



scottmadden
MANAGEMENT CONSULTANTS

Smart. Focused. Done Right.®

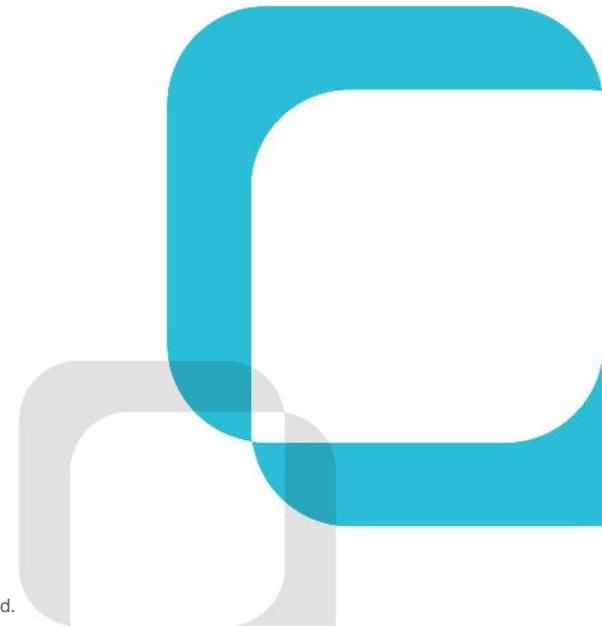


ScottMadden's Corporate & Shared Services Practice

Solutions for Healthcare



May 2021



Who We Are

ScottMadden is a management consulting firm with more than **35 years** of deep, hands-on experience.

We deliver a broad array of **corporate and shared services consulting services**—from strategic planning through implementation—across many industries, business units, and functions.

WE DO

**WHAT IT TAKES
TO GET IT DONE
RIGHT**

EXPERIENCE

Our experienced team has been a pioneer in corporate and shared services since the practice began decades ago. We employ deep, cross-functional expertise to produce practical, measurable solutions.

SCOPE

We have completed more than 2,100 projects since the early '90s, including hundreds of large, multi-year implementations. Our clients range across a variety of industries from energy to healthcare to higher education to retail. Our areas of expertise span the spectrum of middle and back office corporate and shared services.

SERVICES

We have helped our clients with business case development, shared services design, shared services build support, implementation, and improvement.

Our corporate and shared services knowledge, expertise, and experience are unmatched—no other firm has helped more clients with more unique solutions.

Areas of Focus

TECHNOLOGY

From IT assessments and strategic direction to governance, cybersecurity, and risk and compliance management, we can help your organization get the most out of its IT investment.

We also help you optimize your projects to focus on delivering business outcomes not just installed technology.

HUMAN CAPITAL

We offer HR transformation (including HR shared services), analytics, HR systems (selection, implementation, and optimization), process design and continuous improvement, talent and employee engagement strategy and programs, and payroll—the services your organization needs to excel.

MULTIFUNCTION/GBS

We move shared services to the next generation—integrating finance, human resources, information technology, supply chain, and/or other business services into a single, multifunction shared services or global business services operation with effective governance and management.

SUPPLY CHAIN

We assist clients across the full range of supply chain processes and have the unique ability to create alignment between supply chain and its stakeholders. From crafting new supply chain strategies to restructuring your organization to improving your daily operations, we help you with every step.

FINANCE AND ACCOUNTING

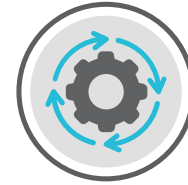
We help companies transform their finance and accounting operations. Through enterprise financial business services, strategic centers of expertise, intelligent automation solutions, hybrid insource/outsource delivery models, and other solutions, we help you increase value for your company.

BUSINESS SUPPORT SERVICES

We help our clients integrate various administrative services into their shared services model to improve service response performance to the business. Services often include real estate, facility maintenance, fleet, security, sales and marketing, insurance, customer service, research, and others.



