
Enterprise Consulting Group

when success is imperative



ADAPTATION®

WHERE CHANGE SOLUTIONS
CONVERGE

The Enterprise Consulting Group



brings you **Adaptation** solutions, a suite of integrated products to help people adapt to change in the work environment. With today's business trends—aging technology, globalization, new regulatory requirements, and outsourcing to name a few—your competitive advantage depends on how quickly your workforce can adapt to change. And successful change can drive your competitive advantage.

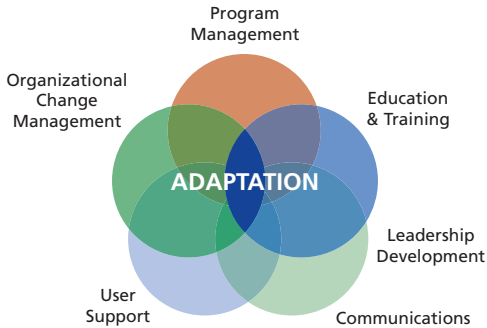
Adaptation will not only enable you to achieve this competitive advantage throughout the change lifecycle, but will allow you to retain a dedicated workforce who will be able to optimize your return on investment and realize the benefits of technology and cost-effective processes.



MANAGING CHANGE—A HOLISTIC APPROACH

What sets Adaptation apart is its holistic approach to managing change within an organization. Adaptation occurs at a point where internal change components—leadership, program

Where Change Solutions Converge



management, organizational change management, communications, education/training, and user support—converge for optimal results. Adaptation comprises structured methodologies for each of

these components, tools that measure and track people's progress, strategy workshops, and software that will enable your staff to own and take responsibility for the project.

SHARING COMMITMENT FOR EXCELLENT PERFORMANCE

Enterprise Consulting will partner with your organization to understand your vision and challenges and work side-by-side with your leadership team and workforce. Together, we can create an environment where change becomes "a way of life" from the top down. We believe that people are a company's most valuable asset and that success depends on how well each employee adapts to change. Our professionals are sensitive to how people react to this change and understand the stages of commitment that they must navigate through to effectively change behavior.

MEASURING THE RETURN ON INVESTMENT

Adaptation tools make change management concepts tangible and, perhaps more important, measurable. The tools are built with a universal, easy-to-use software program to assist you in developing and documenting change activities.

Within Adaptation, an Evaluation model provides the framework to measure change concretely throughout the process to ensure that your workforce adapts to the changes in their work environment and accomplishes key project milestones.

PIN-POINTING BUSINESS EVENTS THAT REQUIRE ADAPTATION

Significant business events require your workforce to change. Your ability to manage sales, operations, costs, cash flow and staffing are directly tied to your workforce's ability to quickly adapt to your business solutions.

BUSINESS EVENTS



BUSINESS SOLUTIONS

Process Changes: <ul style="list-style-type: none"> – Global – Shared Service – Centralization – Standardization 	Cost Reduction: <ul style="list-style-type: none"> – Expense Mgmt – Automation – Off Shoring – Outsourcing 	Organizational Design: <ul style="list-style-type: none"> – Leadership – Eliminate Silos – Team Orientation 	Technology Changes: <ul style="list-style-type: none"> – Eliminate Redundancy – Integrate & Automate – Data Transparency – Data Integrity
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ADAPTATION SOLUTIONS

Building Awareness	Driving Installation	Achieving Commitment
<ul style="list-style-type: none"> ■ Leadership/Sponsorship ■ Team Building ■ Marketing & Promotions ■ Communications Campaign ■ Evaluation of: <ul style="list-style-type: none"> – Corporate Culture – Stakeholders – Delivery Infrastructure – Program Recognition 	<ul style="list-style-type: none"> ■ Team Integration ■ Demos/Trade Show ■ Pilot Programs ■ Education/Training ■ User Acceptance Testing ■ Performance Management ■ Evaluation of: <ul style="list-style-type: none"> – Readiness – Risk – Confidence – Errors 	<ul style="list-style-type: none"> ■ Incentives/Rewards Program ■ Knowledge Sharing Structure ■ Support Facilities ■ Advanced Curriculum ■ New Hire Education ■ Organization Ownership ■ Evaluation of: <ul style="list-style-type: none"> – Enhancements/Upgrades – Metrics – FAQ's – Efficiency

Business Events drive Business Solutions that support a company's strategic vision. Adaptation provides a holistic approach to supporting your workforce's commitment to your business strategy. We focus on the tactical, emotional and personal way that change impacts your organization.

