

Case Example | Buy & Build Success - Post Merger Integration

Humatica helped to align the resources of a European merger of equals in order to increase efficiency, agility and financial performance.

BACKGROUND & CONTEXT

- Global instrumentation supplier with approximately 2'000 employees in Europe
- Two significant acquisitions
- Overlapping products, services, R&D
- Consolidation of two regional organizations in order to realize synergies in development, SW, overhead
- Unclear responsibilities for different areas, tasks
- Unclarity with customers

MEASURES

- Implemented new organizational structure and management processes
- Consistent, unified go-to-market structure
- Defined clusters - "Centers of Competence"
- Implemented shared services organization and reduction of redundant activities
- Aligned organization for "solution sales"
- Harmonized roles, responsibilities and job titles – reduced from over 800 down to 150
- Targeted redundancies, and social plan

RESULTS

- 10% cost reduction, rapid and sustained profit improvement
- 12% top-line growth through better success with large projects
- Significantly increased transparency and focus on value-add activities
- Clarified responsibility for customers, products and services

HUMATICA APPROACH

- Pragmatic, workshop-driven definition of the new strategy and organization with the senior leadership
- PMI / Smartsizing (Humatica modus tools)
 - Granular activity survey – all functions, all locations
 - Productivity-benchmarking to identify improvements
 - Fact-based cost reduction decisions
- Design of new structures and required roles based on future market requirements and activity survey results
- Implementation of new organization, including communication and middle management mobilization