Corporate and Shared Services Capabilities



Assess and Plan

- Strategic planning
- Feasibility analysis
- Benchmarking
- Statistical and analytical modeling
- Leading practices assessment
- Performance evaluation
- Project planning
- Leadership education and buy-in
- Staff evaluation
- Change readiness assessment
- Site visits

Design

- Current state analysis
- Future state design
- Business case development
- Service delivery model design
- Work scope delineation
- Intelligent automation strategy
- Sourcing evaluation
- Organizational design
- Technology evaluation
- Transformation planning
- Implementation planning
- Change management

Build

- Project management
- Service and transaction center build
- Detailed organizational design
- Staffing
- Process redesign
- Technology design, selection, implementation, and support
- Education and training
- Facility design and setup
- Change management
- Sourcing implementation
- Metrics and dashboarding

Improve

- Analytics setup and deployment
- Operations improvement
- Governance
- Service expansion
- Cost reduction
- Process redesign
- Intelligent automation opportunities/implementation
- Technology upgrade
- Merger and acquisition integration
- Field resource development
- Voice of the customer surveys
- Metrics and performance management

How We Differ from Our Competition

	Strategy Firms	The Big Four	Outsourcing Advisory Firms	HR/Functional Consultancies	ScottMadden
FOCUS	<ul style="list-style-type: none"> Strategy work Mergers and acquisitions Cost reduction 	<ul style="list-style-type: none"> Strategy and implementation work Large system implementations Outsourcing and offshoring Long engagements 	<ul style="list-style-type: none"> Advisory services regarding vendor-provided solutions 	<ul style="list-style-type: none"> Functional program development and/or support (e.g., health and welfare, compensation) Delivery systems Unique products (e.g., surveys) 	<ul style="list-style-type: none"> Strategy and implementation work Efficient delivery models Full SSO lifecycle support Engagements scoped in manageable phases
APPROACH	<ul style="list-style-type: none"> Solutions focused on big picture, but not always practical Not often involved in implementation 	<ul style="list-style-type: none"> Off-the-shelf methodologies Client must adapt to consultant's approach Large project teams Get in and stay in; take over 	<ul style="list-style-type: none"> Sourcing analysis and solutions Standard methodologies Limited client involvement after data capture Neutral or vested interest as a provider 	<ul style="list-style-type: none"> Advisory role Research and program-based solutions Implementation of unique technologies 	<ul style="list-style-type: none"> Customized, practical solutions Small project teams Collaborative approach with clients Sale not mixed with delivery of work
PROJECT TEAMS & PEOPLE	<ul style="list-style-type: none"> Leverage reputation Teams comprised of mix of senior and junior resources Generalists Strong business acumen, weaker functional skills 	<ul style="list-style-type: none"> Sales team is not involved in delivery Teams comprised of junior, inexperienced resources with oversight by senior resources 	<ul style="list-style-type: none"> Sales team is not involved in delivery Teams comprised of junior resources with oversight by senior resource 	<ul style="list-style-type: none"> Leverage reputation Deep, functional knowledge; narrower focus 	<ul style="list-style-type: none"> Working partners meet with prospective clients Senior, experienced consultants with business acumen and functional knowledge

Sample of Clients in Healthcare



ScottMadden Knows Healthcare

From our experience working in healthcare, we understand the complexities and constraints you face and the unique opportunities that exist.

Facing Market Uncertainty

The current state of healthcare regulation, market consolidation and verticalization, and the need for healthcare affordability can all impact plans for shared services and other transformations.

Wrestling with Complex Governance

Additional groups beyond typical corporate structures play a role (e.g., physicians, medical groups, academic structures) and departmental autonomy is often high.

Adjusting to Unique Organizational Structures

A mixture of models and cultures exists and union representation can often be high, requiring highly customized approaches from one client to the next.

Dealing with Industry-Specific HR Challenges

Significant use of contractors, as well as certification processes and management create unique challenges. Unique talent challenges, combined with high turnover in certain roles, require fluid and efficient processes to be in place.



Our experience in healthcare makes us well suited to guide you to an effective organizational model.

Why ScottMadden?

