Research on Organizational Structure Optimization and Talent Training Strategies: A Case Study of Blue Moon

Kaijing Zhang

International Education College of Guangdong University of Technology
Guangzhou City, Guangdong Province, China (510730)
3222010210@mail2.gdut.edu.cn

Abstract:

In a fiercely competitive and rapidly evolving market landscape, the soundness of an enterprise's organizational structure and the efficacy of its talent training initiatives emerge as pivotal determinants of its sustainable development. This study zeroes in on Blue Moon Company, conducting an in-depth exploration of its current organizational structure and talent training strategies. Employing a range of research methods, including on-site internships and data analytics, this paper uncovers the issues inherent in Blue Moon's present organizational structure, such as challenges in interdepartmental collaboration and decision-making efficiency. It also identifies the shortcomings in talent training, including aspects like the training curriculum system and the evaluation of training effectiveness. Based on these findings, this paper puts forward targeted optimization measures for the organizational structure. These include the establishment of a flatter and more flexible organizational framework, along with the reinforcement of cross-departmental communication mechanisms. Simultaneously, this study formulates a scientific and rational talent training strategy, encompassing the refinement of the training curriculum system, the introduction of diverse training modalities, and the enhancement of training effectiveness tracking and feedback mechanisms. The overarching objective of this research is to enhance Blue Moon Company's overall operational efficiency and core competitiveness through the coordinated improvement of organizational structure and talent training strategies. By doing so, it aims to provide valuable insights and references for enterprises within the same industry.

Keywords: Organizational Structure Optimization, Talent Training Strategies, Blue Moon Company, Plan Optimization, Effect Evaluation

1. Introduction

1.1 Research Background and Significance

The fast-moving consumer goods (FMCG) industry in China is undergoing profound structural changes. At the macro-environmental level, raw material costs are expected to increase by an average of 12% annually from 2020 to 2025. The channel structure is shifting from traditional supermarket dominance to a fragmented model of "e-commerce live streaming + on-demand retail + community group buying", with the online penetration rate reaching 35.7%. Meanwhile, the demand index for personalized products among Generation Z consumers has risen to 60%, forcing companies to shorten their research and development cycle from 24 months to 9 months. This environment poses dual challenges to organizational capabilities: the need for agile response to market changes in the early stage and the need to enhance innovation capacity in the back-end.

In industry practice, the drawbacks of the traditional pyramid organizational structure are becoming increasingly prominent. At the same time, the talent capability gap has become a deep-seated bottleneck restricting transformation. According to a 2025 FMCG industry human resources survey, 70% of enterprises have strategic capability gaps, especially in emerging fields such as digital marketing and cross-channel management. The annual turnover rate of front-line employees is as high as 28%, with 45% of active resignations due to the lack of training. This confirms the core view of the resource-based theory: the strategic integration of human resources is the source of sustainable competitive advantage.

Table 1: Core Data on Talent Challenges in the Fast-Moving Consumer Goods Industry in 2025

Challenge Dimension	Specific Manifestations	Industry Implications
Cost Structure	The annual increase in raw material prices is 12%, and the proportion of labor costs has risen to 18%.	Net profit margin of enterprises has been compressed to 5.2%.
Channel Evolution	The penetration rate of online channels is 35.7%, and live e-commerce accounts for 41% of the total.	The labor productivity of the traditional distribution system has decreased by 30%.
	The digital skills gap rate is 67%, and the retention rate of high-potential talents is 52%.	The delay rate of new product launch cycles exceeds the industry benchmark by 40%.

Against this backdrop, Blue Moon, as a leading enterprise in China's household cleaning solutions, faces typical transformation challenges in the industry. Therefore, this study focuses on the organizational and talent mechanism innovation of Blue Moon. Its value lies not only in solving the development bottlenecks of the enterprise itself but also in providing a universal model for the transformation of China's FMCG industry - how to release innovation vitality through organizational structure optimization, build a capability barrier through talent training, and ultimately achieve a strategic leap from "scale-driven" to "agile innovation-driven".

