

# Business Transformation

Our experts work collaboratively with your team, to re-design organisations structures that enable fast and efficient execution of strategy that delivers improvements in organisational performance and a high performance culture.

## REPRESENTATIVE CASE EXPERIENCE

### Case One

FTI Consulting drove 17 percent cost savings for our client, a global insurer. In addition, we improved customer experience and reduced indemnity spend. We also utilised the FTI Consulting process library to rapidly design future state processes, delivering standardised processes across underwriting, operations and claims functions.

We drove sustained adoption by training staff and establishing a “Continuous Improvement” centre of excellence.

### Case Two

The objective of FTI Consulting’s client, a global insurer operating in 90+ countries, was to save costs by standardising operations.

FTI Consulting conducted a proof of concept, assessed current processes, and designed and implemented a singular globally adopted set of standards and processes. The solution impacted more than 2500 operational FTEs and saved the client more than \$25M on a \$125M spend basis.

## MEETING THE CHALLENGES – THE FTI CONSULTING DIFFERENCE

Business transformation is a complex and high risk endeavour. Successful transformations are achieved when multi-disciplinary teams bring deep industry expertise, are highly effective communicators of the purpose, inspire and align the organisation to a new strategic vision and bring a disciplined transformation process.

FTI Consulting business transformation team members are experienced practitioners that provide advice and guidance to CEOs and transformation leaders. We acknowledge the challenges and risks facing transformational change; the need to understand the organisation culture, the sheer size and impact such change has on a business. The transformation journey is never a linear path, and requires a compass and map to successfully navigate the journey. While the payoffs are significant when done the right way, many transformations fail to deliver and damage performance.

FTI practitioners will provide you with the compass (transformation methods) and map (process and implementation framework) to guide leaders through a transformation. Our business transformation methodology comprises three major phase components.

Organisational Design	Performance Improvement	Business Adoption
<ul style="list-style-type: none"> <li>• Organisational Review</li> <li>• Business and Architecture Design</li> <li>• Operating Model Design</li> </ul>	<ul style="list-style-type: none"> <li>• Process Optimisation</li> <li>• Cost Optimisation</li> <li>• High Performance Culture</li> </ul>	<ul style="list-style-type: none"> <li>• Behavioural Change</li> <li>• Coaching and Mentoring</li> <li>• New Working Practices</li> </ul>

## ORGANISATIONAL DESIGN

Our designers start by developing a deep understanding of the organisation’s strategy and culture. We examine how it is set up to execute. We design from the top down, providing meaning and context through each level as we move down the functions.

### Organisational Review

Our structured methods provide clients with insight into the organisation’s strategic intent and assess the prevailing culture to determine what change is required. We work with your leaders to assess the business needs, understand and determine the current level of performance. Critically, we recommend organisational components that are required to enable delivery of the strategic ambition.

### **Business Architecture**

We map your business to provide a holistic description of products, services, capabilities and processes to create clarity of purpose and alignment with business strategy. The business architecture provides the framework to describe and analyse your business, evaluate options, identify capability gaps and focus attention where it is most needed.

### **Operating Model Design**

We apply our comprehensive frameworks and tools, rigorous analytical approach and experience to analyse your current operating environment, identify performance constraints and define a new operating model that provides a clear blueprint for change aligned to your strategic needs. With clearly defined transition priorities, we partner with you to execute and implement the design.

## **PERFORMANCE IMPROVEMENT**

Today's organisations have many challenges. Customers demand personalisation and convenience, new technologies disrupt established business models and regulators are active in restoring public trust. Our Performance Improvement practice equips you to take on the challenge and build a decisive competitive advantage. Whether your requirement is to provide an improved customer experience, reduce costs, improve execution or all of the above, FTI Consulting's structured methods will provide significant, measurable and sustainable performance improvements.

### **Process Optimisation**

Understanding and effectively executing the processes that define and differentiate your business is a critical capability. Process Optimisation examines the key performance dimensions of current processes, including customer experience, effectiveness and efficiency. Together we define a set of design principles, prioritise effort, develop detailed process maps and apply Lean principles to drive solutions and development of new processes to provide a sustainable, step change in performance.

### **Cost Optimisation**

Many cost reduction exercises deliver temporary benefits because they do not address the fundamental cost drivers, and can damage a business by destroying value, reducing capability and impacting morale. We deploy a structured, data driven, holistic approach to identify all opportunities to eliminate cost through the Optimisation of processes, efficient organisational structures and effective performance management.

### **High Performance Culture**

Our goal is to work with you to develop a culture of excellence that empowers, focuses and engages your leaders and their team, and ensures they have the mind-set and skills required to achieve success. An organisation's culture determines how things get done and ultimately, the success of a business. We systematically identify, design and implement change to structures and processes to align people to strategic outcomes that results in a sustainable high performance culture.

## **BUSINESS ADOPTION**

Securing business adoption and getting people ready, willing and able to work in an agile environment is one of the most challenging yet underrated aspects of organisational change. Our experts facilitate, guide and coach our clients' managers and their teams.

### **Behavioural Change**

We design, plan and implement change programs that create energy, momentum and commitment by organisational leaders and their team 'to own the change'.

### **Coaching and Mentoring**

We coach leaders and their teams to improve their team's performance by equipping them with the tools and methods they need to lead and manage their teams throughout the change process.

### **New Working Practices**

We design and implement new governance structures, tools, dashboards, roles and responsibilities to empower and motivate the workforce to deliver higher performance.

*Contact one of our experts to learn more about our services and our experience across a broad range of industries.*



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