

AlixPartners

CLEAN SHEET G&A

Leading Food & Beverage Operator

2026



LEADING FOOD AND BEVERAGE OPERATOR

How a G&A clean sheet approach delivered 23% headcount cost baseline reduction in 12 weeks

SITUATION

- + A PE-owned leading F&B operator with more than ~\$2bn in annual revenue had already delivered a 20% headcount reduction two years prior.
- + However, further productivity gains were needed due to an evolving network footprint reducing operational complexity, stabilization of operations reducing transitional roles, and rising employer national insurance costs

APPROACH

- + AlixPartners applied a restructuring mindset to establish a clean sheet baseline and subsequent provisional target state, before advancing into detailed design, redefining roles, identifying enablers like automation and outsourcing, and modeling headcount scenarios across smaller operational footprints
- + Following board approval, AlixPartners executed comms, RIF / redundancy plans

CLIENT OUTCOMES

23%

Validated annualized savings from reduction of several hundred FTEs (net of opex/capex)

25%

Further headcount and non-headcount levers identified for future reduction



How did we do it?

Phase 1: From as-is to clean sheet – an outside-in exercise



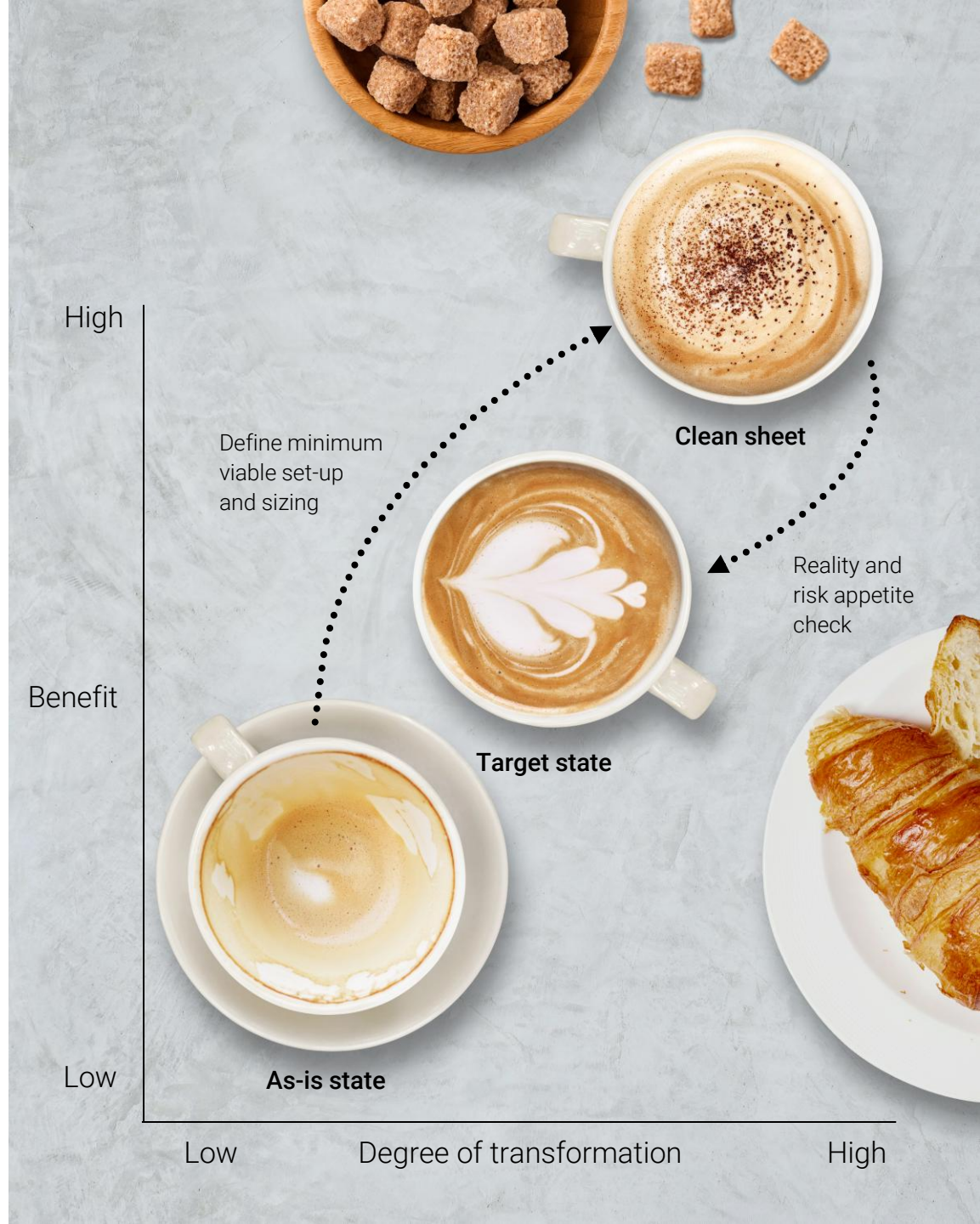
KEY ACTIVITIES

As-is to clean sheet

- Mapped FTEs using AlixPartners' Radial Tool
- Identified duplication and span/layer issues
- Built data-driven foundation for clean sheet based on detailed activity drivers by role, e.g. transaction volume, invoices processed, calls received, etc.
- Aligned on core guiding principles for operating model design
- Led intro conversations with functional leaders
- Defined "minimum viable organization" using zero-based lens with input from benchmarks, AlixPartners experience and SME input

OUTPUT

- + Validated baseline
- + Radial Tool org analysis
- + Operating model design principles
- + Minimum viable organizational blueprint and clean sheet model



How did we do it?

