Business & Organization Transformation

Q: Is **technology** or **big data** changing the way you **connect with your customers**?

Q: Have you recently **merged with or acquired** an entirely new organization?

Q: Are you facing challenges in the wake of new **laws and regulations**?

Q: Have you found your customers are demanding new ways to **engage with your business**?
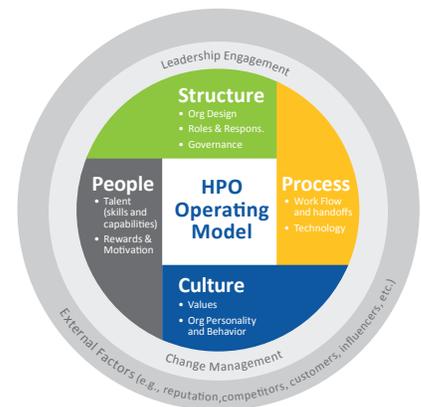
Q: Are you noticing any other **disruptors** in your industry?

A: At Kaiser Associates, we examine drivers of change and accelerate Business & Organizational Transformation journeys.

Our Framework

We believe that **Business & Organization Transformation is most effective** when organizations take an integrated approach **and consider four core components— organizational structure, process, culture, and people.** Further enabled by leadership engagement and change management, **this Operating Model framework, Figure 1, drives sustainable business improvement and performance.**

Figure 1: Kaiser's Enterprise Operating Model Framework

Leadership Engagement

Structure
• Org Design
• Roles & Respons.
• Governance

Process
• Work Flow and handoffs
• Technology

People
• Talent (skills and capabilities)
• Rewards & Motivation

HPO Operating Model

Culture
• Values
• Org Personality and Behavior

Change Management

External Factors (e.g., reputation, competitors, customers, influencers, etc.)

Our Approach to Transformation

Figure 2: Kaiser's Business Transformation Approach

Diagnostic & Benchmarking → Future State Visioning & Design → Operating Model Implementation

Organizational Change and Initiative Program Management

We recommend first **assessing the current environment**, vis-à-vis **internal diagnostic analysis and external world-class benchmarking**, to better understand and identify key gaps. Armed with this data and insight, we work with you to **envision a future state strategy** and **design an operating model blueprint**. We next help you **develop the implementation roadmap** to springboard and **facilitate deployment** of your transformation. Throughout the journey, we also **offer change management and program management support** to accelerate and sustain change taking hold.

Our Proven Approach Drives Tangible Results

Improved ROI

Accelerated performance

Process simplicity & standardization

Inspired, fact-based decision-making

Strengthened collaboration

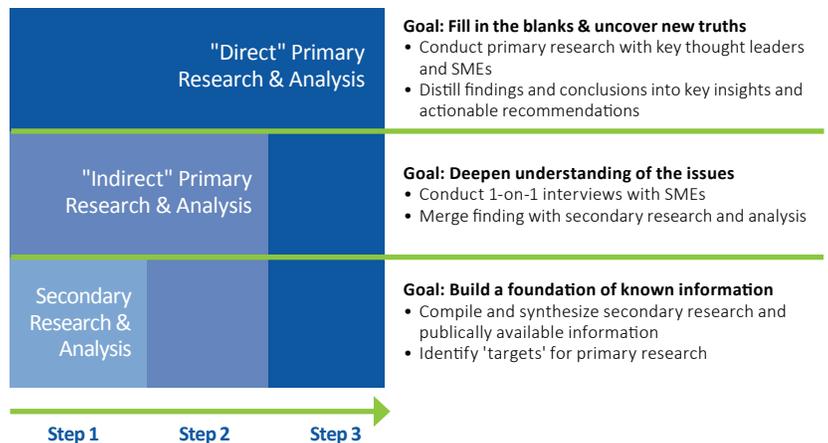Improved customer service

Case Studies in Brief

The Situation	Our Solution	The Results
Org-wide Shared Services Transformation **11,000+ employee organization** Sought to reimagine delivery of support services to its business units, enhance customer service, and explore evolving shared services into a profit center	• Conducted benchmarking best practice research and **captured internal voice-of-customer input** • **Led the client leadership team through a visioning exercise** to outline the future state mission, vision, and goals of the organization • **Developed a future state operating model and change management strategy to guide implementation** of the new organization	• Successful implementation with the initial department (HR) • Increased internal customer **satisfaction scores increased** • 25% long-term **cost savings** • **Model for other shared services organizations** and process changes
Reengineering Critical Talent Processes **Fortune 500 Technology & Business Services company with 5,000+ FTE annual hiring volume** Desired to improve its talent acquisition process to increase transparency, eliminate duplication, and enhance the candidate experience	• **Benchmarked** the candidate experience **relative to leading practices from talent competitors** • **Identified bottlenecks and drivers of inefficiency** • **Redesigned the recruiting process** • Developed a sustainable **governance model** for the **future state**	• **Reimagined** 'candidate-oriented' talent acquisition **approach** • Redesigned process, **eliminated duplicate activities, reduced time-to-fill,** and **clarified roles and responsibilities**
Scaling for Growth **Leading Private Equity Firm** Needed to codify and improve internal processes and infrastructure to support 2X portfolio growth	• Facilitated stakeholder interviews and working sessions in an agile manner, in order to rapidly **inventory and codify current operations** • **Developed future state** roles & responsibilities, processes, and **implementation playbooks**	• **A sustainable platform** across the client's high priority activities • **Adoption of new processes, tools, and deployment** approaches to support ongoing maintenance and effective scaling

Our Unique World-Class Benchmarking Capabilities

Honed over 35+ years and 4,000+ customized engagements, Kaiser's benchmarking methodology yields and enables:

• **Insight into 'Keys to Success':** Understand underlying enablers and drivers behind best practice performance

• **Proven Solutions:** Learn from others and avoid "re-inventing the wheel"

• **Better Decision-Making:** Prioritize decisions based on data and best-of-breed practices to leapfrog competitors

Figure 3: Overview of Kaiser's Benchmarking Methodology

"Direct" Primary Research & Analysis

Goal: Fill in the blanks & uncover new truths
• Conduct primary research with key thought leaders and SMEs
• Distill findings and conclusions into key insights and actionable recommendations

"Indirect" Primary Research & Analysis

Goal: Deepen understanding of the issues
• Conduct 1-on-1 interviews with SMEs
• Merge finding with secondary research and analysis

Secondary Research & Analysis

Goal: Build a foundation of known information
• Compile and synthesize secondary research and publically available information
• Identify 'targets' for primary research

Step 1   Step 2   Step 3

Our Team

Kaiser's Organization Development (OD) team brings expertise in **Business Performance Improvement; Org, Culture, and Process Redesign; Human Capital Strategy; Operational Excellence; and Change Management**

We are also published authors, recognized thought-leaders, and award-winning OD consultants

✓ Top 20 OD/HR Consultants: Vault Consulting Guide 2015-2016
✓ Recipients of ATD's 2010 Excellence-in-Practice Award for Human Capital Program Design
✓ Featured Authors, *ATD's Talent Management Handbook* (Association for Talent Development, 2015)
✓ Authors of *Successful Onboarding: A Strategy to Unlock Hidden Value Within Your Organization* (McGraw-Hill, 2010)

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Founded in 1981, Kaiser Associates is an international strategy consulting firm that serves as a key advisor to the world's leading companies. We provide our clients with the unique insight to drive critical decision making and solve their most pressing problems.