WISE SCOPE STRATEGIC ADVISORY · CASE BRIEF

Designing a regional operating model

A services group defines which decisions belong at headquarters, in the region and in local markets.

Sensitive-format example. The scenario and any numerical measures are hypothetical. Sector: Business services. Horizon: 18 months.

Background & challenge

A hypothetical services group is growing across markets with different client and operating requirements. Employees face ambiguous escalation routes and approval delays, while leadership wants to preserve local responsiveness.

Strategic approach

Trace recurring decisions that cross borders, including client pricing, hiring and delivery standards. Separate decisions that need shared controls from work that benefits from local discretion.

Compare governance options and test them with realistic operating scenarios. Make explicit who decides, who must be consulted and when a decision should escalate.

Outcomes & measures

This format reports the recommended design and indicators for a pilot. Restricted figures are masked. Evaluation would track approval turnaround, escalation frequency and customer-facing consequences.

Execution & milestones

1. **Map decisions**
   Identify operational bottlenecks and overlapping mandates.
2. **Prototype accountabilities**
   Walk through common decisions with regional and local leaders.
3. **Pilot the model**
   Test changes in a limited group before widening the rollout.

Scenario measures

Cycle time · withheld	—
Cost impact · withheld	—
Pilot volume · withheld	—

Key insight

> Concrete decisions expose design flaws sooner than an organisation chart. A pilot should test where authority sits and how exceptions travel.

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