

An architectural rendering of a modern skyscraper complex at dusk. The central tower is the tallest, with a distinctive stepped design and a warm orange glow from its lower floors. It is flanked by several other high-rise buildings of varying heights and designs. The foreground shows a landscaped area with trees, a fountain, and a street with some cars. The sky is dark with some clouds and birds in flight.

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New structure for sustainable growth

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

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Client

One of Central Asia's largest and most recognisable real estate developers, 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 – 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 reached common understanding of the situation, AVDO worked with a wide client team to establish a 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 next 2 years

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 wider 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 support more reliable decision-making
- Planning horizon has increased from 1 month to 1 year
- Client acquisition cost have decreased by 25%
- Operational targets reached have increased from 40% to 110%

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