Phase 2: Challenge, build-back, and blueprint



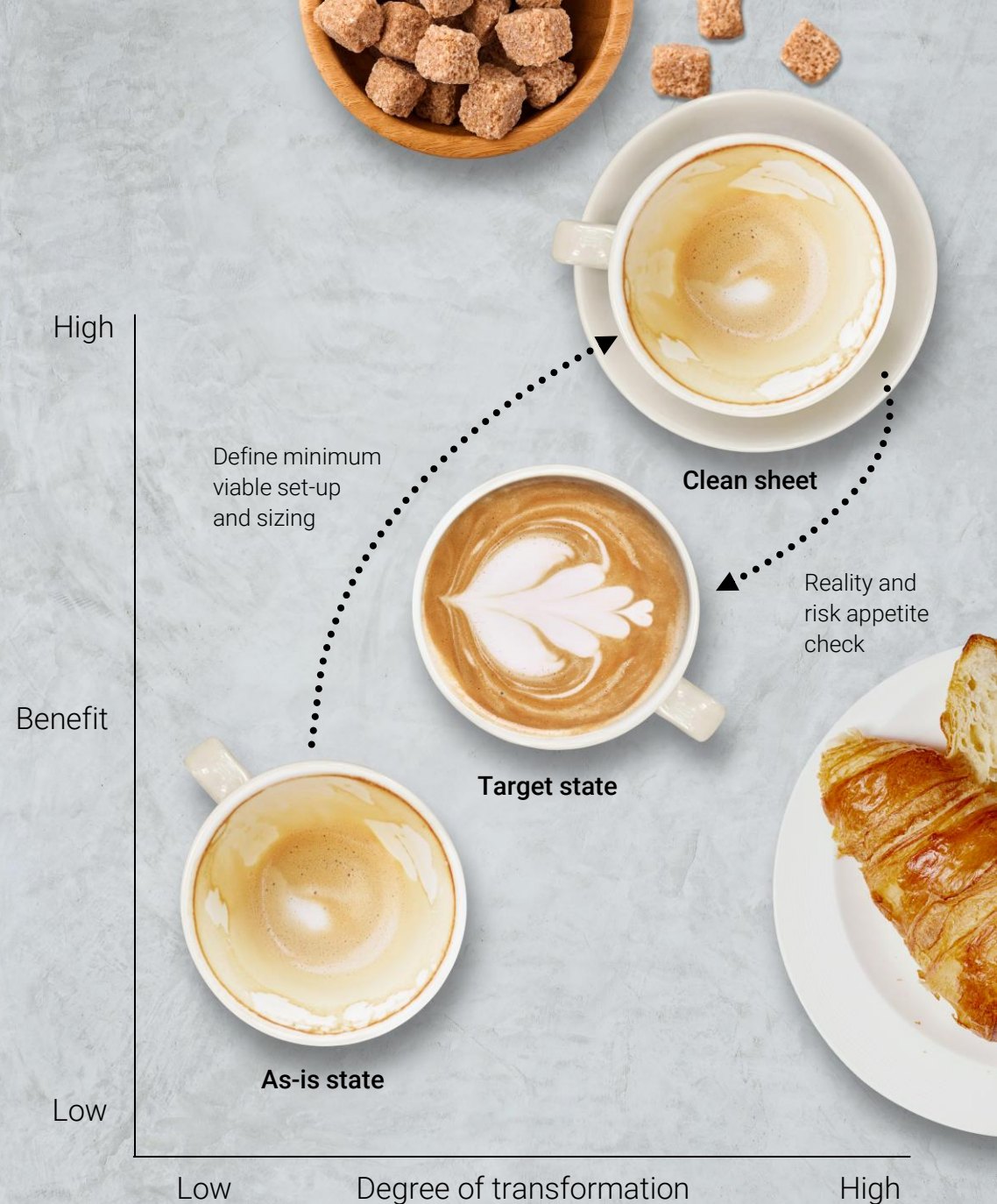
KEY ACTIVITIES

Challenge, build-back, and blueprint

- Client workshops – challenging both the clean sheet and identifying specific roles to “build-back” due to realities of business nuances, strategic decisions made, system limitations, etc.
- Revisit strategic decisions to unlock efficiencies
- Map and size savings enablers by function (e.g. tech, AI, outsourcing)
- Quantify impact of each enabler with confidence levels
- Define target states for central functions
- Gain alignment leadership workshops

