

Project Examples

Restructure Asia Regional Office: This Fortune 200 company recognised that its Asia regional office simply emerged over the years defined by the preferences of its regional CEO or in response to critical events. Without an architecture, Asia Regional Office risked evolving into a costly bureaucracy that added more cost than value to the organisation. The new Regional CEO wished to apply a more logical and structured approach that considered what should be the role of Asia Regional Office vis-à-vis its country operations that would allow its local operations to continue to be responsive to the local market, facilitate knowledge transfer across the different operations in Asia, allow the synergies of being a multinational to be realised in selected areas while maintaining protecting the corporation with the appropriate infrastructure for monitoring and managing risks at the country and regional level.

Structure Pan-Asia Initiative: The regional COO and CFO of this Fortune 100 company recognised that its different Asian operating entities were not effectively managing the collections, disbursements, and short-term investments of the cash it was generating. We assisted the client by defining and structuring a multi-country project comprised representatives from each participating country. We took this client project team and trained them on cross-cultural differences and teaming, structured problem solving, process mapping, interviewing and data collection, as well as cash management and treasury practices. We provided a detailed project plan and data capture templates and participated with the team with the analysis of the first country operation (training by doing) and then coached them as they completed the analysis of the client's other country operations. Concurrently, we developed a Request for Proposal based on a 'to be' cash management model we facilitated with the team, that was then issued to the global banks for regional cash management services. This implementation was made significantly easier (accelerating benefit realisation) as personnel from each of the country entities had participated in the process, not only contributing effort but also becoming aware of the similarities and differences in business practices across the region.

Facilitate Regional Strategy Dialogue, Development and Workshop: This Fortune 500 company has multi-domestic operating entities located across five countries in Asia. There was no regional strategy nor operating model in place, so each country's financial results rose and fell with the tenure and strategic approach of its country CEOs - which changed every time the CEO changed. We assisted the Asia Regional CEO through individual interviews with each of the country CEOs and members of the regional management team. Combined with concurrent competitive and operational analysis we facilitated a three day management office and over the following two months, developed a regional business strategy and operating model. Subsequently, we facilitated a three day team building and strategy workshop for the 60 top managers in the Asia region to help bring the organisation into alignment.

Facilitate Alignment Across Cross-Cultural Management Team: The China operating entity of this Fortune 100 company had a very culturally diverse management team who individually built functional silos. The China CEO requested us to enhance the teaming dynamics supporting a common strategic direction. Our approach was to facilitate the development of more productive behaviors while furthering strategic business objectives of the company. Over the ensuing months, a series of management off-site strategic workshops were undertaken addressing the topic areas of business strategy, marketing and sales, operations, and human resources while embedding a range of techniques,

including a leadership styles assessment, to enhance common understanding of the different functional and cultural tendencies across the team and enhance management team cohesion.