force-Field Analysis and Resistance to Change

Unfreeze, Ensures that employees are ready for a change.>> Change, Execute the intended Change>> Refreeze, Ensures that the difference becomes permanent.

Such a significant change might have benefited from the Lewins Force. The Unfreeze portion could be number 1 $ 2, the change could be 3&4, and Refreeze might be 5 & 6.

Be detailed in your explanation and give an example(s).

However, one of the most significant barriers was the fluctuating price of the Euro. This made the cost of raw materials unpredictable. While the Just in Time marketing approach was a good idea to prevent losses due to the unsold product, it just wasn't realistic for the product they are selling. When Tata bought is they did move more to a marketing approach but failed to retain bread and butter sales. However, Tata's strength lied in its access to cheap raw materials from India which should have rid them of the most significant barrier of the fluctuating Euro--but they were in decline for most of their life as Tata/Corus.

Dr. Diana Echols

2 months ago

Dr. Diana Echols

Upvote Post 0 LIKES

Thank you Jeffrey for your response to this prompt. The approach you took to complete this post helped to demonstrate your understanding of the concepts covered in the text. You captured each significant stage of the study findings and change approach well. You took a great deal of effort to respond to this post. Each aspect of the question was answered well. As a result, I will affirm this post.