

Transformation that delivers its promise

Using data to align and advance the organization

Transformation is high-stake, high-risk work, with a high rate of failure

Transformation is a fact of life in business. Modern organizations are in a constant state of change, continually adapting to take on new challenges and take advantage of emerging opportunities. Whether it's making the most of digital innovation, integrating two organizations post-merger or delivering cost efficiencies, the frightening fact is that most transformation programs fail to achieve their intended goals.

This is not so surprising. Transformations are complex programs with many moving parts. They're often dependent on a high degree of engagement across the business where there's usually a natural resistance to change.

So, when failure comes with considerable risk for the future of the business, how can you plan a transformation program that hits more targets than it misses?



90% of leaders in the middle are likely to resist change, not because they're resistant people, but because they just don't have the tools.

John Boudreau
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3 factors that will determine the outcome of your transformation

Alignment and engagement

Transformation programs that have aligned leadership are far more likely to succeed, so get your stakeholders on board from the outset. Ensure they agree on the desired business outcomes and are committed to the strategy that will achieve those. Keep them engaged throughout the process and involved in key decisions, especially when modeling future states and deciding on designs. Provide regular progress updates on the delivery of the program, highlighting risks and resolutions.

Trusted data and analysis

Unreliable data and analysis will derail any transformation program. You'll waste time debating the work done by analysts behind closed doors, which will undermine confidence among stakeholders, sponsors and program managers to drive the change needed. Instead, openly collaborate and co-create analyses, models and reports with total transparency to accelerate decision-making and keep the program on track.

Solid program management

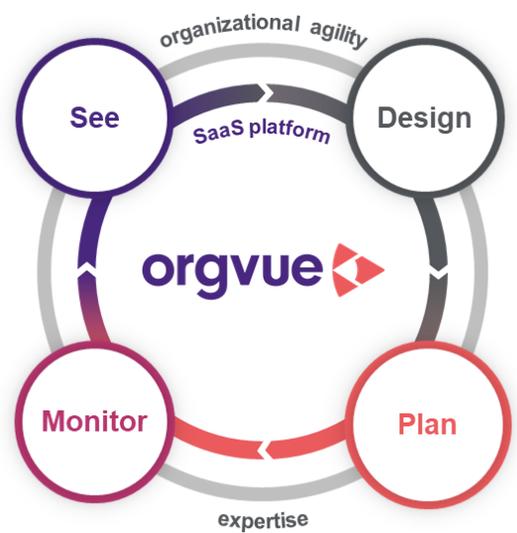
Running a centralized program management office will ensure the transformation delivers on its promise. There needs to be accountability at every stage of the program, with constant stakeholder engagement. During the design phase, it's crucial to manage different workstreams and collaborate with stakeholders to meet targets. In the implementation phase that follows, it's important to track progress, spot deviations from the planned program and course-correct as you go.

A SaaS platform that changes everything

orgvue is a design and planning platform that helps your organization to adapt to the constant disruption in the world of business today.

It brings together data to reveal the truth about your organization, which in turn enables you to plan your transformation program, collaborate on its future-state design and monitor how well it's being executed.

Because good organizations don't stand still, they constantly evolve. orgvue empowers you to lead that continual cycle of improvement with confidence.

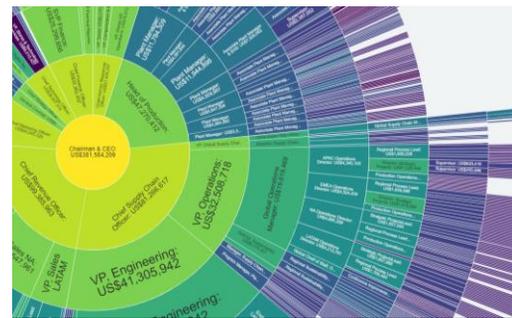


Successful transformation programs are underpinned by orgvue

See your current state

Import, clean and integrate large datasets from different HR information systems (HRIS), workforce management systems and financial planning and analysis (FP&A) systems. Fix data irregularities with drag-and-drop simplicity to quickly build a trusted data baseline that reveals the true state of your organization, how work is done and what it costs.

- › Align on business priorities, strategy and scope
- › Shape the transformation business case and develop design criteria
- › Analyse the current state against base budgets and business targets
- › Zoom in on specific areas
- › Identify opportunities for capacity and/or capability change
- › Highlight critical risk factors in work processes or activities



Key performance indicators such as span of control and depth are generated automatically

Design at macro and micro levels

Adopt a 'what if' mindset to model and compare different scenarios for every area of the organization. Use easy, drag-and-drop functionality to relocate roles, outsource or automate work, and see the impact of those decisions in real-time.

- › Decide high-level operating model options and design top layers
- › Report on new design scenarios, comparing these to the baseline (headcount, cost)
- › Right-size the organization and carry out design at the team level
- › See the impact of scenario changes to FTE, cost, depth, spans of control or any other metric
- › Collaborate by sharing live designs through hyperlinks



Quickly explore 'what if' scenarios, see impacts and redesign on-the-fly

Plan the path to a future state

Navigate the transition to your future state through a defined talent selection process. Visualize the planned roles and talent pools to map people to positions. Spot where people have been assigned multiple times and highlight positions that are still to be filled. Align implementation teams with visually engaging plans at both local and enterprise level.

- › Define a selection method and talent pools
- › Map people into new structures using specific criteria
- › Engage implementation teams and change managers
- › Manage multiple workstreams and maintain an aggregated view
- › Track talent changes, allocation and exceptions
- › Feed back changes to an HRIS

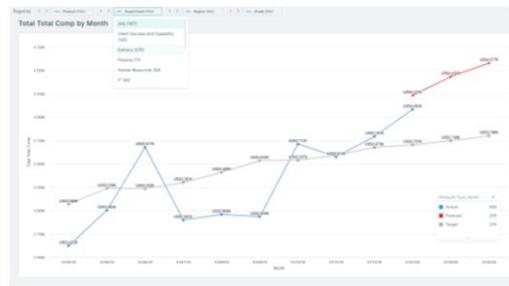


See talent pools, planned roles, assignments, over-allocations, or where selection is outstanding

Monitor, track and sustain

Monitor multiple metrics to track progress against your plan. Quickly see changes in the organization compared to the baseline. Show where positions are removed, filled and vacated at the enterprise, cost center and individual level. Easily spot deviations from plan and remodel to rectify in good time.

- › Track progress against targets through a refresh of your organizational data.
- › Understand changes from the baseline, to plan, to current state
- › Spot risks and course-correct as the program progresses
- › Track and report the value delivered in a format that executives can engage with



See progress against targets, actuals and revise forecasts to course-correct

Case study

- › Reorganize bank with 250,000 global operations staff from geographical based hierarchy to functional, horizontal structure focused on customer service experience
- › Automate routine processing and document roles and activities with a target saving of \$60m over 3 years

orgvue solution

- › Model design options and visualize scenario impacts using automated orgvue analysis
- › Map and test the 'to-be' design against a sub-group of 45,000 employees
- › Transformation center of excellence based around orgvue platform for workforce modeling

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We would expect a 20-strong team to take 6 months to do this. With orgvue, a team of 8 did it in 2 and still achieved our \$60m goal.

