



ORGANISATIONAL STRUCTURE

*Transforming the structure of your organisation
for true omni-channel retail.*

Contents

- 1 Introduction 03
 - 2 Executive summary 04
 - 3 The story so far 06
 - 4 The challenge for today's advanced retailers 07
 - 5 Key questions for retail chief executives 10
 - 6 Conclusions and next steps for retail chief executives 22
- About Javelin Group 24



INTRODUCTION

Recent changes in consumer spending behaviour are having a huge impact on the culture and organisational structure of major retail businesses.

Whilst most retailers have recognised this (the organisational structure of today's retail enterprise looks very different from how it did three or four years ago), the largest and most complex challenges still lie ahead.

Despite significant strides made to date, no single retailer can claim to be close to realising the full transformation that is required. Even the most advanced retailers have only completed two of what will prove to be four phases of organisational transformation.

This white paper explores the four phases of organisational transformation, the current organisational structure for advanced retailers, the transformation challenges, and how retail CEOs can best prepare for the changes ahead.



EXECUTIVE SUMMARY

The four phases of organisational transformation and next steps for retail CEOs.

Phase one of the transformation is well known. In the early days of ecommerce, a traditional store-based retailer typically sets up a dedicated, specialist ecommerce team, led by a head of ecommerce/multi-channel. In **Phase two**, a retailer reintegrates functions and responsibility back from the separate silo into central, increasingly ‘omni-channel’ business divisions. Most retailers today find themselves somewhere in the midst of phase two, with even advanced retailers only now at the end of phase two.

Phase three (a transition phase) will focus on the centralisation of data and insight into a single and impartial business unit, allowing the retailer to move towards the customer-first mind-set required of any truly omni-channel business. **Phase four** will be characterised by a wholesale restructuring of the retail board including the creation of a chief customer officer (CCO) and, for many, a chief data officer (CDO). The fallout of the final two phases shall see the disappearance of the retail and digital/omni-channel director roles.

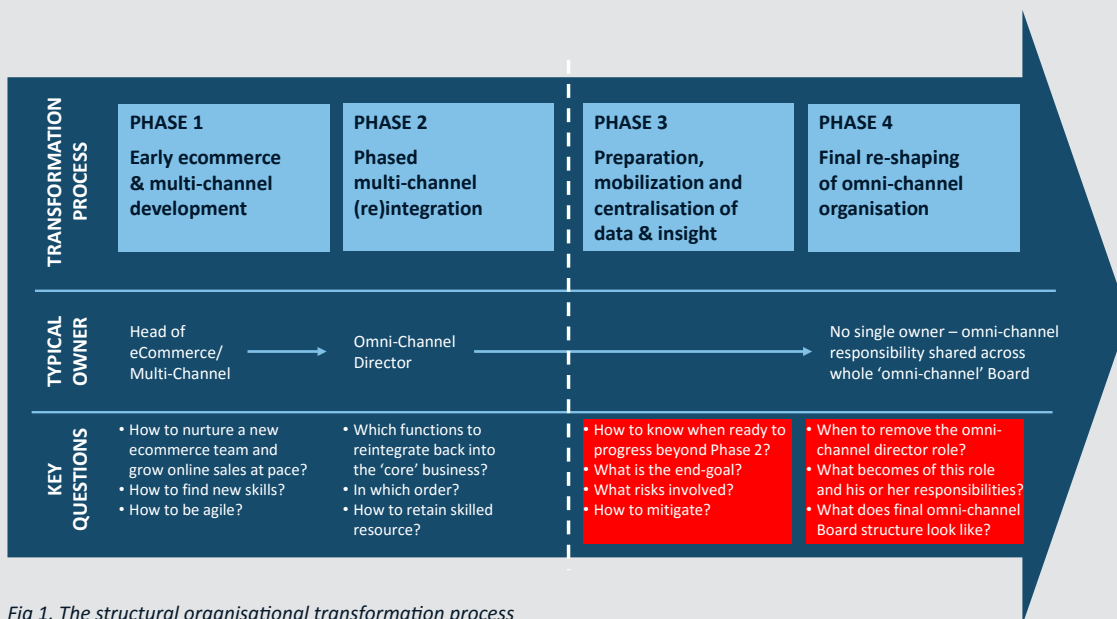


Fig 1. The structural organisational transformation process

Next steps for retail CEOs

Some retail CEOs may feel that these organisational changes lie too far ahead to worry about today. For others it is already high on the agenda.

In truth, all retail CEOs should be planning now for organisational transformation by firstly understanding their own 'state of readiness'. This involves appraising and benchmarking their customer proposition and experience, current organisational structure, business culture, and data and systems.

For the most advanced retailers, CEOs need to define short- and long-term structural redesign and to begin preparations and mobilisation for change.

Only if retail CEOs plan ahead today for these challenges, set out a long-term vision and construct a clear change management programme, will they find themselves at the helm of agile, progressive and optimally aligned retail businesses in the years ahead.

