

Case Example | Corporate Center Alignment for IPO

Humatica defined and clarified the HQ management processes and roles for a large buy-out 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

- New, emerging competitors and significant increase in rate of innovation in the sector
- Need to move from a pure local/regional focus to an integrated global organization
- Had to significantly improve innovation processes and responsiveness to market shifts
- Changes in organizational model and HQ role needed to coordinate global resources and compete effectively

RESULTS

- Agreed roles Group HQ vs. Regions/Local, and with all key executives
- Improved innovation process with extended role for global R&D
- New operating bodies set up at management board level to coordinate global activities
- New Board of Directors structure – improved governance
- Clarification of interfaces, roles and responsibilities along the entire innovation process

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 for role of Corporate vs. Regions/Local
- Define & map key management processes with detailed responsibility matrices for all functional areas (RACIF)
- Agreed roles & responsibilities of all operating executives, including CEO, COO, CFO, CTO, and EVPs

