



THE GREEN PEA COMPANY LIMITED

The merger of five individual pea groups into one

‘EFFP brought an independent perspective to the concerns that emerged during the merger of the five individual businesses. Their knowledge of the legal and financial issues together with an understanding of the ‘people’ issues was an invaluable asset.’

William Bradbury

Chief Executive, The Green Pea Company

Summary

EFFP worked with an executive working group to put in place a new company being formed by the merger of five existing pea groups. The new company needed to meet the requirements not only of its members but also its key customer and its obligations under the Fresh Fruit and Vegetables Aid Scheme.

The business challenge

The key event that changed an ongoing concern into a major issue was the announcement that the majority of Unilever’s frozen food business including the Birds Eye brand was to be sold. As major suppliers to the Birds Eye Humberside plant this news presented a considerable threat to the five pea vining groups supplying Birds Eye. Notwithstanding this news, the individual groups were already under pressure by their customers to improve the utilisation of a central processing plant and to make more efficient their harvesting plans and the use of viners. A consequence of this drive for efficiency was a potential risk that the groups may breach their requirements as Producer Organisations which could result in a loss of grant aid.

How we helped

EFFP was engaged to assist the development and implementation of the legal and operating structure including full documentation for the new organisation. This work had to ensure that the new organisation was in full compliance with its requirements as a Producer Organisation.

As part of the process EFFP interviewed the board members of the individual groups to identify areas where differences of operation and attitude would need to be addressed within the new organisation. EFFP also assisted in the final negotiations with the Rural Payments Agency regarding technical issues relating to the merger.



The outcome

The five individual pea groups were successfully integrated into a new organisation – The Green Pea Company. The new business now has the scale to drive greater efficiencies, but more importantly has been able to create a stronger strategic partnership with Birds Eye.

Facing the challenge

A merger, acquisition or joint venture is exciting and can be very rewarding if the right deal is made; but the cost of getting it wrong can be even greater.

A successful transaction not only needs great leadership and a clear strategic purpose, but also well defined plans and milestones, excellent execution and clear and concise communication.

EFFP has been involved in many transactions where we not only have assisted in defining the goals, strategies and plans but have remained an integral part of the team to help coordinate and deliver a successful outcome.

About EFFP

EFFP is a specialist agri-food business consultancy, working across the whole supply chain. We combine our farming knowledge with food industry expertise to address structural, commercial and trading relationship issues from an objective and independent viewpoint.

As a national organisation, with a dedicated team of highly experienced sector and regional specialists, we not only assist individual businesses but also promote new thinking and transformational change across the complete chain. We reinvest all our profits back into the industry to help make that change happen.

We offer

- strategic insights into what is happening both globally and nationally, and crucially the implications for UK businesses;
- a range of business development services to help deliver growth, organisational and structural improvements and continuing professional development;
- expert advice and practical solutions to strengthen and integrate the supply chain back to farm level.

Speak to us

To discuss how EFFP can support your business please contact us.

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