All retail CEOs should be planning now for organisational transformation by first understanding their own 'state of readiness'.



THE STORY SO FAR

Of the four phases of transformation, the vast majority of retailers are now somewhere along the path of the second phase of development.

Phase 1: Early ecommerce and establishing a dedicated team

In the early days of ecommerce, a traditional store-based retailer typically sets up a dedicated, specialist ecommerce team, led by a head of ecommerce/multi-channel. This first part of the transformation story has been well rehearsed and will not be covered further in this white paper.

Phase 2: Reintegrating ecommerce into an omni-channel team

The next phase of development takes place as ecommerce grows to account for a considerable (5%+) proportion of total sales. A retailer reintegrates individual functions from the ecommerce silo back into a central and increasingly 'omni-channel' team. Functions are reintegrated one by one with a retailer typically finding that some functions (e.g. IT, operations) are easier to reintegrate than others (e.g. marketing, merchandising).

The increased scale of the digital P&L warrants the creation of a more senior leadership role and most retailers introduce board level representation for omni-channel at this stage.

The vast majority of leading retailers in the UK and the USA today find themselves somewhere along the path of this second phase of transformation. The way ahead for most, in the short-term at least, focuses on shifting internal culture and convincing hearts and minds. This in turn allows for greater degrees of omni-channel integration into a new, centralised and truly omni-channel structure.

THE CHALLENGE FOR TODAY'S ADVANCED RETAILERS

4

For retailers well advanced along the second phase of development, the first challenge is to understand whether the time has arrived to expedite the organisational change.

Retailers who are unclear where they sit on the spectrum of change should first assess whether their business possesses the following characteristics:

- Has been through a period of rapid online revenue growth supported by a deliberately siloed ecommerce team
- Today has clear ownership at board level of the omni-channel business
- Runs a separate digital or omni-channel P&L and typically sees in excess of 10% total sales achieved through this P&L
- Has already integrated finance, IT, fulfilment/logistics and customer service
- Is in the process of reintegrating other functions back into the central business including elements of marketing and merchandising
- Is in a position where the entire board is fully bought into true omni-channel and has a level of understanding of the topic that goes beyond the superficial
- Has put in place an incentive structure that supports omni-channel transformation (e.g. retail teams rewarded for digital sales/activities)



Leading retailers are reaching a stage where all simple functions have been integrated and a small, disparate set of functions and/or individual roles is all that remains residing with the omni-channel director. These roles are, by their very nature, the ones which the business has either (a) found difficult to identify a natural home for or (b) found difficult to reintegrate due to challenges of a cultural or political nature.

At the extreme, Javelin Group has seen UK retailers where as much as 15+% of business revenues is being driven by a team that, on first appearance, includes less than 5% of the total head office headcount. Of course, these statistics exclude central resources driving and supporting growth from within the main business such as buyers controlling the total company buy and marketers supporting digital with above-the-line marketing. Nonetheless, this situation raises understandable questions about a role on the board for omni-channel and the existence of the omni-channel vertical itself.

This is not to say that the level of influence or importance of the omni-channel director role is diminished at this point. In fact, the omni-channel director can point to not only the scale and strength of his or her P&L but also the critical nature of talent lying within the team as clear justification for his or her position.

The fact remains though that, in the longer term, the current situation cannot be appropriate since:

1. **Ownership of omni-channel decisions is slowly shifting away from the omni-channel director:** culpability for P&L performance and influence over decisions that impact performance are becoming dangerously misaligned
2. **A truly omni-channel business should not be reporting to a separate 'omni-channel' P&L:** a P&L is not truly omni-channel if it does not include stores. Future data reporting, measurement and incentivisation must focus on total business sales and profitability
3. **The aspirations of tomorrow's retail business cannot be to have a single omni-channel director driving a channel or effecting business change:** retailers must seek to build structures and foster mentalities where all leaders perform responsibilities and lead teams in a truly omni-channel way

Retailers must seek to build structures and foster mentalities where all leaders perform responsibilities and lead teams in a truly omni-channel way.



The omni-channel director role is therefore something of an endangered species today and many digital leaders from UK non-food retailers acknowledge this. With much of their time focused on changing hearts and minds across the organisation (the critical next step in allowing for further team integration) these digital heads are also aware that they are themselves effecting the very change that will lead to the removal of their role.

The forward-thinking and successful omni-channel director is therefore both facilitating critical business change but also simultaneously undermining their immediate long-term position on the board. Of course in reality these successful leaders will progress into other, bigger roles.

Early evidence of this is seen in the example of Laura Wade-Gery's progression to executive director of multi-channel (including retail) at M&S or Simon Forster's progression from multi-channel director into the role of executive director of multi-channel, marketing and supply chain at Selfridges.

