

# A Success Strategy

helping to manage  
your business in a  
volatile world

**Session 1: Operational Excellence**

**Dates:** 9 & 23 February 2021

**Session 2: Brexit Considerations**

**Dates:** 11 & 25 February 2021

**Session 3: Digital Transformation**

**Dates:** 16 February & 2 March 2021

**Session 4: Innovation**

**Dates:** 18 February & 4 March 2021



Grant Thornton



Taste 4  
Success



Skills  
CONNECT

Reskilling Through Enterprise

# Programme Introduction

The food industry is particularly exposed to volatility. This volatility occurs in the form of commodity prices, currency fluctuations, crop performance, changing consumer demands and macro-economic factors. COVID and Brexit have created further challenges for the industry in recent months.

With no sign of these challenges dissipating Taste 4 Success SkillNet, in partnership with Grant Thornton, are delighted to offer a custom designed and tailored support programme for small and medium sized food and food manufacturing businesses. This bespoke programme looks to support businesses to become more agile and adaptive to changing market conditions, focusing on four key pillars:

- Operational Excellence;
- Brexit Considerations;
- Digital Transformation; and
- Innovation

Training on each of the above topics will be delivered over the course of two half-day sessions. Following the completion of training participating companies will then have the opportunity to avail of two half-day mentoring sessions with experts from Grant Thornton to support in addressing a business specific topic of their choice.

On completion of the programme Grant Thornton will provide a succinct report outlining the issue faced, actions taken and some proposed next steps.

Grant Thornton's dedicated agri-food team has a wealth of national and international experience in the agri-food sector. Our team have worked for some of the world's largest food producing organisations and we are able to complement their industry experience with a best in class suite of professional services. Additionally, Grant Thornton has a network of over 50,000 employees across 143 countries. This network allows us to deliver projects locally, while tapping into real time global insights.

This approach has resulted in a deep understanding of the intricate interdependencies that exist within the food industry. Our dedicated team are on hand to design tailor made solutions to add value and enhance efficiencies right across the food industry.

# Course Content



## **Operational Excellence - 9 & 23 February 2021, 9am – 1pm**

Operational excellence (OE) is a structured approach to driving continuous improvement in an organisation. This two-part training programme will provide businesses with an opportunity to understand core OE principles and frameworks, understand the solutions available to embed 'Lean thinking' across their organisation and be empowered to apply lean principles within their business.

Over the course of the two half-day sessions, participating businesses will gain a concise understanding in the following areas:

- Introduction to Lean Six Sigma principles and context of the approach;
- Lean Overview;
- The DMAIC Approach;
- Process Engineering; and
- Lean Tools and Approach.

## **Brexit Considerations - 11 & 25 February 2021, 9am – 1pm**

An integral element of how Brexit will impact the movement of product from Ireland internationally will centre on the impact that customs and logistics will have on the overall supply chain and its end consumers. For businesses exporting goods to the UK, they will be responsible for seeking the relevant export licenses, authorisations and also for the completion of the necessary customs formalities prior to shipping the product to its final destination.

This module aims to support business in understanding the new customs compliance formalities and the actions they are required to undertake. Additionally, it will allow business to recognise the mitigating measures available to them to prepare and respond to Brexit and empower businesses to respond to this. This module will include, but is not limited to::

- Understanding the potential Brexit outcomes;
- Understanding implications for customs compliance purposes;
- Developing a skillset for key customs formalities;
- Providing guidance on likely customs procedures and administrative requirements;
- Brexit's impact on supply chain and logistics; and
- Identifying and implementing mitigating measures and strategic planning.

# Course Content

## **Digital Transformation - 16 February & 2 March 2021, 9am – 1pm**

Participants will learn how to leverage technology, and the people and processes surrounding technology, in order to achieve their goals and solve business problems. Utilising new technologies can save business's money and help grow revenues, but implementing and maintaining them can end up costing more.

Upon completion of this foundational digital transformation course, participant organisations will be equipped with the skills and strategies required to successfully review their own digital strategies in order to understand where advancements and improvements can be made and understand what solutions are available to develop their business's digital maturity.

Over the course of the two half-day sessions, participating businesses will gain and learn about:

- The importance of IT, Digital and Business Intelligence strategies;
- Understanding best practice within industry;
- The power of business intelligence, data analytics and reporting; and
- The potential of automation.

## **Innovation - 18 February & 4 March 2021, 9am – 1pm**

The innovation course will focus on the 'Design Thinking' approach. It will empower the participant with the ability to implement and utilise a tested methodology to innovate within their organisation. Design Thinking is an iterative process which seeks to understand the user, challenge assumptions, and redefine problems in an attempt to identify alternative strategies and solutions that might not be instantly apparent in the initial level of understanding.

Upon completion of this module, participants will be able to demonstrate an understanding of the 'Sprint' methodology and will be able to employ this within their business.

Throughout the two half-day courses, participants will gain an understanding of the 'Sprint' methodology including the five stages of Design Thinking

1. Empathise
2. Define
3. Ideate
4. Prototype
5. Test



**Padraig Ryan**

Food and Beverage  
Advisor

Padraig is a Director in Grant Thornton's Business Consulting and leads the agri-food advisory team in Grant Thornton where he has supported clients in operational excellence, strategy development and independent business reviews.

He is a member of the Agri Food Committee at the British Irish Chamber of Commerce and a judge for the National Green Business Awards.



**Will Foley**

Digital  
Transformation  
Advisor

Will is a Director within the firm's Digital Transformation team and has experience supporting food and beverage businesses to roll out innovative digital projects to enhance business performance. Will has experience in working with businesses in areas relating to IT project management, solution design, business analysis and has extensive experience in the implementation of solutions and systems. His skills and experience include:

- Robotic process automation programme design and delivery;
- Strategic business analysis;
- Test management; and
- Systems analysis



**Gillian Smith**

Brexit Advisor

Gillian is a Supply Chain specialist in the firm's Business Consulting team. Gillian has a deep understanding of impact that Brexit and has been working with a number of agri-food and FMCG clients to support them in preparing for Brexit in areas relating to customs, logistics and the wider supply chain while developing plans to mitigate the impact that Brexit may have on their business.

Throughout her time working in the supply chain industry, Gillian has gained significant knowledge and experience in areas relating customs compliance and administration, transport optimisation and wider supply chain process improvements.



**Neil Brady**  
Innovation Advisor

Neil is a food and beverage specialist within Grant Thornton's Business Consulting team. Neil has a unique blend of experience working within the food industry and consulting.

Prior to joining Grant Thornton Neil ran his own start-up business in which he consulted with a number of innovative companies and developed a world first product for one of the leading meat snack companies in the country, and on a route to market plan for a supplement company run by one the of Leinster rugby squad.



**Marc Balbirnie**  
Operational  
Excellence Advisor

Marc is a Business Intelligence Analyst with more than 15 years' experience. Accredited by the International Association for Six Sigma Certification (IASSC) with a black belt in Lean Six Sigma. Marc has worked with clients in the FMCG sector to implement process improvements.

Marc also has extensive experience in providing Lean Six Sigma training to senior stakeholders across a wide variety of organisations. Marc is also an experienced PRINCE2 project manager, an RPA business analyst, VBA developer and, Power BI platform developer.