DEEP EXPERTISE

- ScottMadden has been a pioneer in corporate and shared services since the practice began decades ago
- Our Corporate & Shared Services practice has completed more than 2,100 projects since the early 90s
- Our clients span a variety of industries from energy to healthcare to higher education to retail

PERSONALIZED APPROACH

- Before we begin any project, we sit down and listen to our clients' needs and challenges
- We engage with our clients like no other firm does, working side by side to create practical, real results
- We don't employ canned methodologies or cookie-cutter solutions. We work to solve the right problem in the right way

PHILOSOPHY

- We are personally invested in every project and measure our success by our clients' success
- We listen to our clients' needs and put their best interests ahead of our own
- We work with integrity, tenacity, and a genuine passion for what we do
- We do what it takes to get it done right

**Our expertise helps create
the right solution.
Our experience ensures
that it works.**



Our Values

Our success is the direct result of our people. The work of ScottMadden's employees is guided by these values:



We will be **accountable to our clients and each other** and operate in a manner that conveys a **genuine focus on service** founded on **mutual respect and trust**



We will place the **long-term good of our clients** above our own interest and conduct our business **ethically with humility, empathy, and fairness**



We will **exceed our clients' expectations**, we will do what we say we will do, and we will do it extraordinarily well



We will each be **stewards of ScottMadden's reputation**, and we will preserve and enhance it















We will maintain a **challenging, diverse, and inclusive work environment** centered on client success while **promoting collegiality, creativity, responsibility, and an overall esprit de corps**



We are personally invested in every project we take on.

ScottMadden's Proprietary Toolbox

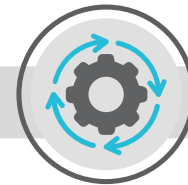
ScottMadden has dedicated research and data science and analytics functions. Our research team studies and maintains critical data on trends, metrics, and regulations that impact corporate and shared services organizations, while our data science and analytics team delivers complex analysis and automation using the latest techniques and technologies. Our toolbox includes many resources we will leverage when working with you.

ASSESSMENT TOOLS	RESEARCH	DATA SCIENCE & ANALYTICS	PROJECT ACCELERATOR
   <ul style="list-style-type: none">■ Voice of the customer surveys■ Work activity assessment■ Competency builder■ Spans and layers analysis	   <ul style="list-style-type: none">■ Primary functional research■ Proprietary shared services benchmarking studies■ Leading practices database■ Country regulations database	   <ul style="list-style-type: none">■ Data transformation, visualization, and business intelligence■ Intelligent automation■ Statistical modeling and machine learning■ Cloud computing	   <ul style="list-style-type: none">■ Project management toolkit■ Templates and collateral materials■ Change management toolkit■ Global site selection database

We employ a variety of tools built over years of experience to support our work and develop the best solution to meet your needs.

How We Consult during a Pandemic

The use of technology as a core part of our consulting approach has been evolving over the last several years. Even before the current pandemic, many of our clients preferred a more remote or hybrid approach to project delivery to reduce project expenses. Additionally, many of our clients are geographically dispersed, so they are accustomed to virtual meetings and collaboration. With the unexpected advent of COVID-19, we have further adapted our consulting approach, using technology, to provide consulting advice, project management, “hands-on” support, and excellent client service while minimizing the need for an on-site presence.



Assess and Plan

- Online data collection
- Interviews via video
- Collaboration via MS Teams, Zoom, SharePoint, and other platforms
- Daily virtual “stand up” meetings
- Online work activity assessment and voice-of-the-customer tools

Design

- Interactive virtual workshops
- Process design via interactive workshops leveraging virtual user experience
- Technology RFPs and demos using video and shared scripts
- Interactive whiteboarding sessions
- Project management via MS Project

Build

- Change management through video, email, portals, virtual brown bag lunches
- Feedback loops through metadata collection
- Online just-in-time training
- Virtual business simulation for capstone training
- Hourly five-minute virtual meetings during launch
- Remote support capabilities for service center via knowledgebase

Improve

- Rapid online employee feedback
- Virtual office hours
- End-of-day stabilization check-ins
- Shared services employee “humanization” via video
- Analysis of call and case data using data visualization

HR Shared Services Implementation

CHALLENGE

The HR department of an academic medical system was focused on providing quality HR information and services to their employees in a timely manner. ScottMadden was engaged to design and implement a new HR solutions center to provide a central HR service delivery model.

