

New structure for sustainable growth

How AVDO helped a leading premium developer reduce customer acquisition cost by 25% while extending planning horizon 12x

Client

One of Central Asia's largest and most recognisable real estate developer, responsible for over 50,000 new square meters a year.

A vertical group managing full development cycle, active in both commercial and residential sectors, but primarily known for innovative premium apartment blocks.

Challenge

Following a period of double-digit growth, with a number of new businesses added to the group, the company expanded ahead of its structure.

With resources spread thin across the portfolio, it had to transform a large, unsystematically growing network of ventures, into a structured enterprise:

- Review its strategic goals
- Translate goals into operational targets
- Develop a flexible structure to allow the group operate as one
- Develop processes for efficient resource management
- Mentor the client team to efficiently operate the newly developed tools

Stage 1: Diagnostic

AVDO began with a deep dive into the macro environment and the business itself – running organisational and cross-functional diagnostic, auditing materials and engaging stakeholders across teams and layers in individual and group sessions.

The diagnostic confirmed what the client had suspected:

- The company's mission & values were abstract and not actionable
- Its strategic goals were unclear and not directing daily operations
- The structure was dated – unfit for the enterprise it has become
- The processes were inefficient and wasteful of time, human & material resources
- Finally – the individual responsibilities & KPIs were unclear, hampering further growth

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Stage 2: Strategy sessions

Having brought the stakeholders on the same page, AVDO worked with the wide client team to establish strong base for all future works:

- Developed mission & vision – key strategic goals to work towards
- Clarified company's positioning, to direct future investments
- Agreed core growth priorities for the subsequent 2 years



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TELEPHONE

#2
EMAIL

#3
AGENCE

Démarrer son appli
EP sur iPhone

son appli la
reconnait et se
personnalise

Elle clique sur
le message "optimisation
fiscale"
→ redonne vos impôts

Elle arrive sur
la page "accueil"
sur le site

Elle consulte
l'option et
elle le confirme

Design de
l'interface
utilisateur

Design GP
2P

Push personnalisés
CRM

Service
client

Emailing

Encapsulation
du site
dans l'appli

Elle peut l'appli

Nulle en finance
mais croit
tout savoir
→ Elle est tout
à fait seule

Après aller
chez l'agence
car elle est
ce qui concerne son
projet

Elle s'inscrit
là
pour la faire
à l'usage

FAQ
CHAPÔ

He
les ans
après

FAQ
DE

Stage 3: Strategy development

Once the overall strategic guidelines were set, the team progressed to planning

- Developed a structure of responsibilities, authority and rewards
Empowering individual problem-solving, transforming a pool of demotivated workers into a team of entrepreneurs
- The developed corporate and functional strategies, included detailed plans and budgets for each department

Stage 4: Change management & sustainable growth

To ensure the transformation runs smoothly, the company has put together a Change Management Team

- The team is a powerful cross-functional unit, responsible for resolving internal team challenges and coordinating change management efforts across the group
- Ongoing mentorship and professional development of the client team by AVDO supported a smooth transition that made the most of human and material resources, preserved the know-how and set the company up for sustainable growth

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Outcome

Six months after the core project:

- Strategic priorities help identify optimal investment opportunities
- Operational tools allow transparency and foresight
- Integrated IT systems allow more reliable decision-making
- Planning horizon has increased from 1 month to 1 year
- Client acquisition cost have decreased by 25%
- Operational goal completion has increased from 40% to 110%

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Willoughby House, Kidderpore Avenue,
London, NW3 7SU, United Kingdom

+44 739 24 555 93 info@avdo.uk