

# Rose company case study

Business



**ASSIGN  
BUSTER**

Pierce is tasked with improving manufacturing inefficiencies at the Jackson plant. In order to do so, Pierce must develop a strategy to transform the plant into one that can be run effectively and independently. Pierce must improve operational performance using a decentralized model to make the Jackson plant successful which has never been tested by the company. Historically, Rose is run through function channels that will no longer be responsible for performance.

As the General Manager, Pierce must determine how he will manage and control operations.

Pierce is entering unfamiliar territory under an untried system that will require the development of new processes and management as'. My if the decentralization project at the Jackson plant will be successful. The most conservative of approaches for Pierce would be to continue to utilize established channels and allow them to continue to work independently, while focusing on improving financial and manufacturing efficiency at the ground level.

While this would cause the least amount of friction at the Jackson plant, it would also require significant aspects of the operation to continue to remain centralized and the plant would not be fully independent. Pierce could retain existing operational channels where necessary and compartmentalize those essential to the sustained of independent operations at Jackson plant. A more drastic approach would be a fast transition from the centralized system to the decentralized one.

Pierce could terminate previous reporting channels and immediately make the Jackson plant independent, while concentrating on developing the plant's Independent processes. The decentralization project was launched to test the efficiency of an Independent plant. The expectation for Pierce is that he will decentralized and make the plant independent. A rapid transition, however, may create disruptions that will be difficult to simultaneously manage. In Dalton, the Rose Company is not in a state of crisis and does not require an immediate Implementation AT a centralized system.

Due to ten lack AT urgency, tens Upton may not be necessary. Pierce may also consider a slow progressive transition with national chains and establishing a hierarchy through Jackson as an independent plant, utilizing informal networks established through prior channels to effect change by understanding and changing management channels at ground level, and improving them through collaboration of managers in different departments. Existing channels present an invaluable asset to the plant and to the company and are essential to the success of the plant.

Ground level operational improvement is essential to get the plant back on track. Collaboration through existing networks, and informal networks would be essential to isolating the Jackson plant, while still making it efficient.

However, retaining existing functional departments, and systematically terminating them may create friction between the V. P. ' s of the departments and the Jackson plant, which may impede progression for independence.