



*Our client is a leading international player in the in the drinks market. As part of the preparation for flotation, the Group CEO and HR Director were leading a business transformation programme. The business had grown by merger and acquisition with each company retaining its own identity and highly respected brands. Therefore, one of the cultural challenges was to develop Group approaches that delivered the benefits of group size, while still retaining the different and distinctive competitive strengths of component companies and brands.*

### **REQUIREMENT**

Key elements of the transformation included new strategies for Reward, Banding, Talent and Performance Management. Each company had their own methods of banding roles and there was a clear need to develop a Group wide understanding as an enabling requirement for talent and career management. The lack of clarity about role size relativity was a serious inhibitor to the movement of management staff between Group companies; something which was necessary to accelerate individual career development and help retain leadership talent in the Group.

The 'fit' between client and consultant was seen to be of critical importance from the outset, as the first initiative was to closely compare roles between the member companies. The acknowledged key challenge was to keep the senior teams of the operating companies on board, while managing the potential sensitivities involved.

### **OUR APPROACH**

We worked closely with business leaders to gain trust and acceptance of the need to develop consistent Group people strategies and processes before moving to implementation stages. We:

- Spent time with key players in each operating business and at Head office to gain support for common approaches to banding , reward and talent management
- Developed key role profiles across the businesses
- Evaluated benchmark roles across the Group
- Developed a single, coherent banding structure for the entire management population
- Advised on the construction of appropriate reward packages at each band, focusing on getting the right balance between basic pay, variable pay and benefits
- Advised on functional and regional pay differences and pay practice for the UK market
- Supported the CEO and HRD with modelling organisation structures for their rapidly changing business

### **RESULTS**

- Positioning of all management roles within the new pay and banding structure
- Clarity for managers and individuals on potential career paths across the group, guided by the matrix, where once career prospects had been confined to single businesses internal promotion
- Retention and engagement of key leaders at Group and operating company level
- Development of reward strategies capable of attracting and retaining valued employees, supported by pay policies appropriate to each business and location
- Organisation development through a series of structural change projects