

CASE STUDY

A rapidly growing cybersecurity and governance consultancy engaged Crenellate to conduct a comprehensive organisational review as it sought to scale its operations. Initially founded as a small partnership, the company had expanded into a multi-entity group, incorporating cybersecurity services, software development, and workforce development initiatives.

Despite its expansion, the organisation faced operational inefficiencies, financial strain, and governance challenges that risked undermining its long-term viability. An ambitious growth strategy had stretched resources thin, with several business units struggling to meet commercial, technical, and financial benchmarks.

Crenellate was engaged to conduct a strategic review of the company's operating model, structure, and management framework, ensuring the business could sustain its growth ambitions while improving financial and operational resilience.

CHALLENGE

As the company diversified, it took on multiple high-risk initiatives without a clear governance model, financial oversight, or prioritisation framework. The review identified several key challenges:

- Overextended resources – The organisation had committed to multiple projects without sufficient due diligence, creating financial stress and inefficiencies across its business units.
- Limited organisational structure – The absence of clear leadership roles, accountability measures, and strategic oversight led to inconsistent execution across the group.
- Reactive financial management – Budgeting was incremental rather than strategic, contributing to high debt levels and unsustainable labour costs.
- Siloed operations – Business units operated independently rather than as an integrated group, reducing collaboration and amplifying inefficiencies.
- Underdeveloped leadership capability – While the organisation had strong technical talent, leadership and strategic decision-making skills were underdeveloped, leading to a lack of ownership and accountability at senior levels.

These challenges jeopardised the company's ability to scale sustainably, necessitating a fundamental realignment of governance, structure, and operational focus.

SOLUTION

Crenellate conducted a holistic organisational review, assessing the company's strategy, financial model, governance structure, and operational enablers. Using quantitative and qualitative analysis, the review identified 17 improvement projects and 21 strategic recommendations aimed at improving responsiveness, efficiency, and sustainable growth.

A three-pronged strategy was developed to address structural and operational gaps:

1. Strengthening Governance & Leadership

Crenellate recommended the implementation of a clear governance framework, defining roles, responsibilities, and decision-making authority across the organisation. This included:

- Establishing a formal executive management structure, reducing dependency on the founders for daily operations.
- Delegating financial and strategic decision-making authority to business unit leaders, ensuring greater autonomy and accountability.
- Developing leadership capability programs, equipping senior staff with strategic management skills to drive execution.

2. Enhancing Financial & Operational Oversight

The company's financial model required a fundamental reset to ensure sustainable growth. Crenellate introduced a zero-based budgeting approach, requiring leadership to justify all expenses based on strategic priorities rather than incremental historical spending. Key measures included:

- Implementing budgeting and financial accountability frameworks, ensuring each business unit operated within defined financial performance metrics.
- Prioritising profitable service lines while reviewing underperforming initiatives that lacked commercial viability.
- Optimising back-office operations to reduce inefficiencies in finance, procurement, and corporate services.

3. Improving Organisational Efficiency & Market Positioning

Expansion had diluted the company's ability to consistently deliver high-quality services. Crenellate recommended:

- Aligning business units with a whole-of-customer service delivery model, ensuring greater integration and coordination across capabilities.
- Strengthening strategic partnerships, particularly in government, defence, and academia, to improve market positioning and revenue diversity.
- Implementing a structured sales and customer engagement strategy, ensuring clear value propositions and defined go-to-market approaches for each service.

OUTCOME

The organisational review provided the company with a clear roadmap for restructuring, enabling it to transition from a reactive, siloed organisation to a strategically aligned, financially sustainable entity. Key outcomes included:

- Greater leadership clarity and accountability, ensuring decision-making was distributed across a well-defined executive structure rather than concentrated at the founder level.
- Stronger financial oversight, reducing financial strain and prioritised investments.
- Enhanced operational efficiency, with streamlined processes improving customer engagement, service delivery, and internal communication.
- Defined growth pathways, ensuring business units operated with clear strategic priorities rather than as disconnected ventures.

