

European global food company redesigned the Operating Model of its European marketing organization

Client context

Client description

- European organization of a global food company

Objective

- Redefine key marketing/brand roles and responsibilities
- Increase centralization of global brands/categories (marketing, consumer insights, R&D, marketing services) to more effectively drive innovation/growth platforms globally
- Streamline organization structure with reduced layers, increased spans of control, and accountability
- Reduce personnel cost substantially

Approach

- **Redesign of marketing organization** to leverage scale and more effectively drive global/regional growth and innovation platforms
- **Reduction of duplication of work** at country level
- Redesign of **all major commercial processes**
- **For all support activities**, definition of optimum setup
 - Scale point (central/regional/local)
 - Owner (in-source/ outsource)
 - Location for execution of functional activities (on- / offshore)
- **Definition of new metrics/KPIs** for all key commercial positions

Impact

- **Creation of European marketing organization** to increase efficiency and enable growth
- Identified potential for **15 – 20% G&A cost reduction**
- Establishment of a **detailed tracking system** to ensure that targets were met – i.e., measured
 - Cost down to individual headcount
 - Transition/implementation cost on a monthly basis
 - Spans of control across the organization (before/after vs. target)

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

What was unique: X