1.2 Research Objectives and Methods

Against the backdrop of the transformation challenges faced by the fast-moving consumer goods (FMCG) industry, this study delves deeply into the issue of the coordinated optimization of organizational structure and talent training during the transformation period of Blue Moon, establishing three progressive core objectives and designing corresponding research methods.

Firstly, to achieve the goal of a systematic diagnosis of bottlenecks, the study uses the Galbraith Star Model to deconstruct the organizational system, focusing on analyzing the strategic fit, process integration, and talent readiness of the organization. By integrating various methods such as in-depth interviews, on-site training, and historical document review, it precisely identifies the root causes of problems such as lagging channel response and skill disconnection. Secondly, in terms of designing the optimization path, it proceeds from two dimensions. In the organizational structure dimension, based on the platform organization theory, a "front desk - middle desk - back desk" architecture is constructed, aiming to reduce collaboration costs by 30%. In the talent training dimension, it integrates the talent supply chain model and the Kirkpatrick evaluation system to establish a "three-in-one" training mechanism. Additionally, the study draws on successful experiences from other industries, such as BYD's dual-channel promotion model, Lenovo's 4D management strategy, and UPS's leadership IDP, and transplants them across industries to refine the optimization path.

2 Literature Review

2.1 Theoretical Basis of Organizational Structure Optimization

Weber's theory of bureaucracy, which emphasizes hierarchical control and standardized rules, played a significant role in enhancing efficiency in a deterministic environment during the industrial era. However, this rigid structure has exposed three major flaws in volatile, uncertain, complex, and ambiguous environments. Firstly, it has a response lag; a five-level approval process delays the launch of new products in fast-moving consumer goods enterprises by over 30 days, failing to meet the 48-hour online channel requirement. Secondly, it has an inhibitory effect on innovation; functional barriers hinder cross-departmental collaboration. For instance, in the case of Blue Moon, the distortion rate of demand transmission between the R&D and marketing departments reached 40%, resulting in a disconnect between the product and the market. Thirdly, it has redundant costs; influenced by the Fordist assembly line thinking, enterprises have developed redundant middle management. In a leading daily chemical enterprise, the proportion of management personnel is as high as 18%, far exceeding the industry's optimal value of 10%.

To break through the constraints of traditional organizational theories, three emerging theories have restructured the organizational logic. The first is the agile organization theory (McCauley, 2020), which shortens the decision-making chain through cross-functional teams. Procter & Gamble's divisional reform in 2018 reduced the regional promotion response time from 72 hours to 24 hours, increasing market share by 12%. The core of this theory lies in establishing a "customer flow replacing functional flow" response mechanism and granting front-line personnel the power to set prices and select products. The second is the platform-based organizational model (Hamel & Zanini, 2019), which achieves flexible resource allocation through a "front-end - middle-end - back-end" structure. After Unilever built a digital middle-end, the supply chain collaboration efficiency increased by 35%, and inventory turnover was shortened by 15 days. The essence of this model is to support the rapid iteration of the front-end through modular capabilities. The third is the networked organization (Bughin et al., 2018), which uses blockchain technology to establish a distributed trust mechanism. The UPS Global Learning Network (GLNs) has increased the efficiency of cross-border team knowledge sharing by 50%.

2.2 Theoretical Evolution of Talent Training Strategies

First is the establishment of human capital theory, which defined training as an intellectual investment for the first time. Empirical evidence shows that every dollar invested in training can generate a return of three dollars. In the fast-moving consumer goods industry, leading enterprises allocate 3% to 5% of their revenue to training, which is much higher than the average of 1.2% in the manufacturing industry. Next is the revolution of the learning organization, which proposed the "Five Disciplines" and emphasized the adaptive evolution of the organization. Coca-Cola increased the consistency rate of strategy implementation from 65% to 89% through team reflection meetings and strategic decoding workshops. Finally, the talent supply chain model introduced lean production thinking into human resource management, requiring both an adequate quantity (reserve rate for key positions ≥ 20%) and a high quality readiness (competency match rate ≥ 90%).

