



Organisational design of a 56 country business unit

Square Peg support

Working directly for the President & CEO our task was to quickly understand the current functioning of the business, bottom-out the desired future operational characteristics and assist the Group Leadership Team in developing a detailed structural blueprint that would allow a step-change in the effectiveness of the business.

We held in depth interviews with each member of the leadership team representing both organisational functions and geographies. We swiftly got to grips with the various organisational and political agendas at play. We then proposed a strawman structure and facilitated an off-site workshop to review, debate amend, and finally ratify an agreed structure.

The result

The structural blueprint developed impacting all 56 countries in the business portfolio was embraced by the organisation and has now been adopted. Our Pegs were also closely involved in the change programme which implemented the shift to the desired structure.

The challenge

One of the best known brand marketing companies in the world saw opportunities to optimise its investment in people and meet aggressive growth objectives by adjusting its organisational structure to better align it to its new strategy.