

CASE STUDY**BUILDING A SCALABLE COMMERCIAL
OPERATING MODEL****Business outcome:**

Reduced annual fixed costs by approximately €250,000 while strengthening customer-facing capabilities, improving governance, and creating a scalable commercial operating model.

Challenge

A commercial organization supporting four business units faced increasing pressure to improve efficiency while maintaining customer responsiveness and commercial effectiveness. Leadership sought to reduce costs, relocate selected activities internationally, and strengthen customer-facing functions. The transformation required redesign of organizational structures, governance processes, accountabilities, and operating procedures, while managing significant stakeholder sensitivity across the leadership team.

My assignment

Lead the end-to-end redesign of the commercial operating model.

- Redesign of the commercial structure across four business units
- Define scope, timelines and internal communication approach
- Creation of dedicated internal and external facing functions
- Revision of governance structures and decision-making processes
- Development and implementation of updated RACI frameworks
- Revision and alignment of SOPs with the new operating model
- Executive stakeholder management and alignment across C-level leadership teams
- Change management and organizational transition support

Outcome

- Reduced annual fixed costs by approximately €250,000
- Improved organizational efficiency and accountability
- Strengthened customer-facing capabilities
- Clarified decision rights, ownership, and governance processes
- Successfully implemented the new operating model with executive stakeholder alignment

Key Insight

Successful organizational transformation requires more than structural change. Sustainable results are achieved when governance, accountability, processes, and capabilities evolve together.