

Global pet food producer redefined its end-to-end operating model, identifying \$150M+ in total savings of overhead cost

Client context

▪ Client description

- One of the world's largest producers of pet food and adjacent products with +12,000 employees across the globe
- Company aiming to reduce operating expense and improve efficiency and ways of working across the different organizational layers

▪ Objective

- Redesign the Operating Model in order to create a simpler, more efficient, and more capable organization
- The effort covered all functions from manufacturing to marketing across the entire globe

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

Approach

- **Redefinition** of global, regional and local **organizational structures**
- Detailing and **clarification of roles and responsibilities**
- Clarification of **accountabilities** and reduction of number of activities
- **Identification opportunities for regional leverage** of skills and scale and **for Shared Service Centers**
- Identification of **low value add activities** across countries and functions

What was unique: X

Impact

- On track to realize **\$150M+ total savings of overhead cost** and **reduce the percentage of OHV over sales by 2% pts**
- **New organization, processes, and capabilities** will improve efficiency and effectiveness of the different teams and sustain impact over time