PROCESS

- Planned and implemented a comprehensive internal case management system and end-user portal, utilizing ServiceNow technology
- Identified HR roles and processes to move to the solutions center and redesigned high-volume processes
- Developed operational processes and reporting mechanisms for solutions center leadership
- Led training efforts to educate solutions center staff, centers of excellence, business partners, managers, and recruiters about the changes in the HR delivery model

RESULTS

- Client launched a new HR solutions center accessible to all 27,000 employees
- Client released a solutions center portal where medical staff working outside solutions center hours can access pertinent HR information and initiate requests



HR Shared Services Center Business Case

CHALLENGE

ScottMadden assisted a fully integrated, not-for-profit healthcare provider in assessing the current state of its decentralized HR service delivery model and developing a business case to support the development of a shared services center.

PROCESS

- Assisted the client in quantifying the HR work currently performed at dispersed sites to measure costs and service levels
- Analyzed the current workload and provided recommendations on what could be transferred to a shared services center
- Modeled two possible future states for the HR organization, with financial analysis for each option, including capital investments and the impact of reallocating personnel and services
- Developed a plan to change from local high-touch processes to convenient “one-stop-shop” processes at a centralized HR service center, supplemented by the use of web-enabled kiosks and interactive voice response systems
- Identified potential cost savings of more than \$1 million annually, while realizing improved service levels and positive net cash flow within one year

RESULTS

- Articulated the financial and service-level impact of a shared services strategy in comparison to the current decentralized model
- Identified which technologies currently in use could be leveraged in the future state model
- Helped the client make the business case to successfully secure funding to implement a scalable “best practice” HR shared services center



Transformation of Service Delivery – On a Dime

CHALLENGE

A medical product and service company was focused on growth on a global scale and wanted to standardize service, improve administration of global processes, centralize administrative tasks, and elevate the HR business partner role. A dispersed employee base, competing objectives of each business, and cut-backs in funding presented challenges to implementing the goals.

PROCESS

- Created and managed the overall project plan and led the client project team through key decisions and milestones in the transformation
- Worked step by step with the client to ensure the project's success

RESULTS

- Client launched a new HR shared services center for all employees in July 2012
- Client released a new HR portal to allow employees access to readily available information and to initiate service requests
- Team successfully defined the role of the HR business partner in the HR transformation



Maturity Assessment of Multifunction Shared Services

CHALLENGE

ScottMadden was selected to develop a methodology to consistently assess and improve operations of nearly 40 areas of one of the largest healthcare companies in the United States.

PROCESS

- Re-booted the mission, vision, and definition for shared services and created a common methodology to evaluate the operations of the most relevant areas within the organization
- Collected qualitative insights of current operations and opportunities for improvement through (270+) interviews with providers and clients of the areas assessed
- Collected KPIs and performed benchmark analysis to determine how value was being created as compared to the market
- Deployed customer satisfaction survey (1,400+ respondents) to create a baseline of perception of services provided

RESULTS

- Creation of scorecards describing performance across four dimensions—cost, quality, service level, and leverage
- Development of maturity assessments to support prioritization and improvement of main drivers of shared services operations





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Locations

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Focused.
Done Right.®**



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Appendix



A Deeper Dive into ScottMadden's Healthcare Clients

Representative Healthcare Human Resources Service Delivery Model Design, Implementation, and Improvement Clients

