

Introduction

Every great story starts with a mission. For PDC, it was never just about building a profitable company – it was about transforming the lives of our people, the communities where we operate, and our customers, while creating a legacy that would endure for generations.

Today, PDC is a fully integrated, multi-business, multi-country leader in its industry, known for its innovative organizational model and its culture of entrepreneurship and empowerment. We've enjoyed double-digit growth, outstanding employee engagement, and a company that is resilient in the face of challenges.

But it wasn't always this way.

This book tells the story of how a struggling, broken distribution company – teetering on the brink of collapse – evolved into a thriving consumer products enterprise. It's a story about facing seemingly impossible challenges, making tough decisions, and taking the long view.

It's also a story about a radical organizational transformation, grounded in N. Dean Meyer's vision of a business-within-a-business model – a framework designed to build a high-performing, agile, and entrepreneurial company that can scale indefinitely.

Just as a winning sports team doesn't rely solely on individual talent, but on the right formations, playbooks, and relentless practice, so too in business. Success demands not just great people, but a well-designed organizational operating model that aligns everyone toward shared goals.

We approached our transformation much like a championship team: recruiting top talent, designing our "formations" (structure, culture, governance, and metrics), and perfecting our "plays" (teamwork, financial coordination, and planning processes) – all with the aim of building an empowered organization capable of extraordinary results.

Before I tell you how we did it, let me show you who we are today.

As of this writing, PDC generates nearly half a billion dollars in annual revenues through a number of distinct businesses, including:

- Home care products
- Dairy products
- Food products
- Personal Care Products
- Distribution services
- Software services
- HR services
- Promotional services
- Digital marketing services

PDC operates across several countries, serving diverse markets as one fully integrated company.

We've grown through eight acquisitions to date – not only acquiring businesses, but integrating them quickly and seamlessly into our organizational operating model, transforming each one into a thriving part of our ecosystem.

Since the transformation began 15 years ago, our profitability has increased 29-fold, and we have every reason to believe that our track record of 30% per year growth in EBITDA (earnings) will continue.

More importantly, our people are thriving. We've built an ecosystem where everyone has a stake in the company's success and knows their role in driving it. We're proud to be widely recognized as a great place to work.

We enjoy high levels of engagement and satisfaction. Today, our 3,000 associates report an 88% happiness index, measured rigorously every six months. This metric is more than just a number – it reflects our commitment to creating an environment where employees feel valued, empowered, and fulfilled.

We credit this success to our unique organizational design. Though we have a traditional hierarchy on paper, we operate as a network of

entrepreneurial businesses. Every team is accountable and focused on delivering extraordinary results to its customers – whether external or internal.

Our leaders run their areas like business owners – empowered to make decisions, innovate, and deliver outcomes. This culture of ownership has transformed not just our operations, but our people.

At the heart of this transformation is SIGO – Sistema Integral de Gestión Organizacional (Integrated Organizational Management System). SIGO is not a single methodology, but a fully integrated Business Operating System, built from over 46 systems we’ve adopted and tailored over time – including tools for strategy, financial discipline, talent development, culture, and execution.



Beneath all these lies a foundational layer: our organizational design. This defines how we are structured, how work gets done (team formations), how we behave as internal entrepreneurs (culture), and how we measure success (our internal economy). Without this layer, SIGO

would be fragmented – a collection of disconnected tools without cohesion.

Dean Meyer’s organizational design principles and frameworks became the cornerstone of everything we’ve built. This book describes how we implemented Dean’s model at PDC – and how it allowed us to scale rapidly and sustainably.

(The “Designed to Scale” component of the SIGO model represents this foundational layer.)

While SIGO also includes three other components – People First, Strategy and Execution, and Financial Discipline – this book focuses specifically on organizational design, the system that makes all others work in harmony.

This book is a case study of our organizational design journey, and how it enabled the transformation of PDC.