The situation for advanced retailers can be summarised as follows:

1. Further organisational change is required – some digital teams and individuals are yet to be integrated
2. These teams and individuals are, by nature, the ones where the biggest challenges exist (especially digital marketing and merchandising)
3. The next major task involves the complex re-shaping of core retail functions to allow for the complete removal of the digital or omni-channel vertical
4. The role of the omni-channel director itself is very likely to disappear
5. The impact of this change will include an overall re-shaping of the retail board

Whilst no clear precedent exists to guide the next phase of organisational transformation, the next sections examine what might happen.

The successful omni-channel director role is facilitating critical business change... and in reality will progress into other, bigger roles.



KEY QUESTIONS FOR RETAIL CHIEF EXECUTIVES

5

Retail CEOs approaching the third and fourth phases of organisational transformation need to address three key challenges.

1. What are the issues that exist with our current structure? What outstanding problems are we looking to resolve in the next phases of our organisational development?
2. How far has my business come on the transformation journey? How do I determine if and when we are ready to progress to Phases 3 and 4?
3. What are the future implications (both short- and long-term) on the shape of our board? How will the final transformation reshape our core retail functions?



1 What outstanding organisational problems are we looking to resolve?

To understand Phases 3 and 4 of the omni-channel organisational change, retailers must first develop a better vision of what their future business looks like, not organisationally but from a customer experience perspective.

The following Javelin Group framework helps summarise the likely changes:

To understand Phases 3 and 4, retailers must develop a vision of future business from a customer experience perspective.

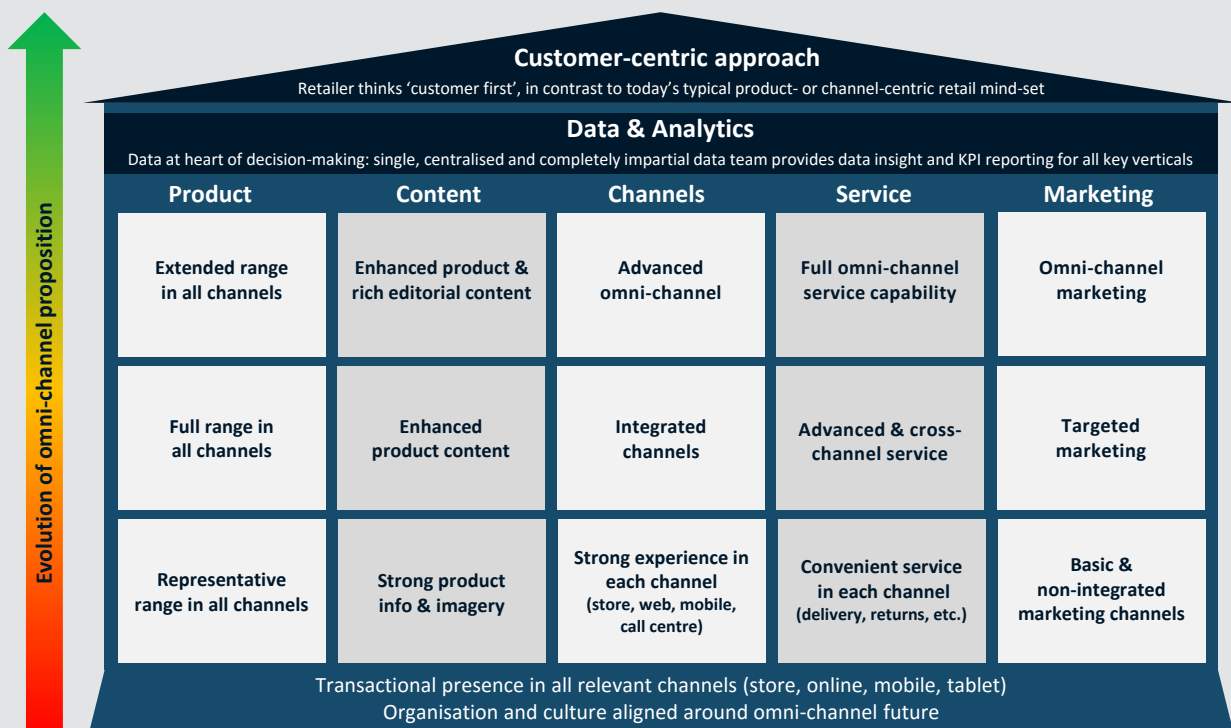


Fig 2: Javelin Group's 'omni-channel house' framework

This framework has been used by Javelin Group in omni-channel strategy projects for a host of leading UK and European retailers in recent years. As seen at the top end of the framework (i.e. at the most advanced stages of evolution), two fundamental transformation elements need to occur that very few retailers are yet to get to grips with. These are, firstly, to build a truly customer-centric business culture and, secondly, to put data and insight at the heart of decision-making.

These two goals are interlinked – retailers seeking to put the customer at the heart of their businesses will only find success in an organisation where accurate, impartial data is readily on hand to support the commercial decision-making. Organisational transformation can help to realise these two critical goals and this is discussed later in this paper.

