

SUCCESS STORY

Accelerated reorganization for a major space equipment manufacturer

CUSTOMER BENEFITS

16 WEEKS

Total duration of the reorganization process, from the diagnosis to the implementation

6 MAIN FUNCTIONS

replacing the 12 business units initially in place

3 MANAGEMENT LAYERS

The new organization enabled to **reduce from 5 to 3** the number of management layers

8% MANAGEMENT- TO-STAFF RATIO

Compared to the 23% ratio prior to the reorganization

CHALLENGES



To seize significant growth opportunities, our client, a **space equipment company** (~1500 people), reassessed its strategic objective to rapidly **climb in the value chain** and expand its geographical footprint.

To match its new strategy, the company, structured around small independent business units, needed a **quick, full organizational restructuring**.

SOLUTIONS



We first performed, with the top management team, a 3-week **flash diagnosis** with:

- An in-depth assessment of the current organization
- The identification and prioritization of the new principles guiding the organization
- The evaluation of possible organizational concepts through benchmarks (e.g., functional vs. matrix organization)

We then selected, evaluated and developed within 7 weeks the **detailed organizational model** (functional), performing:

- Simulation and analysis of several critical processes (e.g., bid and project management, R&D coordination)
- Feasibility and efficiency analysis (e.g., % of overhead)
- Organization design down to the lowest level (e.g., headcount definition and staffing of positions)

We finally prepared within 6 weeks the **new organization announcement** and ramp-up **with a strong involvement from the management team** by defining:

- The new operating model (including objectives, KPI and top level governance)
- The transition plan and communication strategy

KEY DELIVERABLES



**In-depth analysis
of the current
organization**



**Detailed definition
and evaluation of the
target organization**



**Comprehensive
implementation
package**



www.cylad-consulting.com



sebastien.cailliau@cylad.com