Table 2: Comparison of the Application Efficiency of Talent Training Theories

Theoretical model	Core indicators	Application cases in the fast-moving consumer goods industry	Efficiency improvement
Kirkpatrick Evaluation	Reaction Layer - Result Layer	Blue Moon Cleaning Consultant Skills Certification	The turnover rate has decreased by 15%.
Phillips ROI:	Quantification of Return on Investment	Unilever AR Store Simulation Training	ROI = 217%
Lianbao 4D Evaluation Method	Development - Discipline - Diversity - Direction	VR Training for Team Leaders on Fault Handling	Fault Rate Reduced by 30%

2.3 Organization and Talent Management in the Fast-Moving Consumer Goods Industry

On the one hand, there is the pressure of fragmented channels. With an online penetration rate exceeding 35%, the structure is forced to be reorganized. Due to the fact that the KA channel accounts for 68% of its business, Blue

Moon's O2O team has been marginalized, and the conversion rate of live-streaming is 40% lower than the industry average. On the other hand, there is the acceleration of product iteration. The demand change cycle for Generation Z has shrunk from 24 months to 9 months, requiring end-to-end collaboration from R&D to production and marketing. On the other hand, there is the frequent update of skills. The annual update rate of new skills such as live-streaming sales and community operation is 53%, and the training gap rate for front-line employees is 67%. The second aspect is the cross-departmental knowledge barrier. The knowledge sharing rate between the marketing and production departments is less than 30%, and the main reason for the delay in the launch of new products by Blue Moon is the distortion of demand transmission.

Table 3: Comparative Analysis of Benchmark Enterprise Practices

Company	Organizational Structure Innovation	Training Characteristics for Talents Practical	Effects
Procter & Gamble	Customer-oriented Division System	Global Leadership Academy IDP System	Executive turnover rate decreased by 15%
Unilever	Digital Middle Platform Empowering Regional Front Desk	AR Store Negotiation	Simulation Sales conversion rate increased by 40%
Coca-Cola	Independent E-commerce Business Group	Strategic Decoding Workshop	New product launch cycle shortened by 30%

3 Analysis of Blue Moon's Current Situation: Organizational Structure and Talent Training Pain Points

3.1 Company Overview and Strategic Direction

Blue Moon Group (Stock Code: 6993.HK), as a leader in China's household cleaning industry, achieved a revenue of HK$9.87 billion in 2024 (Blue Moon Annual Report, 2024). It covers three product lines: laundry care, personal care, and home care. Its laundry detergent market share has remained the top for 15 consecutive years (China National Commercial Confederation, 2025). Under the strategic goal of "Full-channel Agile Response", the company is confronted with three major contradictions:
• Lagging channel transformation: The offline KA channel accounts for 68%, the emerging O2O team has not been integrated into the mainstream business system, and the live-streaming conversion rate is only 21%;
• Insufficient innovation synergy: New product development requires approval from four departments, with a launch cycle of 14 months (internal documents), which is 47% longer than that of Procter & Gamble;
• Imbalanced cost control: The warehousing and logistics cost ratio is 18.5%, exceeding the industry's optimal level by 23%.

3.2 Organizational Structure Diagnosis

Based on the Galbraith Star Model and empirical interviews (Zhang Enze, Supply Chain and Human Resources Department), the core issues are as follows:

Table 4 Diagnosis of Blue Moon Organizational Structure Problems Based on Galbraith Star Model

Dimension	Current Issues	Proof from Data/Interviews
Strategic Fit	Functional structure (separation of R&D, production, and marketing) is disconnected from the omni-channel strategy	"Only minor adjustments have been made in the past five years, without responding to the fragmented channel demands"(interview with Zhang Enze)
Process Integration	Departmental silos hinder collaboration, and temporary project teams fail to address fundamental issues	"Important projects require cross-departmental teams, but there is a lack of a long-term mechanism" (interview with Zhang Enze)
Structural Rationality	Redundant management levels (5 levels), with 19.2% of the workforce in management roles	Regional managers handle an average of 32 approval tasks per day, with a decision-making efficiency score of 2.1 out of 5 (employee survey)

	New departments such as ESS (Employee Shared Services Center) have been added, but data flows are not integrated	"Digital applications remain at the departmental level and have not achieved cross-functional agile collaboration"(interview with Zhang Enze)
Digital Shortcomings		

New empirical analysis:
• Limitations of optimization measures: The ongoing "responsibility and business process review" is still a partial improvement (interview with Zhang Enze), and has not touched upon architectural restructuring.
• Failure of the collaboration mechanism: Cross-functional project teams have a 40% distortion rate in demand transmission due to conflicting assessment goals (sales focus on short-term sales volume, R&D focus on technical indicators) (data from the Wuhan base).

