STRAT-EXX DECISION BRIEF

MARKET ORGANIZATION REDESIGN • CEO/BU HEAD • PROGRAM • DESIGN: 8+ WEEKS • IMPLEMENTATION: MONTHS

Integrate portfolio development and market execution into an effective market organization.

When "Market Organization Redesign" is especially valuable

Corporate, BUs and countries develop portfolios and manage markets using different logics. "Build the Portfolio" and "Sell the Portfolio" do not connect effectively. The key decision is who develops markets, who drives commercial execution—and who owns the outcome.

Specifically, this means deciding …

DECIDE	BECAUSE …
• Which market, portfolio and Go-to-Market decisions are made centrally, in the BU or in the country	• otherwise, conflicting decision logics undermine speed and accountability for results.
• How "Build the Portfolio" and "Sell the Portfolio" are separated and connected	• portfolio development without market execution—and Sales without portfolio focus—leave growth untapped.
• Which roles, KPIs and management routines the new market organization truly needs	• more committees and interfaces do not automatically improve market impact.

VALUE LEVER 1 · DESIRED OUTCOME

Your market organization target state—with clear accountabilities.

You receive a clear architecture for "Build" and "Sell"—not a new organization chart:

- **Portfolio development and market execution follow one growth logic.** Market priorities, portfolio, Go-to-Market and resource allocation are systematically connected.
- **Corporate, BUs, countries and functions understand their accountability for results.** Interfaces, KPIs and governance bodies are aligned around a small number of end-to-end decisions.

VALUE LEVER 2 · HIGH DECISION CONFIDENCE

Your target model holds up because actual market decisions come before the organization chart.

The Target Model for your market organization answers three leadership questions:

- **Align Build and Sell.** Actual portfolio, market and Go-to-Market decisions are mapped along with waiting times, overlapping roles and broken handoffs.
  Result: visible Build/Sell disconnects instead of an abstract organization debate.
- **Clarify ownership and decision rights.** Corporate, BUs, countries, Portfolio, Marketing and Sales receive clear roles and accountability for each core decision.
  Result: clear accountability instead of shared ambiguity.
- **Activate the market organization.** KPIs, governance bodies and management cadence embed core decisions in day-to-day operations.
  Result: a target model ready for activation.

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VALUE LEVER 3 · FAST IMPACT

In approx. 8 weeks, the target model is ready—then the market organization is embedded in the business.

The program combines focused design with subsequent piloting and implementation.

- **Weeks 1–3: Diagnose market decisions.** Decision paths, value flows and disconnects between portfolio development, Go-to-Market and Sales are made visible through actual cases.
- **From week 4: Decide the target model.** Build/Sell accountabilities, decision rights, interfaces, KPIs and governance are defined.
- **Then: Implement and embed.** Pilot, management cadence, escalation and rollout across Corporate, BUs and countries are activated step by step.

> **Program principle.** First validate market impact and friction, then define Build/Sell accountabilities and governance, then activate them in actual markets.

VALUE LEVER 4 · LOW MANAGEMENT EFFORT

Actual market decisions replace a broad organization study.

Strat-Exx combines existing strategy, governance, KPI and process documentation with a small number of interviews focused on the most important Build/Sell decisions.
Only four inputs are required from your organization:

- existing strategy, organization, governance, KPI and process documentation,
- actual market, portfolio and Go-to-Market decisions with current sources of friction,
- perspectives from Corporate, BUs, countries, Portfolio, Marketing and Sales,
- Executive decisions on Build/Sell accountabilities, decision rights and governance.

VALUE LEVER 5 · LIMITED REORGANIZATION RISK

No reorganization until the market logic and accountability gaps are validated.

The greater risk is not changing structures later. It is redrawing roles and governance bodies without making portfolio development and market execution work together more effectively.
The program limits this risk:

- Structural changes follow validated market, decision and value flows.
- Every core Build/Sell decision has clear ownership and accountability for results.
- The target model is piloted in actual markets before broad rollout.
- Implementation, management cadence and escalation are part of the program.

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Proven experience. At a company with approximately €1.2 billion in revenue, portfolio and Sales accountabilities were redesigned and embedded through RACI and KPIs. Time required for portfolio decisions fell by around 40%; profitability in the core segments increased by around three percentage points within 12 months.

By project end, all decision-relevant evidence is on the table:

A. an **end-to-end decision map** for business-critical Build/Sell questions,
B. a **Target Model for the market organization** across Corporate, BUs and countries,
C. **clear** Build/Sell accountabilities and decision rights for markets, portfolio and Go-to-Market,
D. binding **interface and handoff rules** across Portfolio, Marketing and Sales,
E. a focused **KPI, governance and meeting system** for cross-market leadership,
F. an **implementation roadmap** with pilot, ownership and phased embedding.

The benchmark. It is not the number of newly defined roles that matters, but whether portfolio development and market execution jointly enable commercially effective market decisions—and someone owns the outcome.

Where is your company losing growth today—because portfolio development and market execution do not work seamlessly together?

YOUR CONTACT



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CONFIDENTIAL STRATEGY CONVERSATION

30-Minute Conversation

Via Google Meet · book anytime

calendly.com/clemens-oertel-strat-exx/30min

SCAN & BOOK

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