The detail behind the above framework points to a future retail organisation where, for example:

- An extended range is available across all channels, served either from own stock or via other external stock sources (e.g. drop-ship vendor model)
- Enriched product and non-product content is produced both internally and externally and is shared with customers across all platforms and touch-points
- Fulfilment is carried out from the most efficient location, not just accounting for speed to customer but also working capital and operational cost implications

Thinking about a future retail business that must build such capabilities, several issues with the current organisational set up begin to emerge, such as:

Confusion and uncertainty around the natural positioning and ownership of selected key functions: Many retailers are still working with two teams (i.e. central and digital) taking separate ownership of online and offline marketing activities.

In some retail businesses today battles are taking place over the rightful home of functions such as display advertising (on the one hand, very much digital in nature but, on the other, sitting more naturally with an above-the-line P&L owned by the central marketing team).



Retailers seeking to put the customer at the heart of their businesses will only find success in an organisation where accurate, impartial data is readily on hand to support the commercial decision-making.

Inefficiencies brought about by the non-integrated nature of the organisational structure: Many retailers have found it challenging to fully integrate not just marketing, but also other teams.

For example, with ecommerce and store trading/merchandising teams still working in separate siloes and owning separate stock pools, very few retailers are today making stock work as hard for the business as possible. Opportunities exist to manage down working capital by moving towards true omni-channel fulfilment strategies e.g. ship from store stock. Whilst by no means the sole cause of this inefficiency, optimising the organisational structure will certainly prove to be a critical step on the path towards retailers realising this opportunity in the future.

Misalignment of strategy/execution brought about by the non-optimised organisational structure: Again, an obvious example can be found in marketing where all too often, despite robust internal processes and theoretical lines of communication, there are offline marketing teams deploying strategies and/or individual campaigns that are fundamentally misaligned with those executed in online marketing (and vice versa).

Very few retailers are today making stock work as hard for the business as possible. Opportunities exist to manage down working capital through true omni-channel fulfilment. Organisation is a fundamental part of the solution.



Role of channel P&L reporting in driving performance and internal behaviours:

One other side-effect of the current organisational divide between retail and online is the approach to business reporting that is common-place across retailers today. With very few exceptions, retailers are currently reporting at channel P&L level. This approach carries various flaws: accurate revenue attribution into channel P&Ls is impossible in a truly omni-channel age; cost comparisons are never truly like-for-like across channel P&Ls; profitability assessment from channel P&L reporting is therefore meaningless.

Data ownership and usage – politics over insight: One of the key issues traditional store-based retailers face today is the way in which data is used internally to present various different versions of the truth rather than drive meaningful insight.

Monday morning trading updates at some retailers increasingly centre around battles between any combination of marketing, commercial, retail and digital directors each arguing their case, supported by data compiled by their own internal analysts. With no central and impartial data ownership, it is and will remain impossible for the CEO to understand a single version of the truth.

With no central and impartial data ownership, it is and will remain impossible for the CEO to understand a single version of the truth.

2 How do I determine if and when we are ready to progress to Phases 3 and 4?

The reasons why more retailers are not pressing ahead with the next set of changes quicker or more willingly are:

1. **Risk of disruption (revenues risk):** Online/Omni-channel is invariably the key growth area of the UK business. CEOs are understandably nervous about disrupting this department.
2. **Risk of fallout (people risk):** Key talent becomes marginalised through organisational changes that take place too soon (e.g. digital marketing specialists leaving the business after being moved under the leadership of a marketing director who does not understand or value their skillset).



With these two pitfalls to avoid, retail CEOs must consider the following checklist of elements. These should all be in place before serious consideration be given to moving beyond Phase 2:

- Have we spent enough time and effort doing the basics and developing the customer proposition?
- Are at least all of the following functions now integrated and truly omni-channel in their own right: IT, operations, finance, and HR?
- Is online and omni-channel now the sole area of growth for the domestic business?
- What scale of team is left sitting with the omni-channel director?
- How does the scale of my omni-channel director's team align with the scale of his or her P&L? How does influence reconcile with accountability? Has this now become misaligned?
- Is a KPI reporting and incentivisation programme in place that promotes true omni-channel thinking and behaviours?
- Is the board fully behind the strategy and, critically, is the level of knowledge and understanding of true omni-channel deep enough to move beyond Phase 2?

The above checklist is based on Javelin Group's state of readiness audit. Retail CEOs should give due consideration to these types of questions before undergoing any complex organisational change.

The final element on the list, whilst harder to understand and more difficult to measure than the first four, is critical. Retail CEOs must ensure that the level of both buy-in and knowledge of true omni-channel is sufficiently high amongst board colleagues before embarking upon Phase 3. The distinction between buy-in and knowledge is key; for most retailers, a period of time exists where buy-in exists but knowledge is lacking (or only exists at a superficial level). To move into Phase 3 at this stage carries significant risk. In addition, CEOs need to ensure that non-executive directors are at least aligned and comfortable with the long-term plan before approaching the organisational change.

