

Organizational Strategy & Design

BUSINESS NEED

In order to survive and thrive in today's competitive landscape, an organization must possess a clearly articulated strategy and align its people and processes to achieve business objectives. The overarching strategy provides a roadmap, and the organizational structure is the vehicle that enables success. Best in class organizations are able to identify the right strategy and design the organization for optimal execution. Effective organizations:

- Align the organizational structure to the business strategy
- Measure organizational capabilities, enabling sound decision making and market responsiveness
- Evaluate and map core business processes to the organizational model
- Clearly define roles and responsibilities and establish appropriate performance metrics

The right strategy isn't enough; even the best business strategies will fail if the organizational structure is not in place to support execution. Symptoms that may indicate misalignment between strategy and organizational design include:

- Core business processes are inefficient and/or do not flow through the organizational structure
- The size of the organization is encumbering the ability to adapt and respond to changes in the market
- "Additional resources" is the perpetual answer to departmental bottlenecks and under-performance
- People are playing "out of position" in multiple roles, resulting in redundancies and poor employee morale
- Bureaucracy and red tape impede production and employee achievement; employees rely on tribal knowledge and relationships in order to get things done

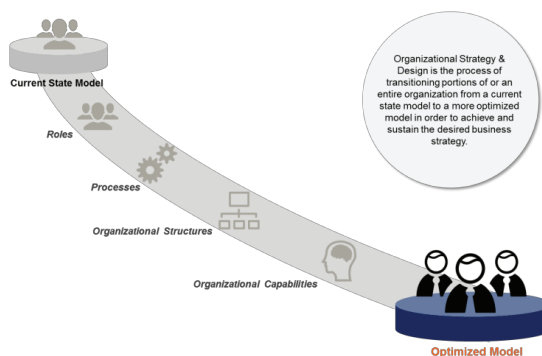
SOLUTION OFFERING

Hitachi Consulting's Organizational Strategy and Design (OS&D) solution brings proven experience and thought leadership to help our clients align people, processes, organizational capability, and structures with strategy and culture to optimize execution capabilities. We recognize that this work is both an art and a science.

VALUE DELIVERED

Aligning the organizational structure with the business strategy facilitates execution, cost efficiency, and achievement of business objectives. A well designed organization adds value to the business, its people and customers. An effective design:

- Increases productivity and operational efficiency
- Establishes clear accountabilities, interdependencies, and processes that directly enable the strategy
- Removes operational impediments and refocuses the organization on the right things to enable strategy
- Defines performance metrics that motivate and reward desired employee behaviors and skillsets
- Creates a scalable organizational model that accommodates and facilitates growth



"Best-in-class organizations choose effective designs based on how work is performed, rather than rely on standard templates. These organizations implement the design by involving key leaders and communicating changes effectively to managers. They also continually evaluate their design to ensure it aligns with their strategy and to support employee performance."

-Corporate Leadership Council



Why Our Clients Choose Hitachi Consulting

"Very high quality level of support from Hitachi – the team manages the logistics and is ahead of game in thinking about where we need to get the stakeholders and when. Hitachi really drives the process and understands what we're trying to achieve. They think about what we have to have at the table in order to have a constructive conversation with the stakeholders."

- Fortune 500 Client Based in Redmond, WA

OUR APPROACH

Hitachi Consulting’s OS&D solution begins with an evaluation of the current state—strategy, organizational capabilities, formal and informal structures, and culture. We work closely with leadership to articulate the business strategy and evaluate organizational opportunities, key leverage points, and critical boundaries that will define the future state design criteria. The Assessment phase will provide an understanding of what, if any, changes are required to achieve the business strategy. This phase will generate:

- A foundation for building a strong business case for change and obtain stakeholder buy-in
- Leadership and employee input that will shed light on the current state and help identify key opportunities and leverage points for a new organization model
- Clear design criteria that will galvanize leadership’s vision and provide boundaries and guide posts for the organization design process

With a sound understanding of the business strategy and existing model, we construct a future-state conceptual framework that leverages key organizational capabilities, resources, and industry best practices to achieve strategic objectives.

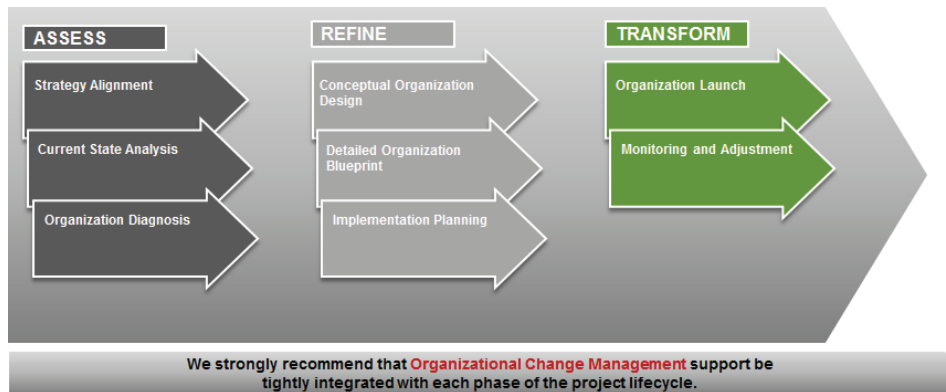
Organizational models must stand-up to rigorous scenario testing and comprehensive impact assessments to ensure success on multiple planes— process integrity, financial performance, and cultural stability. The Refinement phase will produce:

- An organization model that is aligned with core business strategy
- Clear role definitions that may include categories & job descriptions and performance metrics
- An organization structure that outlines scalable resource allocation and sourcing processes

We design and implement strategies that manage the individual and organizational transitions to ease adoption and sustainability. The Transformation phase ensures that the following elements are in place:

- A governance framework— performance metrics for implementation to be measured against desired reorganization outcomes
- A tailored approach to implement the new organization structure with an emphasis on adoption and sustainability

An effective change management program across all three phases of the OS&D project lifecycle ensures successful implementation.



www.hitachiconsulting.com

Dallas
 14643 Dallas Parkway
 Suite 800
 Dallas, TX 75254
 info@hitachiconsulting.com
 Toll Free 1.877.664.0010

About Hitachi Consulting Corporation

As Hitachi, Ltd.’s (NYSE: HIT) global consulting company, Hitachi Consulting is a recognized leader in delivering proven business and IT solutions to Global 2000 companies. With a balanced view of strategy, people, process and technology, we work with companies to understand their unique business needs, and to develop and implement practical business strategies and technology solutions.

Hitachi Consulting’s client base includes nearly 25 percent of the Global 100 and many leading mid-market companies. From business strategy development through application deployment, we help clients quickly realize measurable business value and achieve sustainable ROI.

Hitachi Consulting –Building the Market Responsive Company®

© Copyright 2011 Hitachi Consulting