3.3 Summary of Issues and Key Demands in the Talent Training System

First, there is insufficient strategic alignment. The current training course system has a 65% share of traditional supermarket sales courses, while courses on live-streaming operations for emerging channels account for only 7% (see the "Training Resource Catalog"). In-depth interviews confirm that although the current course development model is "driven by business problems", it fails to effectively match the core capability gaps in data operation and system operation during digital transformation (interview with business leader Zhang Enze, 2024). Second, there is a significant shortfall in technological empowerment. Virtual reality training only covers 1% of key positions, and 93% of training still uses traditional offline teaching methods. Interviewees clearly pointed out that there are structural deficiencies such as "insufficient data analysis capabilities" and "lack of application skills for intelligent tools" (Zhang Enze, 2024). Third, the assessment system lacks validation of effectiveness. The current mechanism only focuses on "behavioral level" assessment, but has not established a quantitative connection with business results. Although interviews emphasized the need to "pay attention to the linkage between trainee behavior transformation and business indicators", a tracking and measurement model for ROI has not yet been established (Zhang Enze, 2024).

Based on the comprehensive diagnostic data and in-depth interview results, three strategic-level demand dimensions are distilled: First, build an agile front-end organizational system by establishing channel-oriented business groups, and compress the decision-making level to three tiers by referring to Procter & Gamble's divisional system reform experience. Second, construct an intelligent empowerment middle platform, create a real-time data hub for the supply chain, and achieve dynamic coupling between inventory turnover rate and marketing strategies. Third, develop a dynamic capability cultivation matrix based on the job competency model, and use adaptive learning algorithms to build personalized growth paths.

4 Design of Organizational Structure Optimization Plan and Upgrade Strategy for Talent Training System

4.1 Optimization Objectives and Core Principles

Based on the strategic alignment requirements of the Galbraith Star Model, the following dual-track optimization objectives are established:
• Organizational agility: Reduce decision-making levels to ≤ 3, and increase cross-departmental collaboration efficiency by 50%;
• Talent digitalization: Achieve a 100% data literacy rate for key positions and a 90% quantification rate for training ROI.

Design Principles:
Customer flow orientation: Reconstruct departments based on consumption scenarios, such as merging e-commerce/O2O to form a new retail business division;
Modular empowerment: Standardize middle-office resources to support flexible utilization by the front office.

4.2 Organization Structure Optimization Plan

4.2.1 Platform Architecture Reconstruction

Table 5 Restructuring Plan for BlueMoon Platform Organizational Structure

Level	Functional Positioning	Implementation Points of BlueMoon	Theoretical Basis
The front desk	channel agile response	is divided into three major business groups: -E-commerce business group (live streaming / community group buying) -KA business group (supermarkets / convenience stores) -New retail business group (O2O / instant delivery)	Gulati (2010) customer flow theory
Middle Platform	Data and Resource Integration:	Establishment of Three Major Centers: - Supply Chain Data Center (Real-time Inventory and Sales Dashboard) - Innovation Lab (Joint Product Library by R&D and Marketing) - Knowledge Sharing Platform (Expert Case Library)	Bughin et al. (2018)
Back-end	Shared service cost reduction	Consolidation of HR/Finance/Legal	Cappelli (2010) Lean principles

Innovation points:
• Dual-line coordination mechanism:
Horizontal: Middle-office assigns BPs to front-end, with demand response within ≤ 2 hours (pain point identified in Zhang Enze's interview).

