

Case Example | Strategic Alignment for Growth and Solutions

Aligning the European division of a large international instrumentation supplier to compete in a rapidly changing markets.

BACKGROUND & CONTEXT

- Global instrumentation supplier with over 2'000 employees in Europe
- Rapidly shifting markets – moving away from stand-alone HW and to complete solutions including SW and services
- Legacy organization with different, vertically integrated geographic acquisitions
- Past restructuring left local organizations complex and thin
- New Management

MEASURES

- Implemented new organizational structure and management processes
- Clarified the role of local organizations to focus on sales, marketing and customer service
- Centralized solutions group to coordinate largest projects, re-use accumulated know-how
- Centralized strategic marketing, business development, product management and product development
- Empowered local organizations with strong local CEO recruits in 3 countries

RESULTS

- Aligned the organization to deliver large solution projects
- Improved country-level sales and profit performance
- Clarified responsibility for customers, products and services
- Large solution project wins

HUMATICA APPROACH

- Outside-in analysis of key market drivers, trends and future requirements which the new organization must fulfill
- Pragmatic, bi-weekly workshop-series with the executive leadership to review relevant facts, push thinking forward and build the strategy / organization
- Implementation of new organization, including communication and middle management mobilization

