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**CLIENT CASE STUDY: ENVISIONING 2030 –  
ENVISIONING AN R&D ORGANIZATION DESIGN  
FOR A MAJOR CONSUMER PRODUCTS COMPANY**

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# Client Case Study: Envisioning 2030 – Envisioning an R&D Organization Design for a Major Consumer Products Company

We recently concluded a year-long strategic initiative within the R&D function of a leading consumer products company. The project's objective was to envision and design their organization structure for 2030, in alignment with the company's established vision and strategy for that timeframe.

The transformation of the organizational design began with a focused engagement with the functional leadership team. Together, we established clear scope parameters and design criteria to guide our efforts.

To ensure a future-ready approach, we assembled a team of high-potential leaders representing diverse areas and geographical regions. Over twelve months, this team conducted monthly strategic sessions that diverged across topics intended to expand their thinking about the future of organizations. Topics included:

- Generating insights into the future of work
- Analyzing external benchmarks – including new organization models
- Understanding the potential impacts of AI on organizations and jobs
- Mapping the future capabilities needed
- Exploring the future of CPGs and consumer trends

This comprehensive exploration yielded actionable insights, which we distilled into specific "from-to" statements, prioritized capability requirements and defined design criteria. Using these foundations, we conducted an intensive design workshop that produced multiple organizational models and a structured implementation roadmap. The process culminated in a strategic alignment session with the functional leader, where we secured agreement on the preferred design directions and established clear implementation milestones.

This process not only generated a well-conceived organizational design, but also provided an invaluable development opportunity for the high-potential leaders involved. By deeply exploring the future and co-creating the solution, they gained ownership over what will likely become the organization they will be tasked with leading in the years ahead.

By leveraging our expertise in organizational design and future-focused strategic planning, we enabled the client to proactively shape their R&D structure for the challenges and opportunities of 2030 and beyond. The project exemplifies our ability to guide clients through complex, long-term organizational transformations, blending strategic foresight with practical implementation planning.