

CASE STUDY

Implementing Global Management in Aerospace

Business Challenge: Our client is a leading supplier of products for the space industry in Europe and the United States. They were successful building specialist sub-systems as part of large programmes for government space agencies.

With the emergence of the “new space” industry – characterised by entrepreneurial and privately backed start-ups mostly in the U.S. – they needed to adapt to more competitive and dynamic markets and expand beyond Europe.

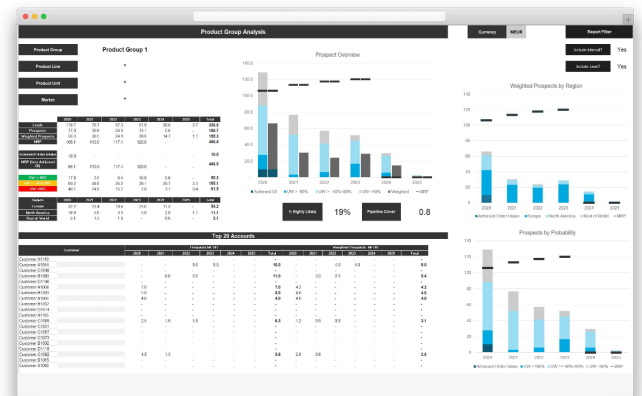
To meet this challenge they re-organised, from a regional structure incorporating smaller units organised around specific products and technologies, to a global matrix structure with a growing U.S. footprint. Matrix organisations can be difficult to implement – especially internationally – and they lacked experience how to set-up and manage one. This was compounded by a lack of consistent processes, systems, and ways-of-working to align strategic planning, coordinate sales, and to manage performance.

Objective and Approach: We started by helping them determine responsibilities, accountabilities, and authorities across each interface in the matrix organisation. Working together with the COO, we introduced a new strategic planning process to clarify and align goals & targets between each level and functional group in the business. This incorporated best practices from policy-deployment (*Hoshin Kanri*) using a “catchball” process to encourage dialogue and understanding of both the *why* and *how*, not just the *what* for each goal. We also defined Key Performance Indicators (KPIs) and targets that were specifically tailored to each group, rather than solely using

existing financial metrics that were rolled-up from one level to the next, as had previously been the case.

We worked with Human Resources to develop KPI dashboards and other tools to support a newly introduced Business Partner (HRBP) role. We also worked with Marketing & Sales to develop a Sales Pipeline Management process and simple Customer Relationship Management tools. In both cases, each region utilised different IT systems and had different ways-of-working. Combining Microsoft Power BI and Excel to rapidly develop custom applications, we were able to consolidate, standardize and visualise data from multiple data sources and provide easy-to-use reports and scenario planning tools.

Results and Value: Our client was successful in implementing a global matrix organisation, enabling them to improve cross-regional collaboration and increase their win-rate and deal-size in the global “new space” market.



Sales Pipeline Management and scenario planning using Microsoft Power BI and Excel to integrate multiple data sources.