

# Global home and personal care company redesigned its Operating Model

## Client context



## Approach



## Impact

### Client description

- Global home and personal care company
- Company facing stagnating revenues with inefficient organizational structure leading to high SG&A cost
- Brand and category development mainly driven by regions

### Objective

- Improve speed and effectiveness of decision making
- More effectively leverage economies of scale and scope
- Reduce the number of layers and increase accountabilities
- Increase cost effectiveness

Client name: X  
Team set-up: X  
Fees Structure: X

- **Redesigned Operating Model** with clearly defined roles for global, regional, and market teams to avoid double work and inefficiencies
- Created **new governance model** to ensure faster and more consistent decision making
- Defined **target staffing, grading, and spans of control** per organizational unit
- Designed **country clusters** to realize cross-market synergies in smaller countries
- Limited organization primarily to **2 management layers**
- Created **global marketing organization** to steer global brands

What was unique: X

- **Aligned top team** around objectives, key design principles, and higher degree of transparency
- **Faster decision making** with fewer people involved
- Increased **leverage of economies of scale** across functions
- **Reduced redundancies**, more appropriate spans of control
- Identified potential for **15 - 20% SG&A cost reduction**