



OPERATING MODEL AND ORGANIZATIONAL DESIGN

Enhancing efficiency, effectiveness and collaboration in your organization.



TYPICAL CHALLENGES

What are the pains experienced?

UNCLEAR ROLES AND RESPONSIBILITIES

- Unclear accountability for many tasks and deliverables.
- Duplicate work, where "controllers control other controllers".
- Lack of specialization with many "generalists" profiles.

LACK OF COMMON DIRECTION

- Limited end-2-end perspective on key processes.
- Silo-based focus with sub-optimization within team.
- Unclear decision-making structures.

LACK OF TIME FOR HIGH VALUE ACTIVITIES

- Firefighting mode in organization.
- Limited time for high value activities like business partnering.
- Unstructured development in Finance.



BENEFITS

How an operating model project will benefit your organization

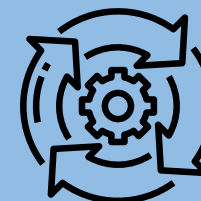
HIGHER EFFICIENCY

- Less duplicate work.
- First time right!
- Leverage low cost.



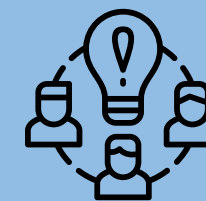
INCREASED EFFECTIVENESS

- Increased focus and specialization in team.
- More time for partnering.



BETTER COLLABORATION

- One team – common goal.
- Clear hand-over points
- Effective governance.



OUR PEOPLE

Leading experts with long experience in hands-on transformation



MICHAEL BÜLOW

Partner & CEO in BPI
 +45 29170298



6 years of experience as finance executive in large corporations and 9 years consulting experience. Expert in working from the inside in organizations driving change and impact within Finance.



BENITA ULRICHS

Partner & CFO BPI
 +45 30934299



15 years of experience in Finance with hands on processes, advisory and leadership. Expert in (hands-on) process optimization and change leadership in organizations.

It was the best and most effective use of a consultant that I have experienced – combining deep finance expertise with change management and communication skills. The solution was of high quality, pragmatic and tailored to our needs.

SVP Finance, Large retailer

THE COMPONENTS OF A TYPICAL PROJECT

A project typically comprises the following components tailored to your needs

COMPONENT

KEY ACTIVITIES

EXAMPLE

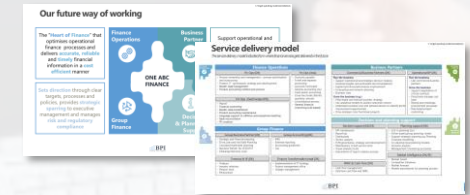
1

TARGET OPERATING MODEL DESIGN

Who is doing what and how do we work together?

Firstly we map out, what are the activities that are performed or should be performed by the finance organization.

We then define from where tasks should optimally be delivered based on a few commonly agreed design principles.



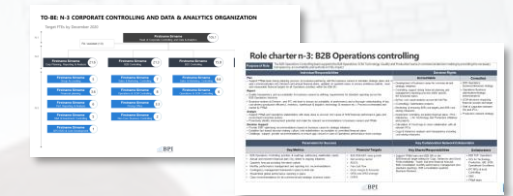
2

ORGANIZATIONAL DESIGN

How do we organizationally support this way of working?

Next step is to design the organizational setup that will support the desired way of working.

For each team we define role charters, which outlines roles, mandate focus areas and capability requirements for each team.



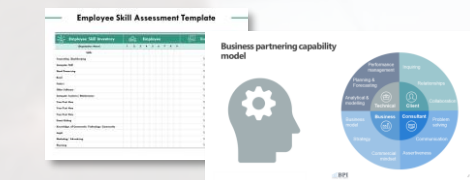
3

PEOPLE ASSESSMENT

What are the roles, mandate and focus areas of each team?

In a dialogue led by you, we match capabilities requirements of the new organization to the capabilities and potential in the current team.

The process is done in close collaboration with management, HR and communication.



4

GOVERNANCE

How do we steer as one organization?

We finally define the required decision-making bodies including how they will effectively operate.

Lastly, the new organization is announced and launched with close follow-up to support successful execution.