Retail CEOs must ensure that the level of both buy-in and knowledge of true omni-channel is sufficiently high amongst board colleagues.



3 What are the implications (long- and short-term) on the shape of our board?

To understand next steps, retail CEOs must begin by thinking towards the end-goal of organisational structure. Only once a clear picture of this long-term solution is in place can he or she think about the phasing of organisational change over time.

It is impossible for any single organisational structure to be drawn out that is representative of today's/fit for purpose for tomorrow's retail business. Recognising this fact, and purely for the purposes of illustration, an organisational chart is shown below that seeks to highlight the main areas of overlap and conflict within a current retail organisational structure.

Retail CEOs must begin by planning the end-goal of organisational structure and once this is in place he or she can think about phasing the organisational change over time.

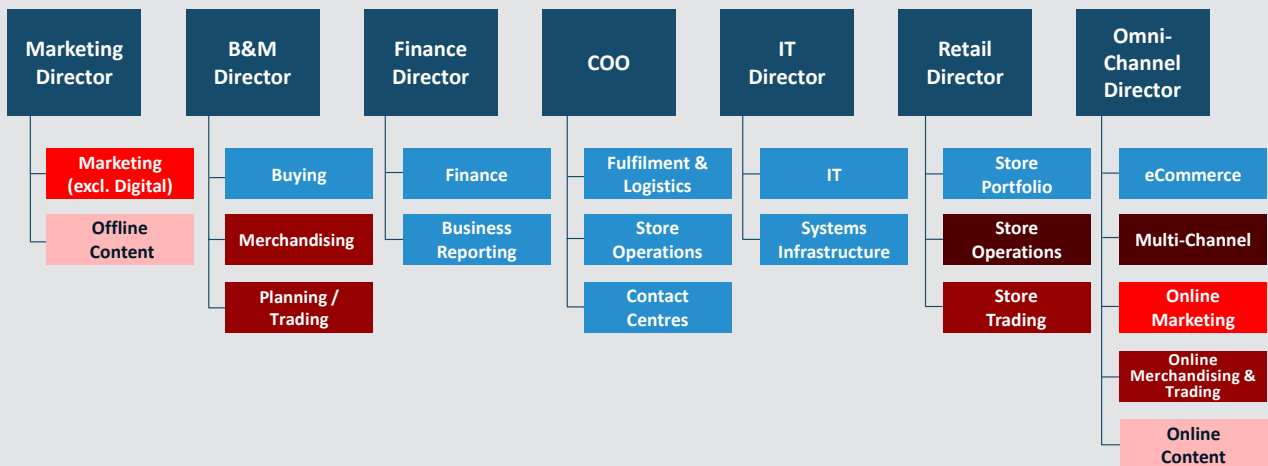


Fig 3: Typical organisational structure showing direct reports of the CEO and their key functions and responsibilities (selected functions only)

As seen in the colour coding, the majority of issues exist with at least one side of the conflict sitting in the omni-channel vertical. This, of course, is not surprising: omni-channel is the newest part of the business and has essentially been bolted on in relatively recent times to support digital growth.

It also indicates the importance of completing the true omni-channel transformation (to the extent that any organisational change can ever be completed). The remaining omni-channel functions must be absorbed into other parts of the business for a truly omni-channel structure to emerge.

Long-term implications (Phase 4)

Thinking ahead to the long-term, a retail board is likely to be re-shaped (Fig 4). Key elements of the future organisational structure are:

A slightly leaner executive board

The retail executive board of the future will be made up of slightly fewer senior positions than is typical today. This is supported by a layer of very important ‘heads of...’ roles, each owning a function that in many cases previously carried one or more board level positions (e.g. marketing, channels).

A new chief customer officer role

This new role owns all channels (i.e. all of stores, digital and omni-channel), as well as marketing and customer service. It has full responsibility for all areas where the business directly meets the customer. Operational elements of these functions (e.g. store operations, call centre) sit with the COO rather than the CCO.

Alongside the obvious benefit of promoting a truly customer-centric approach, this structure makes more sense in a world where the boundaries between marketing and service, for example, are becoming blurred due to the rise of social media.

The inclusion of a board level position with ‘customer’ in the title is itself also an important statement of intent for the organisation as a whole.

The inclusion of a board level position with ‘customer’ in the title is itself also an important statement of intent for the organisation as a whole.