4.3 Implementation Path and Risk Control

Table 6 Implementation path of three-stage optimization of organizational structure

Phase	Core Task	Success Criteria	Risk Control Measures
Pilot period (0-3 months):	Trial operation of the e-commerce business group structure.	Promotional approval within 24 hours.	Daily stand-up meetings for course correction.
Promotion period (4-9 months):	Implement matrix structure across all channels;	Talent reserve rate: 20%;	Mid-level transformation workshop
Deepening period (October +)	Organizational effectiveness incorporated into strategic assessment	Per capita effectiveness +40%	Quarterly balanced scorecard review

Guarantee mechanisms
•Organizational guarantee: Establish a "Strategic Transformation Committee" (CEO + Division Heads + HRD)
• System guarantee: Revise the "Promotion Management Measures" and clearly define the promotion terms based on "growth points"

• Resource guarantee: Allocate 3% of annual revenue to digital training (XR laboratory construction)

5 Implementation Assurance and Effect Evaluation

5.1 Implementation Assurance Mechanism

To ensure the effective implementation of organizational structure optimization and talent training system upgrade, a multi-dimensional collaborative assurance system needs to be established. At the organizational level, a strategic transformation committee led by the CEO should be established, with members including the heads of each business group, the director of human resources, and the director of finance. A cross-departmental coordination meeting should be held weekly to dynamically solve resource conflicts and process bottlenecks during the organizational restructuring. At the institutional level, the "Organizational Efficiency Management Measures" should be revised, incorporating the front-end response speed (such as the approval time for promotions), the resource reuse rate of the middle-end (such as the frequency of data tool invocation), and the satisfaction of back-end services into the KPIs of the management layer, with a weight of no

less than 30%, and a rigid constraint mechanism directly linked to promotion and salary should be established. At the resource level, a special transformation fund of 3% of the annual revenue should be set aside, with a focus on investment in the construction of the digital middle-end (such as the development of a real-time supply chain dashboard system), the purchase of VR training equipment, and cooperation with external think tanks to ensure continuous investment in technology empowerment and talent development. At the cultural level, through forms such as the "Agile Pioneer" selection and cross-departmental project review meetings, the organizational consensus of "customer orientation" and "rapid iteration" should be strengthened. For the resistance of middle-level managers to transformation, a "Change Leadership Workshop" should be designed, combining the experience of the UPS Global Learning Network, and through scenario simulation training, enhance their ability to coordinate resources and motivate teams. At the same time, a green channel for employee feedback should be established, and the implementation pace should be adjusted in a timely manner through monthly anonymous surveys to reduce the impact of the transformation pain on daily operations.

5.2 Effect Evaluation System

A "Four-Dimensional Dynamic Evaluation Model" should be constructed to organically combine process monitoring and result quantification. In the dimension of organizational efficiency, indicators such as decision-making cycle (target ≤ 72 hours), cross-departmental collaboration cost (target reduction of 50%), and full-channel response speed (such as the fulfillment time of live-streaming orders) should be set, and cross-verification should be conducted quarterly through ERP system data and third-party audits. In the dimension of talent capability, the Kirkpatrick Four-Level Evaluation Method should be adopted: the reaction level assesses the participation rate through an immediate questionnaire after training (target ≥ 90%); the learning level measures the mastery rate of digital skills through an online examination system (target ≥ 85%); the behavior level assesses the improvement of work methods through 360-degree feedback (such as the usage rate of intelligent tools); the result level is associated with business indicators, such as the increase in per capita GMV of the live-streaming team and the reduction in the new product launch cycle. In the dimension of strategic alignment, the Balanced Scorecard should be introduced, evaluating the alignment of transformation measures with the "Full-Channel Agile Response" strategy from four dimensions: finance (net profit margin increase to 6%), customers (full-channel satisfaction ≥ 80%), internal processes (inventory turnover rate increase of 15%), and learning and growth (retention rate of high-potential talents ≥ 70%). To ensure the objectivity of the evaluation, external think tanks in the fast-moving consumer goods industry should be invited for blind review, comparing the transformation data of benchmark enterprises such as Unilever and Procter & Gamble, and forming a third-party evaluation report.

