

# CASE STUDY:

## ORGANISATIONAL RESTRUCTURE

Develop Global worked with an organisation in the music industry to help them to restructure their Marketing and Communications and HR functions and support their engagement of staff in new ways of working. The strategic aim was to make them more cost effective, customer focused and able to work more easily with partner organisations, including other Music Societies within the UK and Europe. It was recognised that as well as structural change, this would mean a change of ways of working and mind-set, which included a more flexible approach to delivery and an increased focus on adding value.

Working with both management and staff groups, we engaged with them to:

- Ensure that all staff understood the reasons for changes
- Establish what they were like now and what they wanted to become moving forward, using a mapping and questionnaire approach
- Explore best practice from other organisations going through similar transitions to themselves
- Create a set of benchmarks and targets
- Engage the team in the future
- Establish principles of working together and develop a structured approach to communication
- Track through potential scenarios for the future
- Identify roles and responsibilities for each of those scenarios using process mapping and RACI

As part of a consultancy approach, we helped the organisation to establish and implement the appropriate transition plan, including roles and responsibilities of key posts to enable the future scenarios to be met as well as to ensure the appropriate culture within the organisation.

### **Key outputs and deliverables included:**

- A higher level of engagement from the functional staff in the strategic direction and implementation of the transformation plan
- Measurable improvement demonstrated, over six months, in their own perceptions of what 'first-class' looks like including a higher level of collaboration and flexibility within teams
- A structured and co-ordinated approach to knowledge management across the team and with customers
- Clear goals and deliverables, as well as more transparency around reporting