

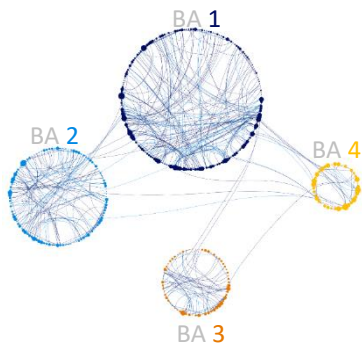
# CASE: One Company Strategy

Strategic Knowledge Re-Use - Company Wide Expert Networks - One Face to the Customer

## THE CUSTOMER

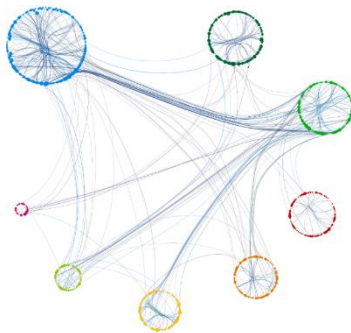
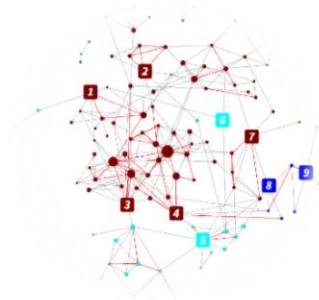
A large multinational firm in the construction and infrastructure industry with a strategy to become *one company*

## OUR ANALYSIS



We identified large gaps in knowledge re-use in-between similar business units. We found that the major part of knowledge sharing was internally, within each business unit

We also found that the cross-border synergy capabilities were weak. The network depended on a few individuals for cross-border interaction, and some of these individuals were also identified as bottlenecks



Another finding was that the group function (light green) was a weak mediator of connections, with less than 10% being connected to more than one business area, despite a large amount of outwards bound connections (62%).

## THE RESULTS

The network diagnosis showed that the company should put more effort into becoming *one company*. With these insights, the company now had a facts-based view to act on the chosen strategy.

The company is now aware of its key integrators, what the silos look like, and who are best suited to bridge them.