

Summary

Karen Hilton has 18 years of consulting experience with ScottMadden and has focused on shared services design and implementation, process improvement, benchmarking, organizational design and restructuring, internal customer satisfaction surveys, and cost-reduction analysis in both shared services and energy. Within shared services, she has expertise in HR and service center design and implementation. Karen rejoined ScottMadden after earning an M.B.A. at the University of North Carolina Kenan-Flagler Business School. Prior to business school, Karen worked as a research associate and senior research associate for ScottMadden. Karen earned a B.S. with a minor in Spanish from the Wayne Calloway Undergraduate School of Business at Wake Forest.

Areas of Specialization

- Shared services
- Customer satisfaction
- Benchmarking
- Human capital management
- Assessments
- Performance management

Recent Articles and Speeches

- "How Can Advanced Contact Center Technologies Enhance Your SSC?" June 2015
- "Unlocking the Value of Customer Satisfaction Surveys for Shared Services Organizations." May 2015
- "A Key to Success for HR: Optimizing Field HR." December 2014
- "Top-Performing HR Shared Services Organizations: What Makes Them the Best?" December 2014
- "Reaping the Benefits from Mature Shared Services Organizations." December 2014
- "Achieving Real Dollar Savings by Implementing Shared Services – A Study of Business Case Data." November 2014
- "Why Go Multifunction? Understanding the Benefits and Implementation Challenges of Multifunction Shared Services." November 2014

Recent Assignments

- Designed and executed a survey of executives for a large national utility to gain feedback on finance business partnership and collaboration. The survey was aligned with business plan objectives and used to set a baseline for measuring performance against the plan going forward
- Conducted a detailed work activity survey for a global power leaders' intercompany transfer process. The study captured current process differences across entities and regions. Designed, configured, deployed, and analyzed the survey based on the targeted process scope and participants, including corporate finance, finance shared services, entity finance, and other organizations
- Designed and conducted a baseline survey for the HR organization of a large operator of healthcare facilities prior to the company's implementation of a shared services model. The analysis examined differences in satisfaction among business areas and across HR functions and will serve as a basis for comparison going forward
- Conducted a comprehensive customer satisfaction assessment for a large, multifunction shared services organization. Approach included surveys of targeting specific customer groups across four functional areas and focus groups to collect in-depth feedback on certain services
- Designed and facilitated a detailed work activity survey for the business operations functions at a large southeastern university in preparation for their transition to a shared services model. The survey captured staff and faculty time associated with finance and budgeting, HR, and contracts and grants activities and was used to assess workloads and staffing needs for the new model
- Conducted a multi-year proprietary HR shared services benchmarking study focused on North American shared services organizations comprised of service centers and centers of expertise. Developed benchmarks on key metrics in the areas of staffing, scope, operating models, and performance
- Developed benchmark comparisons for select corporate service functions to support the analysis of staffing levels during merger integration work for two major utilities. Provided guidelines for key organizational structure metrics to support implementation teams
- Assessed the HR organization of a southeastern utility to examine organization structure, staffing levels, performance, and management processes. Developed detailed recommendations and implementation plans to address process efficiency and effectiveness, customer satisfaction concerns, and cost constraints