Company Overview

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

- Global reach
- Publicly traded
- Blue chip clients

5,400+ employees in 11 countries
$300M ann. revenue, 20+% CAGR

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:
1. Identify organizational design elements across similar companies
2. Analyze gaps and opportunities in current organizational design
3. Recommend opportunities for change to meet global growth & delivery goals

Approach

Interview campaign
Globant employees provided a broad range of perspectives on the company and its organizational structure

- 30+ interviews
- 6 Offices
- 4 Continents

200+ Years of service

Recommendations

Organizational Design:

- Align incentives by measuring Tech/Ops on same KPIs
- Create accountability by formalizing review process across functions

People & Capacity Case Study:

1. Vision & Planning
- Spend time creating a strong vision for what People & Capacity needs to look like in the LT
- Increase accountability and productivity forecast targets by working closely with studios to manage people careers

2. Processes & Scalability
- 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
- Increase seniority of global leaders and clearly define skills and tools necessary for growth
- Align KPIs to envision goals in geographic growth, account maturity, talent layers

4. Alignment to Business Goals
- Explore account, region or studio structure for aligning People and Capacity services
- Minimize handoffs for business to navigate through People Org