



Turning “Too Hard” Into Done

How a global mining major unlocked its corporate restructuring in 32 weeks, fully remote, delivered during a global pandemic.

OUTCOMES

945

Contracts reviewed (vs. 483 estimated)

297

Supplier engagements executed

100%

Completion across all tiers

32

Weeks to full Phase 1 completion

CLIENT

A global diversified mining major, operating a major corporate office. It operated for decades through a centennial legal entity no longer aligned to the group's organisational structure.

SITUATION

A corporate reorganisation was essential to enable future divestments and portfolio restructuring, but every time it was considered, it was shelved as “too hard”: hundreds of supplier contracts, multiple jurisdictions, intercompany agreements, tax and billing structures, all needing to unwind without disrupting operations. The decision to finally attempt it landed just as the world went into lockdown.

IMPACT

The unresolved restructuring was a structural blocker preventing the client from executing its corporate strategy for years. Left unresolved, it stood between the business and its future portfolio agenda, while the true scale of the task, ultimately 945 contracts against 483 originally estimated, threatened to overwhelm a remote, pandemic-constrained team.

“Despite being under consideration for several years, this project was always considered to be ‘too hard’ to execute.”

- Finance Director & Group Director, Client Organisation

RESOLUTION

Dante Deo led the commercial and contractual workstream through a four-stage framework: Discovery (building the true picture), Commercial & Legal Review (945 contracts, zero guesswork), Stakeholder Briefing (inside out), and Supplier Engagement (297 conversations, one outcome). 315 contracts were novated or migrated and 227 agreements executed via DocuSign, delivered in 32 weeks, fully remote, with zero business disruption. The new legal entity structure is now divestment-ready, giving the client a repeatable template for future reorganisations.

Is your organisation ready for what's next?

Dante Deo specialises in making the “too hard” possible, before the pressure of a live transaction forces the issue.