Sample Report

Group Function · EMEA

SYSTEM ORIENTATION REPORT

PROTOSTAR
CORPORATE INTERNATIONAL

ILLUSTRATIVE SAMPLE · ANONYMISED

Client: Company X **Intake:** Senior leaders, Group function **Basis:** Executive interviews, cumulative

BASIS AND SCOPE

This report comes from interviews with senior leaders across Company X's Group function, read alongside the company's published strategy. The findings are firm where the interviews corroborate each other directly. **What it cannot tell us is how the same conditions are experienced inside the country organisations**, whose leaders were not interviewed. A second round with country general managers and Operations would corroborate, refine or revise what follows. Client identity, individual names and product detail have been removed for publication.

EXECUTIVE SUMMARY

Company X has settled its regional direction, and its senior leaders agree on it. The operating system underneath has not moved with it. Countries still opt in, country P&L still governs the money, capacity still arrives after ambition, and category authority is still open. The Group function absorbs the difference, through persuasion, rework and repeated negotiation on live projects. Local market knowledge makes regional design better. Local veto, applied after a decision has been taken, makes regional scale smaller. The five derailers below are all versions of the same unfinished decision. **Company X has built a regional strategy on top of a country operating system. What looks like local resistance is primarily an authority question nobody has closed.**

ORGANISATIONAL STRENGTHS

1

The regional direction is written down, and it settles arguments

The regional agenda exists on paper and senior leaders work from the same version of it. Simplification choices now reach countries as mandatory rather than optional. It gives Company X a single test to apply when a country proposes a variation.

2

The Group function sits in planning, not only in delivery

It now takes part in brand planning three years out, rather than receiving briefs after the choices are made. That access came from a governance change, not from goodwill. Losing it would put the function back downstream of decisions it has to execute.

3

One function can see across the whole system

The Group function holds a view of categories, countries, plants, science, packaging and industrial feasibility at once. No other part of the business has that field of vision. It is why the function is trusted, and why work keeps arriving there.

4

Cross-functional risk review has been shown to work

One review brought Engineering, Packaging, Quality, Logistics and Operations together and surfaced risks before commitment rather than after launch. The forum exists and it produced a better decision. It is not yet standard practice.

TOP STRUCTURAL DERAILERS

1 No rule says which logic wins when two valid ones collide

Regional simplification, country P&L, brand strategy, product performance, capacity and market share can each be the right priority. Inside a live project they collide. Nobody has set a rule strong enough to say which one leads, so the argument is held again on every project.

Consequence: The same decision gets made twice, once in the category plan and again in the project room. Launch dates move to fit the second one.

2 The channels built to carry local insight also carry local authority

Country organisations were brought close to design so their market knowledge would reach it. The same route lets a country reopen a regional choice after it has been made. Countries are protecting a P&L they are held to, and nothing in the structure separates the signal from the veto.

Consequence: Regional projects are diluted or delayed one country at a time, and the scale case gets rebuilt at every stop.

3 Capacity is decided against today's plants, not tomorrow's portfolio

Operations enters as a feasibility check once the ambition has already formed. Capital decisions are then taken on current productivity, because that is the logic the gate was built for. Growth platforms needing capacity ahead of demand have nowhere to be argued.

Consequence: Suppliers commit their capacity elsewhere while the internal case is still being built.

4 The Group function is funded to build products and used to hold the system together

It carries product, formulation, science, packaging and qualification, which is its job. It also carries translation between functions, country negotiation, operations reconciliation and project recovery, which is not. That second list is what unresolved authority elsewhere looks like once it lands somewhere.

Consequence: Capacity meant for the priority platforms goes on repair work, and the function's technical credibility becomes the reason more of it arrives.

5 Company X names priorities without stopping anything

The priority platforms are declared and published. Local initiatives, smaller opportunities, legacy complexity and background work carry on alongside them. A priority becomes operationally real only once something else stops, and no decision does that stopping. Work still ends here, but it ends by neglect rather than by choice, which means nobody can say what capacity was released or when.

Consequence: Regional ambition sits on top of legacy work instead of replacing it, and the capacity the priority platforms were promised never arrives.

PRIORITY ACTION MATRIX

Each action is keyed to the derailer it addresses. Order matters: settle the terms, hand out the authority, write it down, then tell people.

IMPLEMENTATION CHALLENGE	LIMITED IMPACT	HIGH IMPACT
LOWER FRICTION	• Report product performance against volume, market share, competitor response and commercial activation, rather than on its own. **(D1)** • Require every major brief to record country input: which countries shaped it, when they entered, what was accepted, and what was rejected. **(D2)**	• **Retire opt-in and opt-out language for regional category choices. Replace it with one rule: countries inform early, and the category decision binds once set. (D1, D2)** • **Classify every country input before it changes a project: market constraint, commercial success condition, or local preference. Only the first two may reopen a decision. (D2)**
HIGHER FRICTION	• Review the local interface and decide which of its structures transmit insight and which confer decision rights. Change the ones doing both. **(D2)** • Pair each declared priority with a written release decision naming what stops, what pauses and what is simplified. **(D5, D4)**	• **Set the decision protocol for collisions: name who decides when regional simplification, country P&L, brand strategy, product performance, capacity and market share conflict. The two lower-friction rules above depend on this one. (D1, D4)** • **Bring capacity, industrial timing and investment logic into category planning before portfolio ambition becomes a plan. (D3)**

CONCLUSION

Company X's regional model becomes efficient when local knowledge strengthens a category choice instead of reopening it.

The decisions still outstanding are ordinary commercial ones: who decides when two valid priorities collide, when a country's input stops being input, what a priority is allowed to stop, and when capacity gets bought. Most of them can be settled this year. None of them can be settled by writing a playbook.

What Company X is building is a regional business with country-scale market knowledge inside it. That combination is rare and it is worth the friction it causes. Today it rests on one function's willingness to absorb the parts nobody has assigned.

The Group function is the reason the model still holds. It is also the reason nobody has had to finish it.