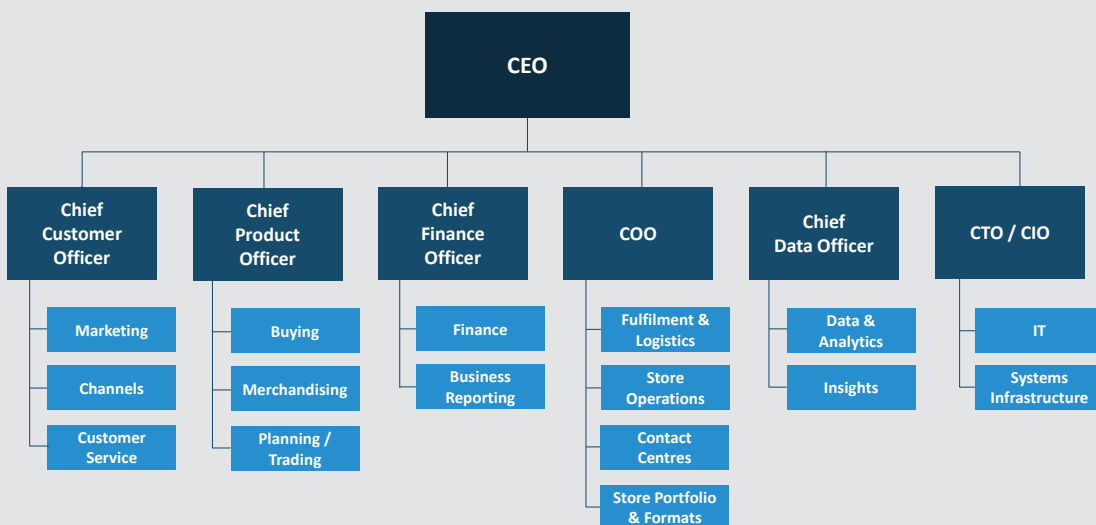


Fig 4: Javelin Group view of future ‘omni-channel’ board structure

Removal of the omni-channel director role

As already mentioned, the role of the omni-channel director is an endangered one and retailers will move towards a board structure that excludes this role over time. Today's omni-channel director will follow one of three paths, with the adopted route determined by the nature, capability and background of the individual:

- Progression into the customer director role
- An omni-channel role at another business
- Succession into the CEO role

The removal of this director role and his or her entire vertical raises three important questions for the retail organisation. Firstly, what should be done with the remaining roles and functions that were left with the omni-channel director? Secondly, how can retailers ensure that key digital talents currently housed in that team are retained and developed? Thirdly, how can retailers ensure that 'old world' colleagues embrace the necessary change to allow for the successful integration of digital skills into an truly omni-channel structure?

Answers to these challenges will vary for each business but must be found as part of the change management programme accompanying the organisational transformation.

Removal of the retail director role

As with the omni-channel director role, this role is also absorbed into the new customer officer role. The rationale is simple – in a world where the digital or omni-channel director role is no longer appropriate, how can a business think of itself as truly omni-channel when a director focussed purely on stores is afforded a lasting position on the board?

As part of the changes, Javelin Group sees store portfolio and format planning sitting more naturally alongside other more operational areas underneath the COO.

Today's omni-channel director will follow one of three paths, progression into the customer director role, an omni-channel role elsewhere, or succession into the CEO role.



New, centralised ownership of all data and insight

It is imperative that data plays a much more prominent role both in the mind-set and the organisational design of the future retailer. Compared to other industries, such as financial services, insurance, media and telco, retail remains behind the curve in its usage of and investment in data capabilities and talent.

This is not another call to action for the retail ‘big data’ revolution, which has seen much discussion and little action over several years. A much simpler and more important next step exists: a centralised data and insight function must be created, the goal and purpose of which is to drive meaningful, actionable insight for all divisions across the business. Too many retailers today produce data for the sake of it; insight must be produced in an impartial, channel- and function-agnostic manner. For this to happen, a dedicated and distinct vertical is required.

A centralised data and insight function must be created, the goal and purpose of which is to drive meaningful, actionable insight for all divisions across the business.



This new vertical (shown in Fig 4 on page 17) sits under a chief data officer role. Whilst this may seem a leap for retail organisations today, it is a role that has already been widely adopted in other sectors, particularly in the US. The data vertical could instead be merged into the CTO/CIO role over time.

Any temptation to merge data into the chief customer officer role should be avoided for reasons of impartiality – a customer officer owning data could be seen as providing an unfair advantage in commercial or strategic debates with senior peers such as a chief product officer.

The CFO is also not the appropriate owner of data. The required evolution includes key objectives such as adjusting managerial accounting practices, challenging incentivisation structures, and revising ROI attribution. Merging data within the CFO role would mean data sits subordinate to finance and traditional business reporting. Housing data within finance would mean the board support required to effect change in these crucial elements would most likely be found wanting.

A separate CTO/CIO and COO

Both technology and operations are elements requiring significant efforts in years to come and it is expected that both CAPEX and operating costs in each of these areas is likely to grow. As a result shared ownership of technology and operations at board level is likely to become increasingly a thing of the past.

Short- to medium-term implications (Phase 3)

With a vision of the future end-goal in place, attention turns to the phasing of development over time. Phase 3 in the transformation framework, representing the transition stage, can be broken down into two sub-stages, the first of which sees an organisational structure that looks like that shown in Fig 5 below:

Both technology and operations require significant efforts, with costs expected to grow. Shared ownership of these at board level is likely to become a thing of the past.

