



## **FUTURE CORP CASE STUDY**

**Industry:** Media

**# Employees:** 650

**Countries:** UK, China, India.

### **Scenario**

Future Corp is a multinational privately held research, analysis and consultancy business, which serves the global metals, mining and fertilizer industries.

The company has been very successful since its set up in 2006, however, between 2014 and 2020 the business faced several challenges, including low profit growth, a reduced new clients' pipeline, a silo culture and several inefficiencies.

In December 2020, a new CEO was appointed to deal with these challenges and face the difficult task to reverse the negative trend Future Corp started some years earlier and that worsened during the pandemic.

As a first step the new CEO decided to get the Executive Team of Future Corp to work together on a new strategic plan and create a more coherent approach to the management of the business and to collaboration across the business.

The nodal point of the new strategy relates a complete revision of the company's organizational design, which is currently still based on a typical hierarchical structure (all three countries – UK, China, India - replicate the same structure, see next page). The CEO is certain that the current model is heavily limiting the company's ability to be more adaptive, resilient, able to innovate and to represent a place where each employee can really express his/her full potential.

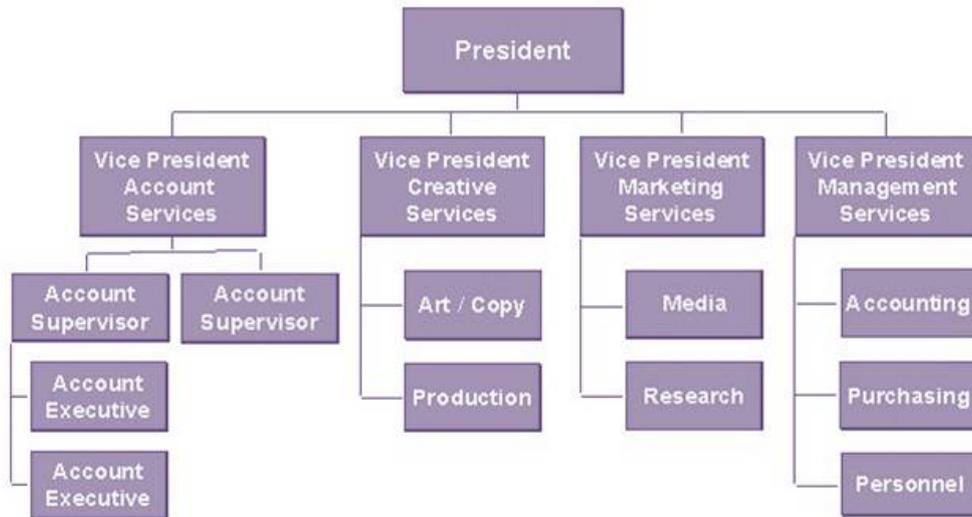
These thoughts are also corroborated by the results of a recent research, according to which:

- 92% of the companies surveyed in the research cite “redesigning the way we work” as one of their key challenges, making this the #1 trend or concern of the year.
- Only 19% believe they have the “right culture”. Many smaller, younger companies are testing flatter, manager-free and self-managing organizational models, while the traditional corporations are struggling in the old hierarchical, vertical, power-based systems.

The CEO therefore set as a top priority to design and implement what would be a fundamentally new structure and culture for Future Corp, which would allow the company to thrive in the next 20 years.



Each office (country) is currently organized as follows:



While the overall frame of the new organization is still being designed by the Executive Team, it has already been decided that moving forward the organization will look completely different from how it operates today. It will look like a network of coordinated self-organising teams, operating through shared principles, where all team members are accountable toward the whole team, with no supervisors or bosses.

Furthermore, it has been agreed that in the future many will enjoy a flexible location (home or other locations) so that office will become for them a place to meet colleagues and work collaboratively on specific projects as needed.

**You and your team represent a task force that has to produce:**

1. A high-level concept of how the new organizational design and the new company's culture will look like and operate based on the above criteria.
2. A list of what could be the enablers and blockers to the transition toward this new structure and culture.
3. A high-level transition plan from the current to the desired state (you should take into consideration any likely resistance to change and how this resistance should be managed, in addition to the recommended activities required to manage the change effectively).