

Development of an organisational and governance structure for a fast growing group of companies

Development of a target operating model & governance structure for a fast growing group of companies in the energy services sector and assessment of efficiency potentials by setting up shared service centres for transactional functions

The challenge

- Development of an **organisational & governance structure** (Target-Operating Model/ TOM) for a fast growing group of companies (>3000 FTE) via acquisition of companies in the energy services sector
- Companies of different sizes have been and are being acquired, which generally retain their "**regional footprint**"
- The **historically evolved management model** is reaching its limits, synergies are not being sufficiently utilised, and management organisation is not perceived as sufficiently efficient

Solution approach

- Development of a new **Target Operating Model TOM** in a multi-phase model (information gathering, derivation & evaluation of options considering benchmarks, detailing of preferred options, detailing of target structure)

Result

- Definition of a new **organisational and management structure** for the current and possible future business areas, as well as the necessary support functions
- Efficient **management model** that ensures the achievement of strategic goals and defines clear roles and responsibilities for the holding company and the operating subsidiaries
- Concept for a **risk management system**
- Concept for the gradual centralisation & consolidation of transactional functions in a new **shared service centre SSC**
- Development of an **implementation plan** for the transformation, which includes a gradual transfer of resources and the integration of the affected employees into their new roles and organisations