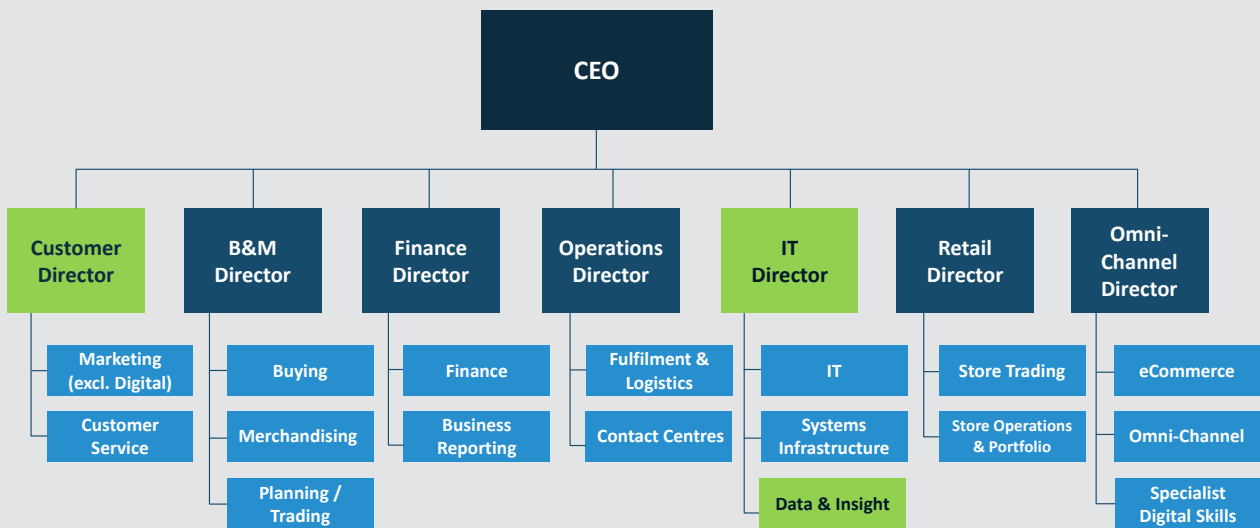


Fig 5: Phase 3a – Interim Organisational Chart 1

Phase 3a is underpinned by two key changes:

a Creation of a centralised head of data and insight role

This is without doubt the critical next step in the organisational evolution of advanced retailers. Without the appropriate structure around usage of data, further integration of complex functions will ultimately prove unsuccessful (and very costly) for retailers. CEOs must today force the issue of data, starting by understanding where the business is positioned with regards to data and analytics.

An alternative to the IT director as owner would be a separate, interim strategy director role whose responsibility it is to effect all required business change.

b Creation of a customer director role (picking up initially marketing and customer service)

The new customer director role initially picks up marketing and customer service responsibilities but not channels, which are retained with the retail and omni-channel directors. Specialist skills (e.g. SEO or paid search) are therefore retained with the omni-channel director rather than integrated into the head of marketing role in this interim solution, minimising the risk of losing key digital talent.

The next step on the evolution would then look like this shown in Fig 6 below:

Phase 3 (transition), sees the creation of two new roles, head of data and insight and customer director, and the removal of omni-channel director and retail director.

