

Leading global packaged food company made a holistic redesign of its Operating Model

Client context

Client description

- Leading global packaged foods company with USD 1 - 2 bn revenues
- Complex and duplicative structures that have led to inefficiencies across the organization, which limit the focus on core strategic activities

Objective

- Redesign the Operating Model with focus on improving the overall effectiveness and efficiency of the organization to enable further accelerate strategy deployment
- Free up funds to invest behind the growth of the business

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

SOURCE: McKinsey

Approach

- Diagnostic based on **overhead cost benchmarking by function and region** to identify key opportunities
- **Definition of a case for change** articulating rationale and long-term vision
- Detailed **design of Operating Model** on functional level and integrated view, incl. key opportunity areas and clear activity split, roles and responsibilities and accountabilities across global/regional/local layer
- **Definition of organizational archetypes** and sizing rules and sizing of the **overall opportunity**

What was unique: X

Impact

- True **global transformation of client's organization** and ways of working
- **Goal of realizing ~USD 30M+ total impact within 2 years** from streamlining the organization, reducing discretionary spends and changing ways of working
- **New organization, processes, and capabilities** will sustain impact over time and allow for further continuous improvements