

Restructuring Implementation Improvements at Yanbal

Team: Pacific Plovers

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Setting the stage: Background



Founded in Peru in 1967, Yanbal is a direct-to-consumer beauty company selling fragrances, makeup, skincare, and jewellery.

\$600M

2023 Annual Revenue

3,000

Employees across Peru,
Colombia, Ecuador and Bolivia

500,000

Network of independent beauty
experts



It is hard to
unlock financial
value from
restructuring.

72%

*of companies fail to meet their restructuring financial
improvement targets¹*



Agenda



1

Our Process

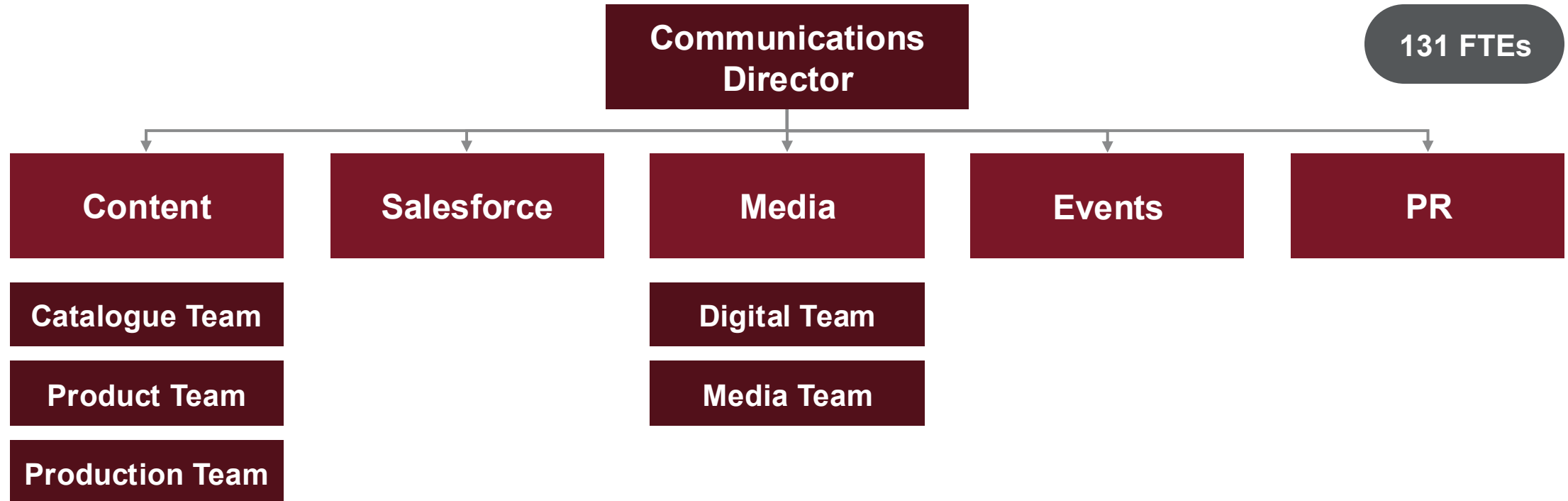
2

Learnings & Recommendation

3

Proposed Next Steps

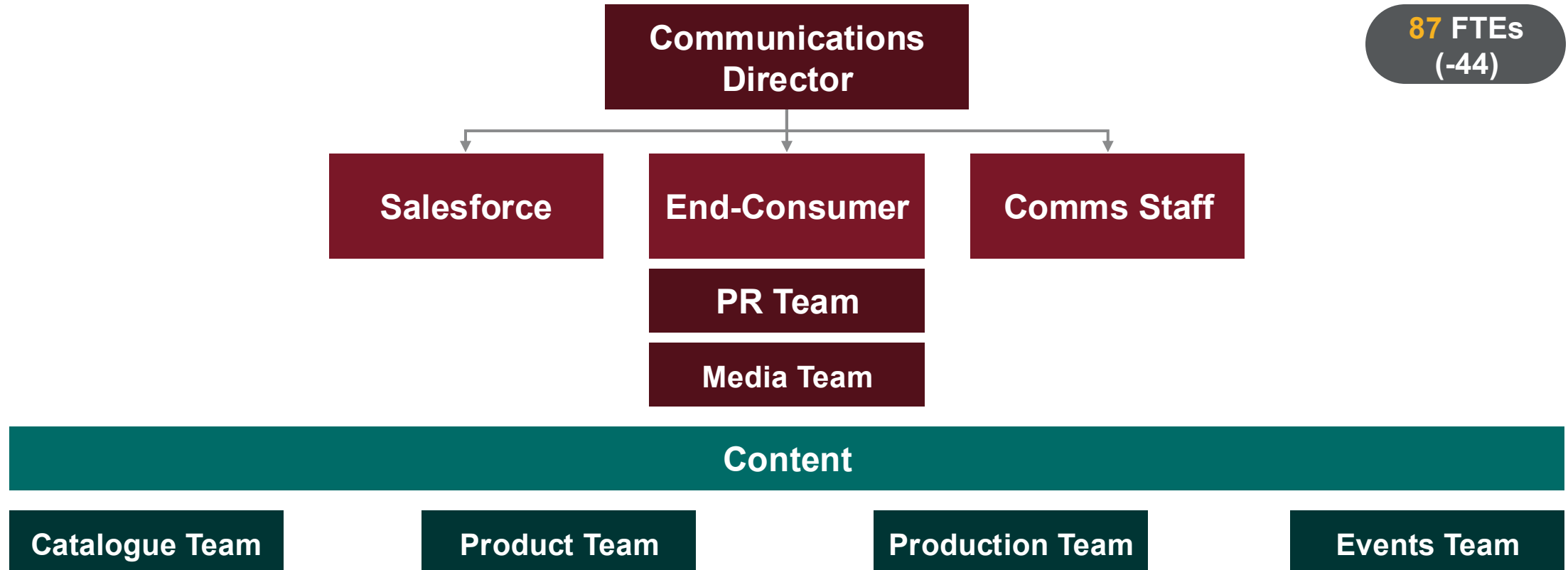
Yanbal has already done the tough work to modify its operating model



