

# CASE STUDY



## 'ORGANISATIONAL DEVELOPMENT & EFFECTIVENESS'

### CLIENT BACKGROUND

A unique family of businesses owned by its members including: Food, Travel, Banking, Insurance, Pharmacy, Funeral care, Legal Services and Electrical. Bioss worked in its food-retailing sector with a 3.5bn turnover, operating profit of 120m and 1500 stores.

### A SIGNIFICANT CHALLENGE

This organisation was struggling with **structural and cultural challenges** that were undermining performance. Employees described the business as:

- Overly hierarchical, with multiple layers slowing responsiveness.
- Pulled in different directions by conflicting objectives.
- Lacking clear accountability and ownership of results.
- Burdened by cumbersome decision-making processes.
- Struggling with focus, agility, and speed of execution.

The leadership team recognised that unless these systemic issues were addressed, the organisation would continue to face inefficiencies, disengagement, and missed opportunities for growth.

### OUR APPROACH

**Purple Talent Solutions** deployed a dedicated team of 8 consultants to conduct a thorough **organisational review**. Over **180 employees** were interviewed across the spines of accountability, providing an in-depth perspective on how **work, roles, and responsibilities** were functioning in practice.

The process included:

- **Job Profiling:** Development of current job profiles for all interviewees.
- **Organisational Health Assessment:** Evaluation of levels of work, role clarity, overlaps, and compression points that created bottlenecks and inefficiencies.
- **Executive Engagement:** Findings reviewed with the CEO and HR Director, ensuring leadership buy-in and alignment.
- **Target-State Design:** Recommendations for a "healthy organisation" - covering structure, roles, accountability charts, and transition steps.
- **Key Role Profiles:** Detailed recommended profiles for pivotal positions in the new structure.
- **Integrated OD Roadmap:** Assessment of implications for talent management, succession, and culture change.

### THE IMPACT

The outputs of the project enabled the client to redesign their organisation for **clarity, agility, and performance**.

Key benefits included:

- **A robust, dynamic, and flexible structure** - better aligned with strategy and external demands.
- **Clear and effective communication channels**, with streamlined interfaces and process flows capable of continuous improvement and innovation.
- **Transparent accountability**, ensuring every role had clear purpose, authority, and measures of success.
- **Career pathways and succession planning**, supported by opportunities for potential assessment and leadership development.
- **A performance-driven culture**, where recognition and rewards were linked directly to contribution.
- **Cost efficiencies and enhanced business performance**, as duplication and unnecessary complexity were removed.

### CLIENT BENEFIT

The organisation emerged from the process with a **healthier structure, a stronger culture of accountability, and faster, more effective decision-making**.

By aligning work, people, and processes, Purple Talent Solutions helped create an organisation that is externally focused, agile, and positioned for sustainable success.

