

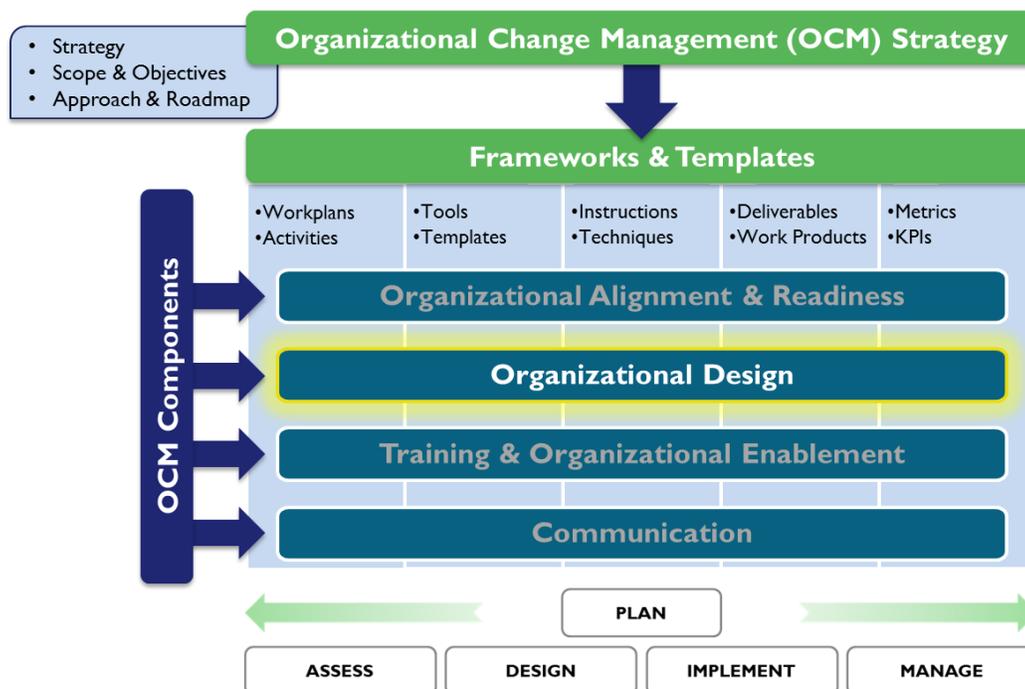
Spinnaker’s Approach to Organizational Design

What is Organizational Design?

Organizational Design (OD) establishes the organization’s infrastructure (structure, governance, culture) and the roles, jobs, and competencies (skills, behaviors) that are required to support strategic, business, and transformational goals. Organizational structure often receives isolated focus, but it is only one component of a complete OD approach that considers alignment of vision, strategy, structure, people, competencies, processes, rewards, and culture.

Organizational Design needs both strategic and tactical efforts. Healthy OD processes drive both top-down structure and governance shaped by the business vision and strategy and a bottom-up view tackling day-to-day operational processes, alignment of operating roles and business units, control and coordination mechanisms, and key performance measures.

Spinnaker’s Solution



Spinnaker’s overall Organizational Change Management methodology incorporates robust Organizational Design frameworks and techniques.

Our Organizational Design Methodology

Spinnaker’s Organizational Design approach is a complete and systematic process for assessing, designing, and implementing organizational change. It comprehends not just the logical but the political and emotional dimensions involved with business transformations, as well. Spinnaker leverages leading practices to define a reliable framework for assessing core capabilities and identifying opportunities. Some typical questions introduced during the OD assessment process include:

- *Have you recently transformed your business or technology (e.g. Market Expansion? Globalization? Merger?) How aligned is your organization to support this transformation?*
- *How optimized is your organizational structure? Do you have operational or efficiency challenges?*
- *Are there potential areas of productivity in your workforce that you don’t know how to address or improve?*
- *How aligned is your current culture with your organization strategy and objectives? What changes are required in attitudes, norms, and behaviors across your various operations?*
- *Is your organization structure and culture adaptable enough to accommodate future changes in business climate, competitive forces or acquisitions?*
- *Are current competencies aligned with future objectives and anticipated results?*

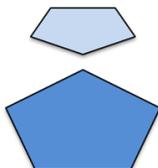
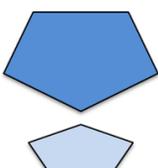
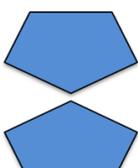
Pursuing such questions helps to address the interdependencies noted below and assists the organization in aligning across all dimensions of organizational design to match profit and growth objectives with a suitably skilled, trained and coherent workforce.