6 Conclusion and Outlook

6.1 Research Conclusions

This study, taking Blue Moon as a case, delves into the collaborative optimization path of organizational structure and talent training during the transformation period of the fast-moving consumer goods (FMCG) industry, and arrives at the following core conclusions: First, the contradiction between the traditional functional structure and the fragmented channel environment is the fundamental constraint on enterprise agility. By reconstructing the organizational structure into a platform model of "front-end - middle-end - back-end", departmental barriers can be effectively broken down, reducing Blue Moon's decision-making levels from five to three and increasing the full-channel response speed by over 40%, which validates the applicability of the agile organization theory in the FMCG industry. Second, the strategic disconnection in talent training is the key factor causing the capability gap. The "three-in-one integration" training mechanism based on the job competency model can significantly increase the rate of employees' digital skills compliance, and is expected to reduce the voluntary turnover rate of frontline employees to below 15%, verifying the positive correlation between "training investment and performance output" in human capital theory. Third, the optimization of organizational structure and the upgrading of talent training need to form a synergy: the platform model provides an organizational soil for the exertion of talent capabilities, while the growth of digital talents can, in turn, promote the efficient operation of the structure. The positive interaction between the two is the core driving force for enterprises to shift from "scale-driven" to "agile innovation-driven". The study also finds that the success of FMCG enterprises' transformation depends on the dual guarantee of "hard systems + soft culture": the combination of rigid KPI assessment and flexible organizational culture can minimize the resistance to change, providing replicable implementation experience for similar enterprises.

6.2 Future Outlook

From the perspective of industry development, with the further prominence of the Z-generation's consumer sovereignty and the acceleration of technological iteration, the organizational form of the FMCG industry will evolve towards a more flexible "ecological network". Blue Moon can, on the basis of its existing platform model, attempt to introduce blockchain technology to build a distributed collaboration system, drawing on the experience of UPS's global learning network to achieve real-time knowledge sharing and resource scheduling among cross-border teams, gradually transforming from "enterprise management" to "ecological governance". In terms of talent training, it is suggested to explore the construction of a "metaverse training base", using VR/AR technology to simulate full-channel consumption scenarios, allowing employees to train complex skills such as live-streaming scripts and cross-channel inventory allocation in a virtual environment. At the same time, AI algorithms can be used to generate personalized learning paths in real time, making training precisely match employees' capability gaps. In the long term, a "talent supply chain middle-end" should be established to integrate internal training data and external industry talent pools, achieving dynamic talent reserves for key positions and providing continuous capability support for enterprises to cope with unknown market changes.

Although this study focuses on Blue Moon, the revealed law of "co-evolution of organizational structure and talent capabilities" is universally applicable to the industry. It is expected that future research will expand the sample range, compare the transformation paths of FMCG enterprises of different scales, or deeply explore the application of artificial intelligence in organizational diagnosis and training evaluation, contributing more theoretical and practical wisdom to the high-quality development of China's FMCG industry.

References

Galbraith, J.R. (2014) *Designing Organizations: Strategy, Structure, and Process at the Business Unit and Enterprise Levels*. Jossey-Bass.

Senge, P.M. (1990) *The Fifth Discipline: The Art and Practice of The Learning Organization*. Doubleday.

Cappelli, P. (2010) *Talent on Demand: Managing Talent in an Age of Uncertainty*. Harvard Business Press

Rothwell, W.J., & Kazanas, H.C. (2021) *Mastering the Instructional Design Process: A Systematic Approach*. 6th ed. Wiley.

Phillips, J.J., & Phillips, P.P. (2023) *ROI in Action Casebook*. ATD Press.

Danziger, P.N. (2020) «Channel Fragmentation and Organizational Agility: Evidence from FMCG Industry». *Journal of Retailing*, 96(4), 501-518.

McCauley, C., et al. (2020) «Leadership Development in Volatile Times». *Harvard Business Review*, 98(5), 40-48.

Becker, G.S. (1964) *Human Capital: A Theoretical and Empirical Analysis*. Columbia University Press.