- Abbott
- AdventHealth
- Adventist Health
- Advocate Healthcare
- American Nurses Associate
- Applied Analytical Industries
- CARE
- Cedars-Sinai
- CSL Behring
- Edwards Lifesciences
- Express Scripts (Medco Health Solutions)
- Grifols
- HCA
- INC Research
- Kaiser Permanente
- Kettering Health Network
- Medco Health Solutions
- McKesson
- Mosaic Life Care
- Multiple Sclerosis Society
- Ontario Hospital Association
- Pfizer
- Regional Health Properties (Adcare Health Systems)
- RS&A, Inc.
- SSM Health
- Sutter Health
- ThermoFisher Scientific
- Trillium Health Resources
- Trinity Health
- VCU Health System
- Medical Schools and/or Hospitals at these Universities:
 - Emory University
 - The University of California – Davis
 - The University of California – Riverside
 - The University of Florida
 - The University of Saskatchewan
 - West Virginia University

Healthcare organizations and hospitals have complex organizations, diverse objectives and stakeholder groups, and proud, long-standing cultures. These characteristics offer strengths and weaknesses when evaluating, implementing, and expanding delivery models and supporting systems. ScottMadden is adept at working with human resources functions and their stakeholders to identify inefficiencies, outline opportunities, and redesign and expand the service delivery models, organizations, and processes to improve customer service, enhance compliance, improve data consistency, and capture and reduce costs.

We Consult in Two Main Areas



Energy

Our industry-leading clients trust us with their most important challenges. They know that we have seen and solved a similar problem.

ScottMadden has worked in every business unit and every department across companies in the energy utility ecosystem.



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Corporate & Shared Services

Our Corporate & Shared Services practice helps clients assess and improve corporate functions, including communications, environmental, finance and accounting, fleet, governmental and regulatory affairs, health and safety, human resources, information technology, legal, security, supply chain, and others. We provide guidance in a variety of industries from energy to healthcare to higher education to retail.

Spotlight: Our Human Capital Practice

HR is a core specialty at ScottMadden and has been since our inception in 1983. As such, we have a dedicated human capital practice that consults across geographies and industries, including aerospace, consumer products, defense, higher education, energy, entertainment, healthcare, manufacturing, pharmaceuticals, retail, technology, telecommunications, transportation, and others.

Whether we are improving talent management programs, revamping processes to ensure effectiveness and regulatory compliance, designing and implementing new service delivery models, expanding existing operations, or evaluating outsourcing opportunities, we ensure our clients achieve the business value desired.

ScottMadden has extensive experience supporting clients across the employee lifecycle, including:

- Workforce planning
- Talent acquisition
- Onboarding
- Workforce administration
- Compensation
- Payroll
- Performance management
- Learning and development
- Succession planning
- Employee engagement
- Workforce analytics

HUMAN CAPITAL SERVICES

HR Transformation

- HR transformation strategy
- Service delivery model design
- Business case development
- Implementation planning/support/project management
- Analytics organization launch
- Analytics model development and dashboard creation

Systems

- HR technology advisory services
- Systems requirements identification
- Vendor selection facilitation
- Configuration design
- Testing design and facilitation

Process Design and Continuous Improvement

- Process redesign
- LEAN implementation
- Continuous improvement program design

Talent and Engagement

- Talent management strategy
- Program development
- Organization design and build
- Competency development
- Implementation planning

Payroll

- Payroll delivery strategy and design
- Implementation planning/support/project management
- Governance and vendor management

Spotlight: Our Finance and Accounting Practice

Finance and accounting is a core specialty at ScottMadden and has been since our inception in 1983. As such, we have a dedicated finance and accounting practice that consults across geographies and industries, including aerospace, consumer products, defense, higher education, energy, entertainment, healthcare, manufacturing, pharmaceuticals, retail, technology, telecommunications, transportation, and others.

Whether we are designing and implementing new service delivery models, expanding existing operations, or evaluating outsourcing opportunities, we ensure our clients achieve the business value desired.

