

ERC Consulting, a specialist business performance management consultancy firm was established in 2005 by Eamonn Rice, an experienced business manager, on the strength of capability and business acumen acquired over the previous twenty-eight years in the food business in the island of Ireland.

Through ERC Consulting Eamonn has since provided consultancy, direct management, mentoring and coaching services to a number of companies in the plastics, meat processing, vegetable processing, wholesale, feed milling and intensive pig production sectors.

Eamonn has worked in a variety of consulting briefs with start-ups and established companies, in both pure consulting and hands on roles in the areas of strategic planning, operations management, sales and marketing, management information, cost control and business integration.

The ERC Consulting Offer

Eamonn is happy to tailor his consulting offer to the particular needs of a client company, bringing support or input where most needed, complementing management capability in optimizing a business and by bringing an external management perspective to management consideration. His core competency lies in reviewing a product offering, its position in the market place and working to ensure that a business has the appropriate capabilities and people in place to maximise the offering to its potential. He specialises in helping to “compose” structure, people and teamwork dynamics to extract appropriate margins from the market and, in doing so, to give the customer a fit for purpose product and service at a value that they appreciate.

He has extensive expertise in dealing with banks, finance companies, debtors, creditors and inventory controls to enable effective management of cash headroom within a business. He has strong knowledge of the dairy related food industry, plastics business, industrial packaging and compounded animal feed. This includes sales, marketing, management of customer relationships with blue chip companies and with SME, as well as leading British & Irish retailers. His experience includes consumer relationships through brand communication and development with particular expertise in the Irish & UK Market.

Strategic in approach and methodical when faced with a challenge, he understands the complexities of dealing with people, working in teams and building relationships to deliver the objectives.

Particularly good at understanding customer and market place requirements, integrating them into the ethos of the business, aligning the critical elements of the customer needs and cost control, through a team approach delivering continuity of supply of a quality products in a cost efficient manner.

Consultancy Briefs – Highlights Overview:

Eamonn, through an executive management brief completed the rescue of a plastics and industrial packaging firm from receivership. He took on the role of Managing Director in a €20m turn-over business employing almost 100 people. He restored the company to profits of €0.43m and EBITDA of €2.05m a turnaround in profitability of €1m from the previous year, leaving the company back in the care of its owner.

As the executive board member of an independent board which had been appointed by the owner at the behest of Enterprise Ireland and banks to achieve a turn-around in the business, he managed relationships with Staff, Enterprise Ireland, Banks (UB, BOS NIB), and other financial providers, suppliers and customers in the UK, Ireland and continental Europe to restructure, stabilize and grow the business.

- Previously he delivered savings of €300k per annum in a plastics packaging company through a brief which saw him lead a structured team approach to operations with a clear focus on the customer needs of the business.

- Eamonn also completed a similar exercise in a meat business, delivering savings of €120k per annum.
- Provided management training and development to a Feed Milling company with a €100m T.O. resulting in the development of a strategic plan developed by the senior team with mentoring and coaching support.
- With a Training & HR specialist consultancy firm Eamonn co-authored and delivered a training programme “Efficiency Focussed Production Management” an approved FAS Training course for operations, production and supervisory management. The training courses delivered consisted of 6 half day workshops backed up by 3 on-site visits by Eamonn to over 150 participants to support the implementation of the workshop theory.

Career Highlights prior to Consultancy

Prior to establishing ERC Consulting in 2005, for a number of years Eamonn served as MD with Golden Cow Dairies, in Co Armagh, (T.O. £30m and profits in the region of £2.5m) the leading retail dairy business in Northern Ireland. This business acquired by Golden Vale plc. in 1990, Eamonn transformed Golden Cow into a leading butter, dairy-spreads, cheese and snacks branded business. Over the years the company built strong retailer relationships with the local and leading British retailers including Tesco, Sainsbury’s and Safeway. It also established a modern cheese cutting business servicing the Kerry Group’s Coleraine and Charleville cheese brands.

Following the Kerry Group acquisition of Golden Vale in 2001, Eamonn worked on leading a seamless integration/delivery of the Golden Cow business into Kerry Group plc, for all its Northern Ireland dairy business. The integration involved the delivery of the business at all levels into its Kerry Group brief including Operations, Finance, Marketing, Logistics and Human Resources while continuing to grow the overall business.

While managing the Golden Vales subsidiary Golden Cow he also operated as a member of Golden Vale’s acquisitions team and worked on a number of projects. One project in particular he led the integration over a 15 month period of the Lekpatrick Dairies Ltd., the largest operation being the Coleraine Processed Cheese business (TO £35m) into Golden Vale plc. cheese division. This was achieved by aligning market place requirements with operational needs and restructuring the business, accordingly delivering a customer orientated management structure built on operational excellence.

In his early career Eamonn worked extensively in the dairy / food business, in various management roles with Cow & Gate in Wexford, followed by management roles with Food Industries plc and Bailieboro Co-op which has since been incorporated into Lakeland Dairies.

Education:

Eamonn achieved a Master of Business through the Irish Management Institute / University College Cork in May 2013, having completed a Business Research Project on workplace motivation in the Irish SME sector. He also holds an IMI /UCC Diploma in Leadership as well as an IMI /UCC Diploma in Executive Coaching.

He also has a Certified Diploma in Company Direction – Institute of Directors; Certificate in Training and Continuing Education - NUI Maynooth; Certificate in Supervision – IMI; Certificate in Production Management – IMI; HETAC Diploma in Biotechnology - Waterford Institute of Technology;

Eamonn is also a Qualified Emotional Intelligence Assessor, (EQ-i Reuven Bar-On); Qualified in the DiSC human behaviour styles model of assessment and development. He has received extensive management training and development within Unigate plc, Food Industries plc, Golden Vale plc, and Kerry Group plc.

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