Alignment is as critical as any individual component

Organizational Design Considerations

Organizational Design responds to a variety of priorities. Based on key learnings from our assessment **approach**, Spinnaker defines a strategic, tactical, or integrated OD approach that best addresses your individual business challenges and provides a solution that is tailored to the success factors of each business unit or operating entity.

| | | | |
|---|---|---|--|
| OD Type |  |  |  |
| | Tactical | Strategic | Integrated/Combined |
| Typical Situation and Project Characteristics | <ul style="list-style-type: none"> ➢ Software implementations ➢ Process re-engineering ➢ Review or confirmation of a strategic context ➢ Jobs/roles re-alignment ➢ Adjustment to individual/group KPIs/metrics | <ul style="list-style-type: none"> ➢ Strategic shift for whole business or major unit ➢ Little or no change to operational level work ➢ Focus on defining operational model and organizational structure ➢ Often defines new leadership roles ➢ Often includes implementations | <ul style="list-style-type: none"> ➢ Strategic shift and significant changes to how work is operationalized ➢ Top-to-bottom organizational change ➢ Comparatively rare! |
| Benefits | <ul style="list-style-type: none"> ➢ Increase likelihood of achieving business objectives and sustaining results ➢ Increase efficiency by enabling improved processes and the potential for reduced labor costs ➢ Increase alignment between the organization, its environment, and its leadership style ➢ Increase coordination, ease and quality of decision-making through clear accountability, roles and responsibilities ➢ Differentiate from competitors in both market focus and cost advantage ➢ Alignment of organizational and project roles to major processes ➢ Resource optimization aligned with anticipated business results | | |

The right OD approach depends on your strategic or tactical business vision.

- **Tactical:** Focus is on project implementations; typically impacts sales & operations the most
- **Strategic:** Comprehensive approach that addresses the entire business and often includes new roles and responsibilities
- **Integrated:** Considers a vertical slice of the business where the impact is on top-to-bottom organizational change

Spinnaker’s Organizational Design Plan

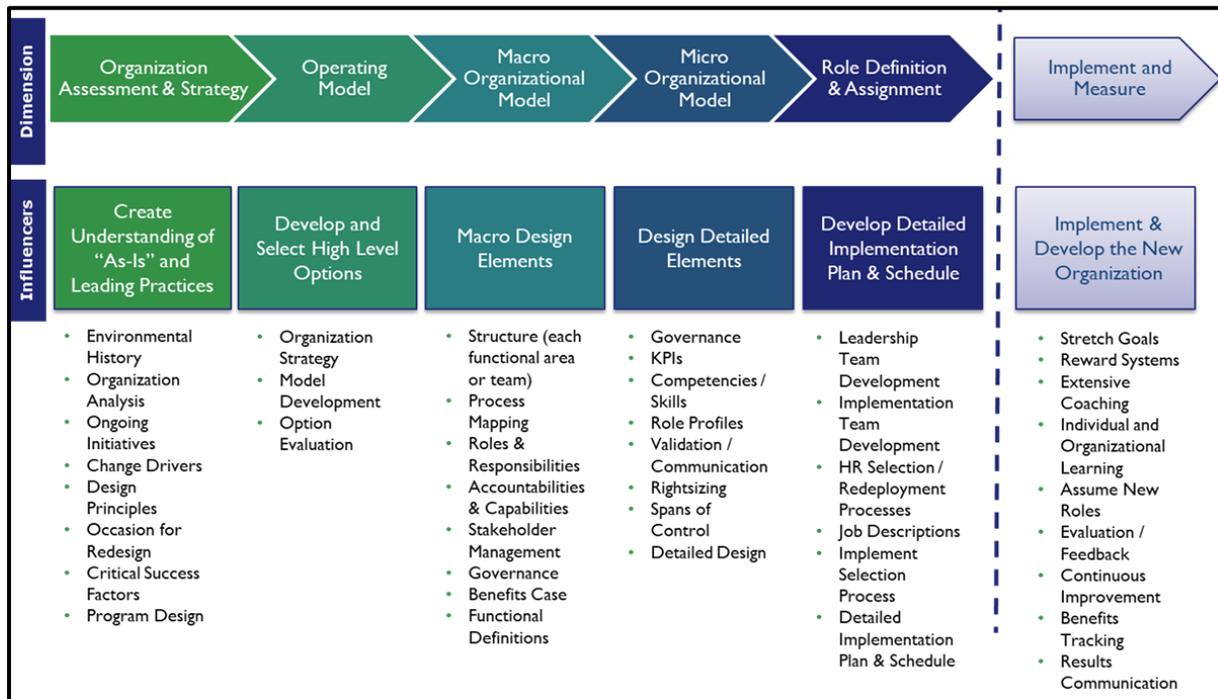
Spinnaker’s Organizational Design methodology considers all five dimensions typically associated with organizational design initiatives, as well as the peripheral influencers. These five dimensions help to further align an organization as it grows and evolves. Incorporating all relevant Organizational Design dimensions, Spinnaker creates a comprehensive project plan and approach designed to ensure success and sustainability.

Typically, supply chain programs and transformations impact three of the five dimensions associated with Organizational Design initiatives. These are:

- Macro Organizational Model
- Micro Organizational Model
- Role Definition & Assignment

On occasions where an organization is undergoing significant change, such as those due to divesture or acquisition, Spinnaker also works with the impacted organization in developing:

- Organization Assessment & Strategy
- Operating Model



About Spinnaker:

Spinnaker is a supply chain services company that helps clients grow, manage risk, reduce costs, and improve customer service by developing world-class supply chain capabilities. Our services help clients develop the right supply chain strategy for their business challenges and implement the process and technology solutions to improve Demand/Supply Planning, Procurement and Sourcing, Logistics and Warehousing, and Reverse Logistics business performance. Spinnaker offers a unique service delivery model that combines the strength of deeply experienced management and technology consultants with a seasoned team of business process outsourcing (BPO) and 3rd-party logistics (3PL) professionals. Founded in 2002, Spinnaker has offices in Boston, Columbus, Denver, Houston, Memphis, Pittsburgh, London, and Singapore.

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