



G-Lab 2017



Buenos Aires,
Argentina



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Company Overview

Globant is a **technology services company** that **dreams & builds digital journeys** for its clients

Global reach

5,400+
employees in
11 countries

Publicly traded

\$300M ann.
revenue,
20+% CAGR

Blue chip clients



Approach

Interview campaign Globant employees provided a broad range of perspectives on the company and its organizational structure		4 Founders
30+ interviews		8 Management Team Members
Wide variety of roles and responsibilities Experience managing talent, servicing clients, recruiting, driving new business, and joining through acquisition		
6 Offices	4 Continents	200+ Years of service

Employee survey Survey respondents provided insight into organizational design functionality, 50 ² roll-out and team dynamics		21 Ops or Tech roles represented
162 respondents		44% Held another role in the last year
A majority of responses came from these roles: Tech Leader Technical Director Tech Master Client Partner Project Manager VP of Technology Delivery Director Studio Partner VP of Delivery Managing Director		
30 Offices	11 Countries	25% Response Rate

Project Objective

Challenge:

- Assess if a more distributed organizational leadership structure would support Globant's growth goals
 - Current structure: 80% of revenue from US based clients but nearly all top management located in Buenos Aires

Scope:

- Identify organizational design elements across similar companies
- Analyze gaps and opportunities in current organizational design
- Recommend opportunities for change to meet global growth & delivery goals

Recommendations

Organizational Design:

Functional Alignment Siloed → Combined	Industry Focus General → Specific
<ul style="list-style-type: none"> Align incentives by measuring Tech/Ops on same KPIs Create accountability by formalizing review process across functions 	<ul style="list-style-type: none"> Designate industry leaders by studio Designate team to own formalization of internal knowledge sharing
Career Matrix Account ← Studio	Geographic Maturity Centralized → Autonomous
<ul style="list-style-type: none"> Clearly defined tech career paths at account and studio level Provide more support to "acting as" role and limit use of role 	<ul style="list-style-type: none"> Develop leadership exchange program to incentivize intl exp. Build support infrastructure to for employees in other offices Define site manager role and make accountable for growth

People & Capacity Case Study:

1. Vision & Planning <ul style="list-style-type: none"> Spend time creating a strong vision for what People & Capacity needs to look like in the LT Increase accountability, and proactively forecast targets by working closely with studios to manage people careers 	2. Processes & Scalability <ul style="list-style-type: none"> Define end to end processes across the people verticals Use data driven tools to seek more understanding of link between people management and capacity
3. Leadership Through Change <ul style="list-style-type: none"> Increase seniority of global leaders and clearly define skills and tools necessary for growth Align KPIs to visioning goals ie: geographic growth, account maturity, talent layers 	4. Alignment to Business Goals <ul style="list-style-type: none"> Explore account, region or studio structure for aligning People and Capacity services Minimize handoffs for business to navigate through People Org