Yanbal has already done the tough work to modify its operating model



87 FTEs
(-44)



Recommendation: New business process tools can ward off threats to the restructuring's value



Recommendation



Inconsistent ways of working across teams



Unclear governance & accountability structure



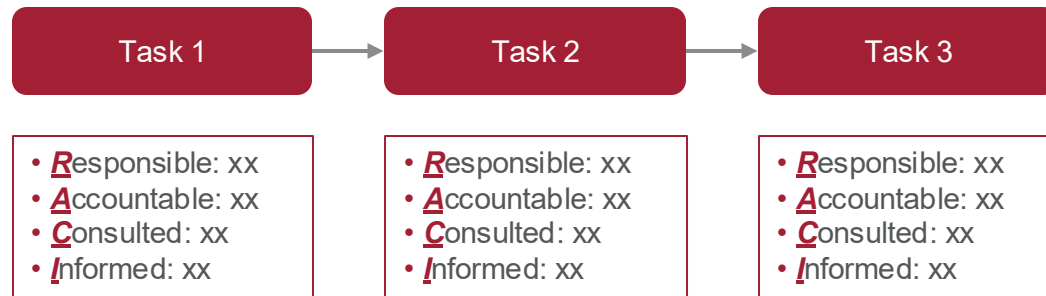
Deploy a RACI matrix for all activities performed by the communications team.

- 1 *Clarify business process*
- 2 *Identify and empower change champions*
- 3 *Save everyone time*

RACIs are a business process tool that clarify who does what, when, how, and with/for whom



RACIs clarify the standard business process...



...and the role each employee plays

e.g., Yanbal Holiday Catalogue Campaign

Task	Comms Director	Content Director	Editor1	Prod Analyst1	Peru Country Lead	Designer 1	Designer 2
1	A	A	R	I	I	I	I
2	C	A	C	R	C	C	C
3	I	I	C	C	C	R	R
4	A	I	I	C	I	C	R
5	I	A	I	I	R	C	C

Key: **Responsible** **Accountable** **Consulted** **Informed**

1

Publishing RACIs will clarify the business process across the new Comms Department



What are peers doing?

82%

*of restructured companies also choose to tackle **business process redesign**²*

What are employees saying?

“

We don't have one way [to onboard]. That was fine when there were many small teams—it was easier to show someone how to do their job.

”

2

Publishing the RACI framework will help identify and empower “change champions”



Codify institutional knowledge



Support active employees



Learn from rockstar teams

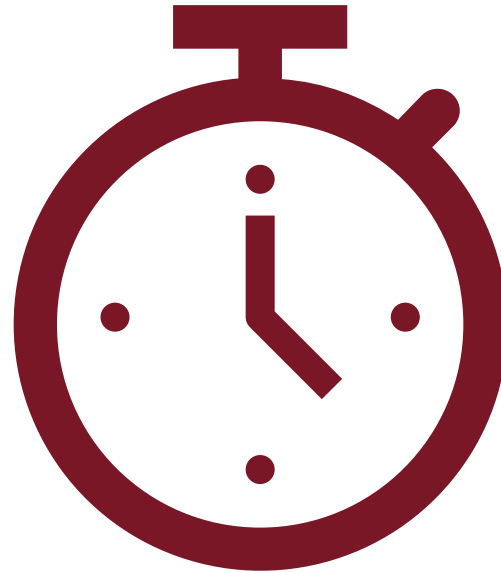


3

Publishing RACIs will save teams valuable time by improving efficiency



Employees are worried about their ability to complete work on time after headcount reductions.
(especially creatives!)



Real-time line of sight into individuals' workload allows for better distribution of pipeline tasks.

What's next?



Deploy a RACI matrix for all activities performed by the communications team.

- 1 *Clarify business process*
- 2 *Identify and empower change champions*
- 3 *Save everyone time*

Proposed next steps

- 1 **[Start now] Scope the task** – Launch a cross-team focus group to identify a list of business processes requiring RACIs
- 2 **[Begin to think] Future-proof it** – Identify controls for RACI maintenance and ownership
- 3 **[Begin to think] Share it** – Build a plan and timeline for internally communicating new expectations and resources to employees

Questions?

YANBAL