ScottMadden has extensive experience supporting clients across finance and accounting functions, including:

- Accounts payable, including travel and expense
- Billing, credit, collections, and cash application
- Payroll and time collection
- General accounting and fixed assets
- Tax and treasury
- Financial planning and analysis
- Budgeting and forecasting

In addition, we have dedicated expertise across end-to-end, cross-functional processes comprising:

- Procure-to-pay
- Record-to-report
- Order-to-cash



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FINANCE & ACCOUNTING SERVICES

Finance Transformation

- Finance transformation strategy
- Multifunction strategy and expansion planning
- Benchmarking and leading practices evaluation
- Service delivery model design or redesign
- Business case development
- Implementation planning/support/project management
- Analytics, metrics, and performance management

Digitization Strategy and Implementation

- RPA and Artificial Intelligence (AI) strategy and application
- RPA and AI opportunity identification and business case
- Vendor selection and implementation management
- Governance and vendor management

Financial and Service Management Systems

- Finance technology advisory services
- Systems requirements identification
- Vendor selection facilitation
- Configuration design
- Testing design and facilitation

Process Design and Continuous Improvement

- End-to-end process design
- Global process owner creation
- Continuous improvement program design
- Customer satisfaction program development

Other Strategic Initiatives

- Merger and acquisition integration
- Divestiture and transition services
- Cost reduction and operations improvement
- Service expansion

Spotlight: Our Information Technology Practice

ScottMadden helps organizations create measurable IT value, using strategies for engaging business leaders in decision making to optimize enterprise IT investment performance.

Many businesses face a similar IT leadership scenario—the business struggles to understand the value received from their IT investments, and the IT organization struggles to engage business leaders in the IT decision making necessary to deliver strategic outcomes.

IT is inundated in leading practices and industry frameworks. But organizations struggle to determine where to start, what is good enough, and how to involve both IT and non-IT stakeholders to deliver business results. ScottMadden's IT value-creation management approach is different. It focuses on the pain points specific to your organization and provides clear, practical guidance rather than concepts.

The impact of IT on today's businesses is greater than ever before. Companies are facing higher IT costs, managing complex technology and processes, and supporting an increasing number of compliance and regulatory requirements. Organizations with effective IT investment decision-making processes share certain characteristics, including involved business leaders, use of well-defined, repeatable processes, and a common IT direction with actionable objectives.

ScottMadden helps IT organizations transform from order takers and fire fighters to technology leaders. We provide the tools necessary for CIOs to engage their executive peers in providing the technology direction necessary to optimize IT investments and create measurable enterprise value.

IT Assessments

- IT governance and management capabilities evaluation: maturity of IT practices, technical condition and business value of business application portfolios, and efficiency of the IT operations
- IT cost evaluation, including an assessment of the drivers of cost both within the IT operation and external to it (i.e., business-driven cost drivers)
- Development of findings and actionable recommendations tailored to your environment, industry, and corporate strategies

IT Strategic Direction

- Enterprise business technology vision development, including supporting business engagement services
- IT road map development (the plan to deliver your vision)

IT Governance

- Design and implementation of tiered governance structures to evaluate, direct, and monitor IT investments and performance throughout the enterprise
- Design and implementation of PMOs to monitor IT project portfolio performance and provide necessary governance line of sight and controls

IT Risk and Compliance Management

- IT risk and compliance assessments against industry standards and frameworks (e.g., NIST, ISO, ISACA, etc.)
- IT security program development, including policy and process and procedure development and implementation
- IT risk and compliance process improvement and alignment with industry standards

Spotlight: Our Digital Products and Services

Digital Transformation is changing the way our clients do business. Since our inception in 1983, ScottMadden has been advising our clients on ways to leverage technology to deliver efficient processes and services to internal customers.

We provide digital transformation services across geographies and industries, including aerospace, consumer products, defense, higher education, energy, entertainment, financial services, healthcare, manufacturing, pharmaceuticals, retail, technology, telecommunications, transportation, and others.

Whether we are designing a proof of concept or implementing a broader digital strategy, we ensure our clients achieve the business value desired.

