

**TRANSFORM YOUR BUSINESS AS YOU MAKE OPERATING MODEL CHANGES.**

**The opportunity: A better operating model to gain share, create new markets and deliver value.**

Transform the business to realise the vision and achieve a step change in results for your customers, shareholders and people. Businesses hoping to thrive (and not just to survive) need to reinvent themselves over time as a means of coping with new, more challenging markets; in so doing they change their ways of doing business.

For those who dare to envision and then realise a material change in business operating model, the experience offers something special: a personal and professional satisfaction beyond the power of words to describe.

- **Realise your ambition:** bring your vision into reality; create new future oriented ventures.
- **Achieve more:** achieve a step change in performance; grow value.
- **Implement the new business operating model :** simplify the business and reduce costs. The vision requires changes in the business model. The new business model will build up the future business even as you run the current business, and will enable you to achieve greater results.
- **Deliver value:**
  - to customers: achieve success through delivering new and greater value to your customers, who will pay a premium;
  - to shareholders: deliver increased free cash flow and owner earnings by way of dividends and capital appreciation;
  - to employees: share the benefits of profitable growth in terms of opportunity and earnings.
- **Reap the rewards:** create new opportunities and renewed demand.

**Introducing Exalt Management Consulting:**

Exalt Management Consulting exists to promote the interests of our clients. We work with our clients to accelerate profitable growth. Our clients win in the marketplace and gain advantage over competitors through clarity of thought and purpose, high team motivation, and planning. We generally but not exclusively provide management consulting services to consumer focused companies keen to grow business value. Our business motto: **Recreate your vision. Align your top people to your strategy. Transform and grow your business.**

Our business services are summarised in the wheel:



This fact sheet focuses on “Transform your business model.” It covers the opportunity, common issues, how we can help, our credentials, and how you can get in contact.

**Transform the Business Model.** Are these your issues?



Business transformation is challenging. Only a minority of major business transformations are classified as successful (Kotter, Tabrizi).

Selected challenges to overcome include:

**Mobilise**

1. There is denial in some quarters of the need for change, causing timetable to slip.
2. Slow progress versus plan causes loss of momentum and strengthens resistance.

**Design & Restructure Functions**

1. The target business model (global operating model) has not yet been adequately defined, and operating model design remains high level.
2. Functional work stream leaders are asked to set up workgroups to re-design functions but progress is slow versus plan for various reasons (e.g., local optimisation, high workload, resistance, job loss concerns).

**Regional / Country Design & Restructure**

1. Regional and Country operating model design is dependent upon functional designs and global operating model design; these are still ill defined.
2. Country and /or regional restructuring proposals do not go far enough.

**Front Office and Back Office Roadmap and Implementation**

1. Cross programme interdependencies are not being explicitly managed. There is no single overall governance overseeing the implementation, and no dynamic management of the key independencies.
2. Many programmes have an IT dependency, but IT's record of delivering on-time-in-full is patchy.

**Implementation Tracking, Value Tracking**

1. Lack of vision for information requirements under new operating model.
2. Delays in setting up information office to deliver the business intelligence and reporting required by the new business model.

**Transform the Business Model.** How we can help.

“Plans succeed through good counsel; don't go to war without wise advice.” For victory, you need the right advisor with the right wisdom and counsel for your specific challenges. Clients use our extensive corporate transformation experience to plan and support the leadership board in the transformation.

We work for the CEO and guiding coalition with a singular focus to drive the transformation in operating model, leading to a step change in business and financial performance.

- We can work inside or outside the transformation PMO to provide additional change capacity.
- We apply a combination of personal intelligence and pragmatism to build momentum across the business units, functions and geographies.

- We help coordinate and drive all change through and across business, functions, geographies.
- We facilitate alignment of stakeholders to the CEO agenda.

## Transform the Business Model. Credentials.

Peter has over 15 years experience in blue chip management consulting at The Boston Consulting Group and lately as a Partner at Accenture. He has extensive experience of large scale corporate transformation, including hands on experience and leadership of the transformation of a leading global consumer goods business.

### Global ConsumerCo: Transformation of the European Business

- 2004 to 2006 Peter led the “One Client” programme management office working for the European board. He supported the client through its biggest and most comprehensive business model transformation in Europe.
- Result: Client European business transformed and simplified, new operating model rolled out, delivering Euro 500 million of savings.
- Role: He worked for 19 months supporting the steering group and the European board in the design, planning and implementation of a new business model.
- Scope: The change to the new business model was all encompassing: it included all 20 European countries, all front office and all back office functions.

### Accenture Corporate Transformation team

- Having gained the “One Client” experience Peter was invited to join Accenture’s Corporate Transformation team.
- During 2008 and 2009 he was a lead partner working with account teams to shape client value propositions for transformation at scale.
- Industry focus included Business Services, Utilities, Energy, Energy Services

**For more information, please contact Peter Nash:**



MANAGEMENT CONSULTING

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