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.

Our Approach to Transformation

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

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<th>The Situation</th>
<th>Our Solution</th>
<th>The Results</th>
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<td><strong>Org-wide Shared Services Transformation</strong>&lt;br&gt;11,000+ employee organization&lt;br&gt;Sought to reimagine delivery of support services to its business units, enhance customer service, and explore evolving shared services into a profit center</td>
<td>• Conducted benchmarking best practice research and captured internal voice-of-customer input&lt;br&gt;• Led the client leadership team through a visioning exercise to outline the future state mission, vision, and goals of the organization&lt;br&gt;• Developed a future state operating model and change management strategy to guide implementation of the new organization</td>
<td>• Successful implementation with the initial department (HR)&lt;br&gt;• Increased internal customer satisfaction scores increased&lt;br&gt;• 25% long-term cost savings&lt;br&gt;• Model for other shared services organizations and process changes</td>
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| **Reengineering Critical Talent Processes**<br>Fortune 500 Technology & Business Services company with 5,000+ FTE annual hiring volume<br>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<br>• Identified bottlenecks and drivers of inefficiency<br>• Redesigned the recruiting process<br>• Developed a sustainable governance model for the future state | • Reimagined ‘candidate-oriented’ talent acquisition approach<br>• Redesigned process, eliminated duplicate activities, reduced time-to-fill, and clarified roles and responsibilities |

| **Scaling for Growth**<br>Leading Private Equity Firm<br>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<br>• Developed future state roles & responsibilities, processes, and implementation playbooks | • A sustainable platform across the client’s high priority activities<br>• Adoption of new processes, tools, and deployment approaches to support ongoing maintenance and effective scaling |

Our Unique World-Class Benchmarking Capabilities

Honored 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

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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:

- Recipients of ATD’s 2010 Excellence-in-Practice Award for Human Capital Program Design
- 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.