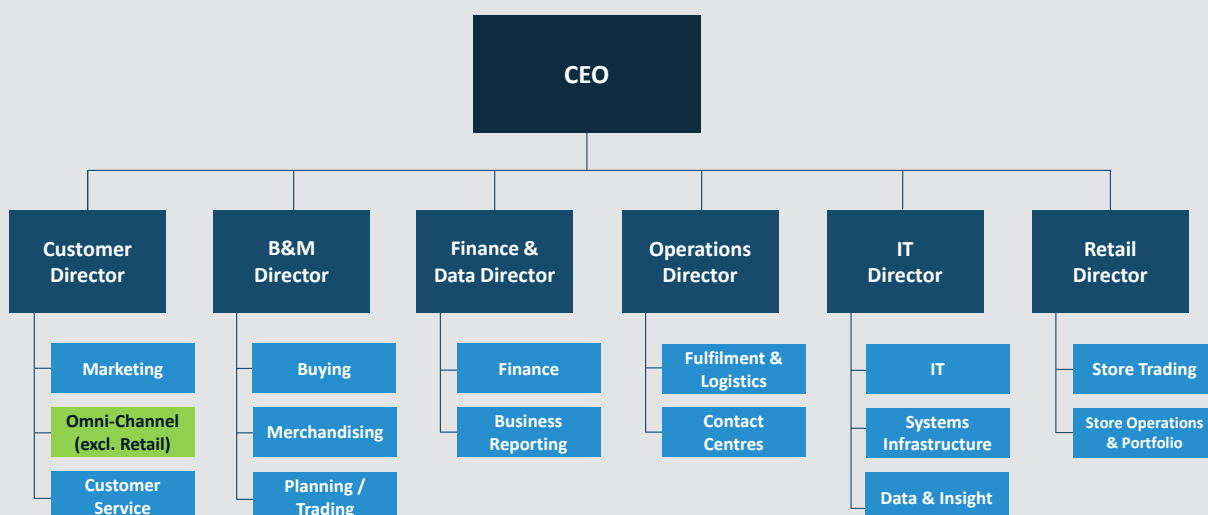


Fig 6: Phase 3b – Interim Organisational Chart 2

As can be seen, the next progression sees the removal of the omni-channel director role (as discussed above), with responsibilities for all digital channels passing over to the customer director.

The final changes would see a move from Phase 3b to Phase 4 of the organisational structure, with key final changes being the removal of the retail director role as well as the potential creation of the data officer role.

CONCLUSIONS AND NEXT STEPS FOR RETAIL CHIEF EXECUTIVES

6

Retail CEOs should plan now for transformation by first understanding their own ‘state of readiness’.

This means appraising and benchmarking:

1 Customer proposition

- How advanced and how omni-channel is our current customer experience?
- Do we have a clear vision of the future business requirements that our organisational design needs to help deliver?

2 Organisational structure

- How far progressed are we through the four phases of organisational development?
- To what extent does the scale of my omni-channel director’s team align with the scale of his or her P&L? Has their authority fallen out of line with their accountability?

3 Culture

- How much work is left to do around hearts, minds and knowledge?
- How does this vary at different levels of the organisation?

4 Data and systems

- How strong, how centralised and how impartial is our data and analytics capability?
- Do I have the right KPIs, reporting and incentives in place?



For retailers most advanced along the organisational transformation journey, another set of requirements emerges for the CEO:

Defining short- and long-term structural redesign

- What should our end-goal organisational structure look like?
- How would this be phased over time?

Beginning preparations and mobilizing for change

- What do detailed roles and responsibilities look like in the future?
- What skill-sets and capabilities are required in the future that we do not currently possess?
- How can these skills be developed or acquired?
- What training requirements exist?
- How can I move people around my organisation today to help develop a team that is fit for purpose in 5 years' time?
- What data, reporting and incentivisation changes are required to support the transformation?

Only if retail CEOs plan ahead today for these challenges, set out a long-term vision and construct a clear change management programme, will they find themselves at the helm of agile, progressive and optimally aligned retail businesses in the years ahead.

Only if retail CEOs set out a long-term vision and construct a clear change management programme, will they find themselves at the helm of agile and progressive retail businesses in the years ahead.



ABOUT JAVELIN GROUP

Javelin Group, part of Accenture Strategy, provides strategy consulting and digital transformation services to the world's leading retailers and consumer brands.

From offices in London and Paris, our 250 specialists help retail and brand leaders across Europe, North America, the Middle East, China and Australia improve their competitiveness by anticipating and responding to the rapid changes in customer shopping habits and retail technologies. We support clients with their strategies, operations, technologies, locations and analytics, with a particular focus on digital and omni-channel retail.

Our **Strategy** practice works with leading retailers on their enterprise retail strategies, international expansion, cost optimisation, customer experience, data strategy and organisational transformation. For the latter we offer two services:

- Organisational transformation state of readiness audit
- Organisational transformation full enterprise strategy

Contact us

If you would like to discuss your organisational transformation, please contact Matt Houston, Associate Director of the Strategy practice at Javelin Group, at matt.houston@javelingroup.com or on +44 (0)20 7961 3200. For more information about Javelin Group, please visit www.javelingroup.com.



ABOUT JAVELIN GROUP

Javelin Group is Europe's leading – and largest – specialist firm of retail strategy consultants.

For large retailers and brands all over the world, we plan and implement strategies to enable them to anticipate and respond to the rapid changes in customer shopping habits, retail technologies and the competitive environment, to ensure that they thrive in the coming decade.

With over 230 experts in offices in London and Paris, we advise retailers and brands all over the world including John Lewis Partnership, Sainsbury's, Marks & Spencer, Metro Group, Carrefour, SFR, Leclerc, Richemont, Jumbo Supermarkten, Unilever, Kering and many others on their retail and brand strategies, operations and technologies, with particular focus on omni-channel transformation.

Our **Strategy** practice works with leading retailers on their enterprise retail strategies, international expansion, cost optimisation, customer experience, data strategy and organisational transformation. For the latter we offer two services:

- Organisational transformation state of readiness audit
- Organisational transformation full enterprise strategy

Contact us

If you would like to discuss your organisational transformation, please contact Matt Houston, Associate Director of the Strategy practice at Javelin Group, at matt.houston@javelingroup.com or on +44 (0)20 7961 3200. For more information about Javelin Group, please visit www.javelingroup.com.

