

“Accelerating Towards the New Normal”

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Current Pandemic

COVID-19 presents the greatest global threat to business in a generation. In recent months organisations have faced major disruptions, swift and far reaching decisions, employees stood down and implementation of untested business continuity measures. This is happening within a rapidly evolving business environment and continued uncertainty. Established strategy and paradigms are being swept aside in a scramble to identify new and sustainable business models. Leadership teams grapple with unprecedented challenge and limited recourse to applicable business metrics and support. In order to survive, many organisations will require ‘Business Transformation on Steroids’.

Challenges

The challenges faced by organisations are wide ranging and dependent on the specific context. For some, the impact of COVID-19 requires some fine tuning and a course adjustment to the direction of travel, whilst for others, a fundamental rebuild and new roadmap is needed.

Short term challenges may include shoring up cash flow, maintaining supply chains, managing a newly dispersed workforce, responding to changing customer demand, and establishing a new business infrastructure to support these requirements.

At the same time, leadership teams need to tackle the strategic challenge – What is the new vision? Where is market demand moving to? What is the new operating model? What are the new parameters and constraints of operation? It is essential that these deliberations are approached rationally and objectively. An external third-party viewpoint can be invaluable in providing balance, creating robust holistic solutions, maintaining focus, and acting as a critical friend.

A business case needs to be agreed, clearly showing the required investment in the business and the expected benefits and returns. This is a key document which reflects the revised strategy and defines how the organisation will be better off after the changes.



Implementation

Once the new strategic direction is determined, an implementation plan needs to be created and the organisation driven to deliver it. This may impact all business functions to an extent, including Operations, HR, Finance, IT, Marketing and Commercial. Effective internal and external communications and stakeholder management are critical to the success of the implementation. Short term support to drive this forward and work with the organisation to pivot to a new business model and implement the plan will enable the new direction to be established more quickly.

Approach

Organisations will need to work rapidly through the challenges and adopt an agile programme approach to implementing transformation. With an agreed new strategy, the leadership team may decide to adopt an approach such as the POTI framework to evaluate the changes necessary across the whole business.

The POTI Analysis Tool

Where we have done this before, and once the strategy has been determined, we have used an established approach to transformation and implementation known as the POTI analysis tool. We apply it to evaluate the change implications across these 4 areas:

Process – many of the business processes will need to change such as:

- Customer self-service
- Outsourcing
- Cost reduction

Organisation – the following changes may be required:

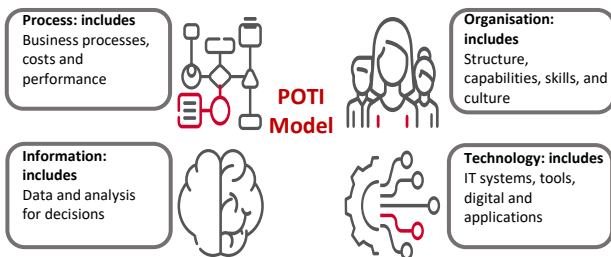
- A different size and shape of the organisation
- New skills and capabilities
- Restructuring
- Culture change

Technology – investment may be needed to modernise the function and take advantage of advances such as:

- Cloud based technology
- Digital technology
- Chatbots, artificial intelligence, machine learning and robotic process automation

Information – the Board need to have accurate real-time information to run the organisation effectively including:

- Accurate data
- Expert analysis tools and processes
- A fit for purpose Executive MIS that enables agile decision making.



Digital Transformation

Many organisations will want to accelerate their digital transformation efforts, as a response to the pandemic, to better serve their customers and employees. This involves digitising physical assets and then leveraging this into improved business processes, such as customer self-service and improved employee engagement.

Each organisation (and sector) is likely to be at quite different points along this journey and this will need to be re-assessed. For example, until the advent of COVID-19, facial recognition was becoming ever more ubiquitous, for smart phones, ticketing, and public surveillance. Now technology firms have developed small scanners to measure people's temperature remotely, to ensure they are fit to travel.

People

The organisation and people aspects of these changes are far reaching and key to the ongoing success of the business. It is likely that the adjustments to strategy will drive the need for a new target operating model. This will shape the skills and capabilities required, the necessary headcount as well as the values, beliefs and culture necessary to establish the 'new normal'. This in turn this will drive the overall transformation of the business, as well as deliver enhanced engagement with employees and customers.

Financials

The Financial aspects of all this are key and include tight cashflow planning, re-budgeting, setting a new ROI, new incentive and bonus schemes and keeping shareholders and key stakeholders onside.

Our Experience

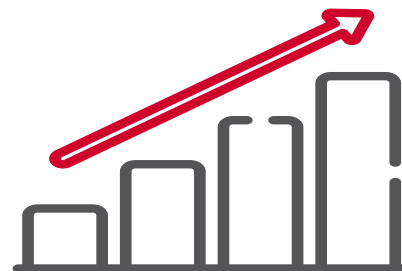
Intaconsult is an expert team of management consultants with deep experience of the end to end approach to strategy development and implementation. We help leadership teams create and develop the strategy and work with client teams to plan and deliver the required operational changes. We have Strategy, Business Transformation, Operations, Finance, HR and Programme Management backgrounds, and work with client teams to enable them to be successful in radically improving their operational functions.

We can supplement the skills of our core team with known and experienced associates making sure we cover your specific areas of interest with the specialist skills you need.

We are used to rapid deployment and quickly establishing traction with the client. With highly developed stakeholder management skills and a range of sector best practice expertise, we are able to navigate complex and regulated industries and programmes, promote key new initiatives, and achieve buy-in within organisations.

You may be asking yourself, what exactly is new here? COVID-19 and its undoubted impact are new but the skills and experience to manage the creation of a new normal are not. And that is the beauty of reaching out to experienced consultants who have the tried and tested skills and capabilities to help you.

There is no silver bullet for the challenges faced by organisations today. Working with an experienced transformation team makes the difference. Why not get in touch to discuss your requirements?



Please contact Lindsay by email on: lindsay.murdoch@intaconsult.com and we will be happy to have a chat with you.