

*For a media company, we captured the global, fragmented employee base and its activities, so that we could help the organization make headcount reduction and rationalization decisions*

## CLIENT SITUATION

- Needed to cut expenses, but rationally
- Had limited visibility into global employment force: wide range of nomenclatures and definitions
- Had tried, with no success, to create a “global organization map”; regulatory and data management barriers had stymied the effort

## OPERA ACTIONS:

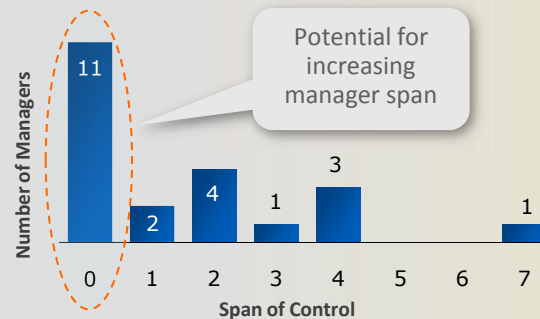
- In 10 weeks, normalized and grouped titles and activities across all positions and geographies; created global HR Insight Cube
- Developed innovative ways to gather necessary information while honoring EUC’s regulatory requirements
- Performed deep analysis of total employee base
- Provided detailed, phased action plan that delivered major cuts without harming effectiveness

## OPERA DELIVERABLE

### New Levels of Actionable Visibility

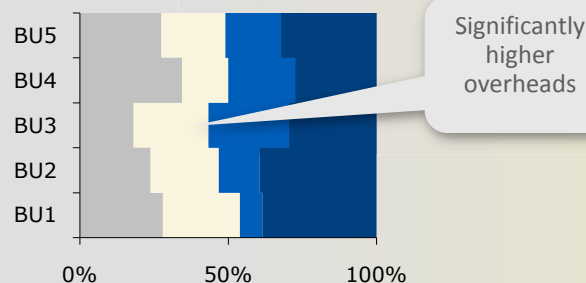
#### EXAMPLE: SPAN OF CONTROL HISTOGRAM

Level 3 = Mid Manager Level



#### OVERHEAD ANALYSIS BY BUSINESS GROUP

Salary & Benefits (\$ '000)



## IMPACT

- \$30-40MM EBITDA improvement within 5 months
- More effective organization