OUTPUT

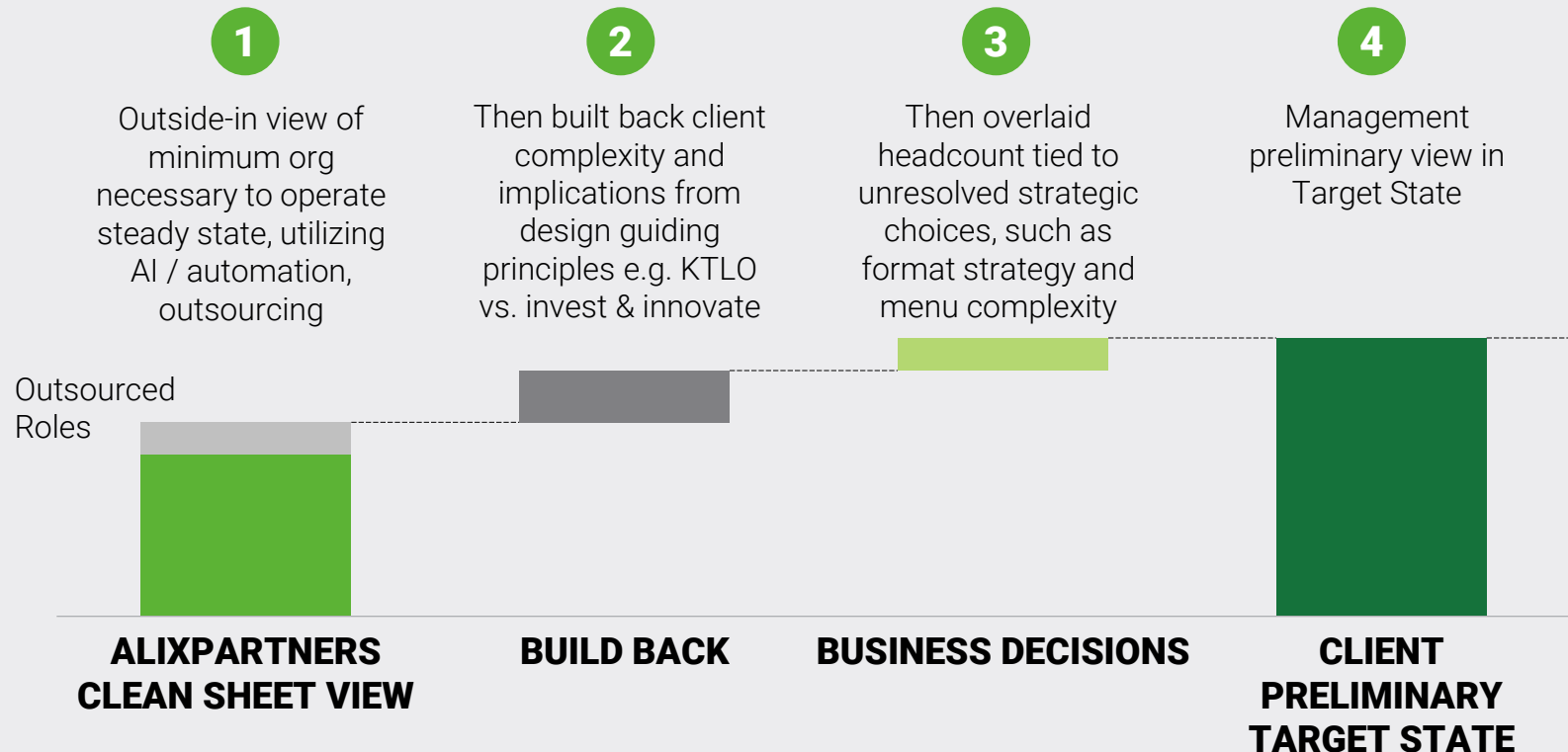
- + Strategic business decision log
- + List of savings enablers and financial impact
- + Target state function blueprints



This structured build-up allowed us to isolate true organizational needs

Headcount range estimates

ILLUSTRATIVE EXAMPLE



In addition, the process surfaced critical challenges stemming from operational complexity.

We could quantify the impact of unresolved strategic choices, and establish a credible launch point for onward transformation, underpinned by enablers such as automation, outsourcing, and system upgrades.

How did we do it?

