

Case Example | IPO Preparation and Corporate Center Alignment

Humatica defined and clarified the HQ management processes and roles for a rapidly growing multinational organization in order to prepare for an IPO.

BACKGROUND & CONTEXT

- Globally active technology firm
- Rapid growth, primarily through multiple acquisitions
- Increasing functions, size and complexity in the corporate HQ
- Difficult coordination within HQ and with local organizations
- Humatica engaged to define HQ structure, roles, key management processes and policies in order to increase efficiency and for IPO

CHALLENGES

- Many new subsidiaries, locations and cultures due to an aggressive buy-and-build strategy
- Rapidly evolving market and competitive landscape
- Rapid consolidation in the industry
- Need to pool knowledge and resources effectively across acquired entities
- Rapid build-up in Corporate HQ

RESULTS

- Clarification of the roles, responsibilities within the newly formed corporate HQ, and between corporate HQ and the acquired subsidiaries
- Agreed roles Group HQ vs. Regions/Local, and with all key executives
- Clarified, agreed and documented critical innovation, strategy definition and controlling processes
- Clarified, agreed and documented all key management positions, roles and responsibilities

HUMATICA APPROACH

- Top-down, strategic definition of the market requirements on the HQ organization
- Interviews, analysis, and workshops to define and agree organizational guiding principles, and role of Corporate vs. Regions/Local
- Define & map key management processes with detailed responsibility matrices for all functional areas (RACIF)
- Write group policies to make clear, consistent and accessible for all employees