ScottMadden has experience supporting clients across a variety of digital automation technologies including:

- Robotics process automation
- Desktop automation
- Attended and unattended robots
- Cognitive robots

In addition, we have dedicated expertise to support digital transformation across functional areas comprising:

- Finance and accounting
- Human capital management
- Supply chain
- Information technology
- Business administration



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DIGITAL TRANSFORMATION SERVICES

IT Digitization Strategy

- Guiding principles
- Delivery model design
- Alignment of automation capability to need
- Business case
- Implementation strategy

Proof of Concept Design

- Process identification
- Process design and mapping
- Process scripting and testing
- Production readiness

Digital Implementation

- Digitization advisory services
- Vendor landscape and selection facilitation
- Testing design, cutover, and facilitation
- Training support
- Project management
- Change management

Operations and Governance

- Governance model evaluation
- Center of expertise design and creation
- Roles and responsibilities
- Metrics and analytics

Digital Expansion

- Process identification
- Automation criteria
- Prioritization matrix
- Expansion timeline

Spotlight: Our Payroll Practice

ScottMadden helps organizations transform their payroll operations to the accurate, compliant, stable, low-cost, and customer-focused service desired. Our work in payroll ranges from standalone improvement initiatives to inclusion as part of a broader human resources or finance and accounting transformation.

Whether we are improving the end-to-end process from time entry through escheatment, addressing compliance, improving customer service, implementing new technology, or evaluating outsourcing opportunities, we ensure our clients achieve the results and business value desired.

Our teams assist clients with domestic U.S. and global payroll challenges with assessment, design, and implementation of solutions that include both in-house and outsourced components. In either case, payroll requires an end-to-end view and consideration of the overall functional delivery model objectives.

PAYROLL SERVICES

- Payroll delivery strategy
- Delivery model design
- Opportunity evaluation and business case
- Performance benchmarking
- Leading practices and compliance assessment
- Work activity and customer satisfaction surveys
- Policy modification and harmonization
- Process improvement and end-to-end design
- Organization design and staffing
- Technology optimization
- Technology and vendor selection
- Technology implementation
- System requirements identification
- Implementation planning and execution support
- Governance and vendor management
- Dashboards and reporting

We have assisted a wide range of clients in the assessment, design, build, implementation, and/or improvement of their payroll services functions:

- Advocate Healthcare
- Aramark
- ATT
- BAE Systems Inc.
- BHP Billiton
- Cedar-Sinai
- Domtar
- Dura Automotive
- Enpro
- Entrada
- Exelon Corporation
- HCA
- Kforce
- NASA
- Northrop Grumman
- Oakley
- Pfizer
- Sealy
- Sempra Energy
- Simmons Bedding
- Tarkett
- Time Warner
- Turner
- The University of Akron
- Warner Bros.
- West Virginia University

Spotlight: Our Supply Chain Practice

We've been helping supply chain organizations move beyond their conventional "order taker" role for nearly two decades. Through our deep expertise and practical know-how, we assist clients across the full range of supply chain processes and have the unique ability to create alignment between the supply chain function and its internal customers and stakeholders.

ScottMadden has experience across all functions in the supply chain, including:

- Planning and forecasting
- Sourcing
- Procurement
- Logistics
- Materials management
- Accounts payable

ScottMadden has developed a "supply chain maturity model" to differentiate the phases that companies pass through on their journey to "world class." The model is divided into three "stages," representing a higher degree of performance effectiveness and efficiency as companies advance in their maturity. This model serves as a foundational element of our support services to assist companies in optimizing their supply chains.

Our solutions provide lasting improvements and allow our clients' supply chain organizations to better serve their internal customers.

Supply Chain and Procure-to-Pay (P2P) Transformation

- Supply chain and P2P transformation strategy
- Organization design and staffing
- End-to-end process improvement
- Demand planning improvement
- Leading practices assessments
- Service delivery model and governance process design
- Business case development
- Implementation and change management planning and execution
- Outsourcing evaluations, vendor selection, and transition support

Sourcing and Procurement

- Spend analysis and spend category market research
- Strategic sourcing execution
- Category management program design
- Risk management
- Supplier relationship management

Logistics and Materials Management

- Inventory planning and optimization
- Warehouse location selection and design
- Warehouse facility management improvement
- Storage space optimization
- Lean warehousing
- Automatic identification and data capture opportunity evaluation and implementation
- Transportation management and network design