Phase 3: Strategic decisions and detailed design



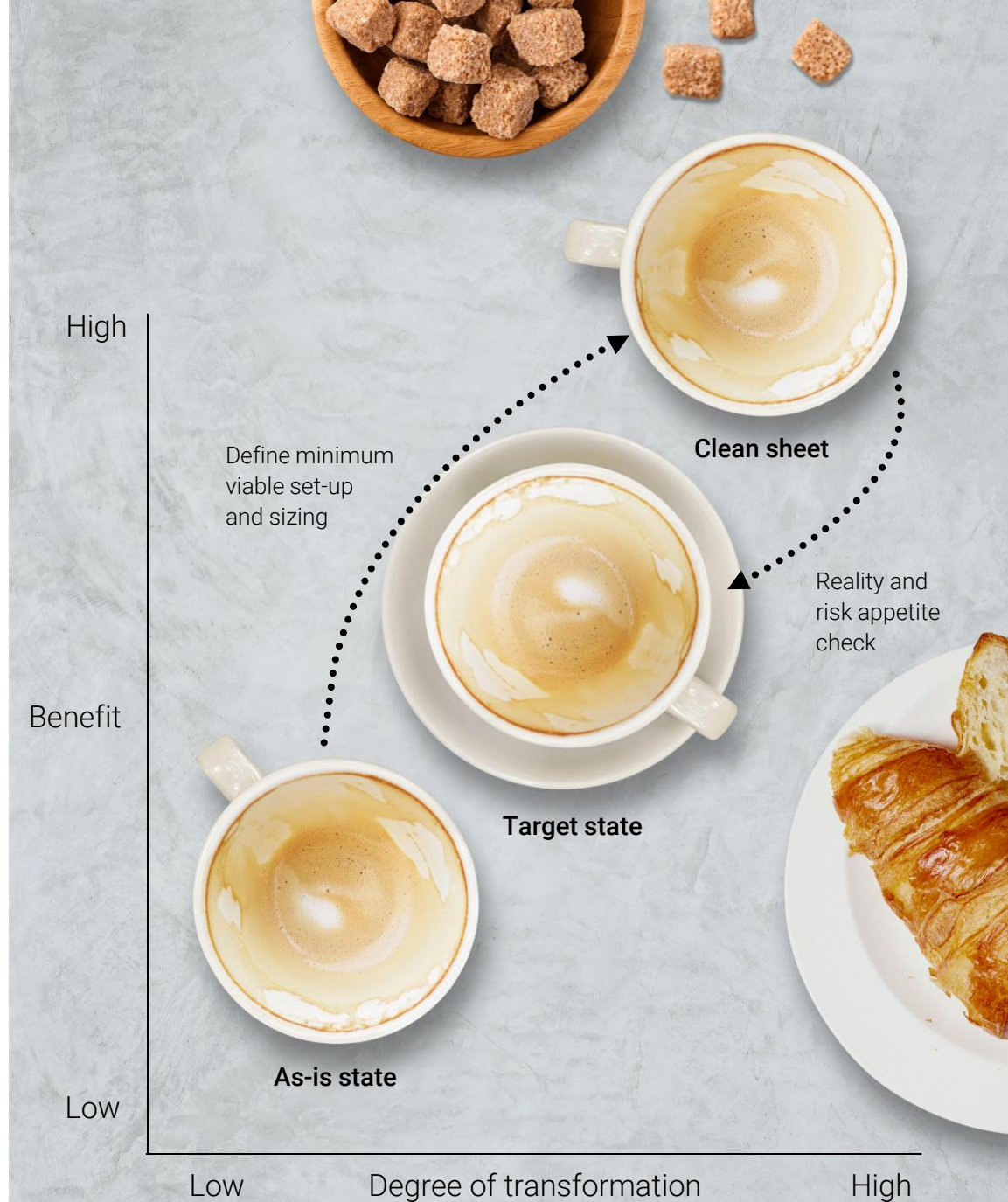
KEY ACTIVITIES

Strategic decisions and detailed design

- Ran multiple workstreams to validate enablers and redesign key processes
- Removed duplication and streamlined roles across all functions
- Built a headcount model linking reductions to enablers (tech, AI, outsourcing) along with timing
- Modelled future-state scenarios to guide design and implementation
- Jointly built new organization charts
- Quantified one time and ongoing incremental costs

OUTPUT

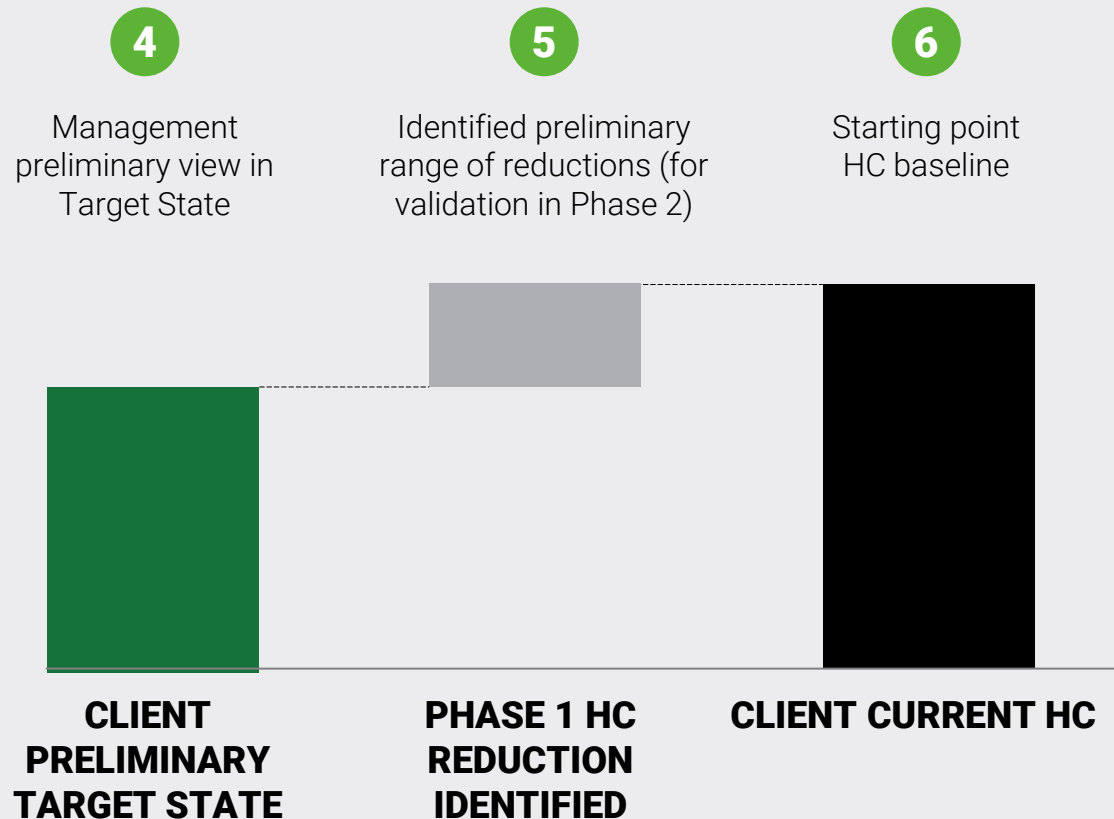
- + Future-state org charts with roles and reporting lines
- + Business cases with headcount, cost, complexity, dependencies and timeline
- + Integrated model for headcount and non-headcount levers
- + Function-level roadmaps with system dependencies



From clean sheet to validated baseline, layering in strategic decisions, and business complexity, and identifying enablers to support headcount reduction

Headcount range estimates

ILLUSTRATIVE EXAMPLE

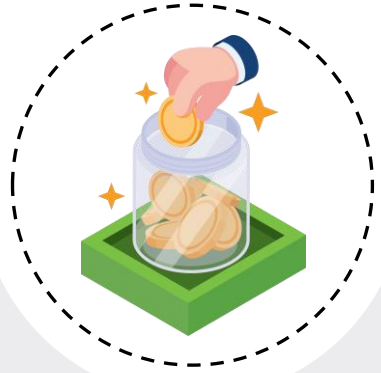


Key enablers included:

- Simplification of menu and pricing
- Automation of call centres and bookings
- AI for improved forecasting and process efficiency
- Integrated inventory management system
- Consolidation of fragmented roles
- Finance and IT system upgrades
- Stopping low value-added projects
- Outsourcing non-core activities

We delivered 23% reduction in headcount costs with additional non-headcount savings identified, and further 25%+ savings achievable in the mid-term

Deliverables and results



VALIDATED SAVINGS DELIVERED

- Achieved **23% reduction in baseline headcount cost**, exceeding Phase 1 targets by 30%
- 90%+ of savings targeted for realization within 12 months



ADDITIONAL IDENTIFIED UPSIDE

- **Further 25% incremental opportunity** from additional headcount and non-headcount levers (e.g. automation, AI, outsourcing)
- Further savings from network optimization



PLANNING AND EXECUTION

- Phased implementation plans aligned to business readiness and system dependencies
- Mobilized cross-functional teams with implementation-ready roadmaps, milestones, and initiatives
- Validated and implemented enablers with functional leads including AI, automation, system integration, outsourcing



LEADERSHIP ALIGNMENT

- Senior leaders aligned and committed to delivery
- Communication plans and initial RIF implementation steps established
- Governance and execution model defined for management rollout

CONTACT US

If you'd like to understand more about our approach and how we could help your business, reach out to the authors