INTEGRATING ADAPTATION INTO YOUR ORGANIZATION

Enterprise Consulting integrates six critical change management components into a single, robust package—**Adaptation**—tailored specifically for your organization.

Adaptation comprises the following structured methodologies:

Leadership Development – We collaborate with your team by exploring ways in which to effectively leverage the leadership role in a rapidly changing environment. We support leadership by coaching them to positively influence employee behaviors to foster a productive team environment.

Program Management – Partnering with your leadership team, we will establish a program management office to manage the dependencies and interrelationships between multiple projects. We will create a program management strategy that specifically addresses program governance, benefits, risks, and measurements that integrates directly with the other Adaptation components.

Organizational Change Management – Working with your team to identify and document organizational changes will be critical to enable us to provide solutions needed to build commitment to these changes among stakeholder groups.

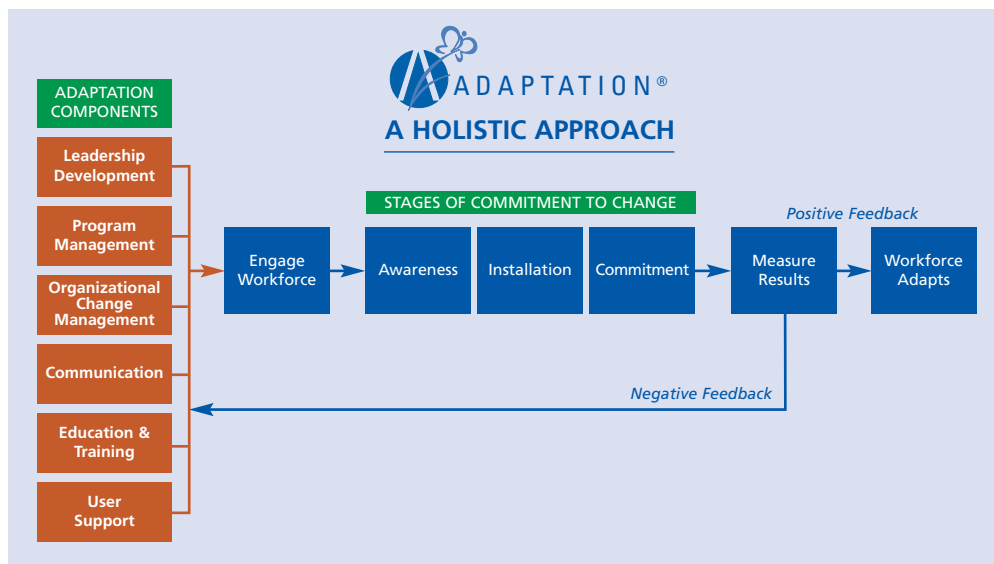
We will develop an organizational change management (OCM) strategy to engage your leadership team and workforce to successfully implement the changes. Our OCM strategy becomes the hub that integrates different leadership, communications, education/training and user support activities.

Communications – We will complement the existing communications resources within your organization, and provide additional support specific to your mission.

We will brand the project and implement a communications strategy that will lead the workforce through each stage of change.

Education and Training – Understanding the current skills of your workforce and the new skills required to fully implement the changes will enable us to customize your education programs, strategy and tactical plans. We will develop educational programs, learning aids, training workshops and materials needed to move your workforce to adapt to change.

User Support – Providing support to all members of your workforce that are affected will allow us to successfully implement change. We will create and help implement a user support strategy offering technical and functional support through interactive and self-directed modes of access.



CUSTOMIZING ADAPTATION TO MEET YOUR NEEDS

Enterprise Consulting selects tested tools and techniques that meet your unique needs. Each **Adaptation** methodology is a self-contained module, enabling Enterprise Consulting to quickly assess your needs and work with you to customize, implement, and transition your teams. We are not "reinventing the wheel" for every project.

ACHIEVING SUCCESS WITH ENTERPRISE CONSULTING

Listed below are a few of our success stories.

Aging technology and divergent finance operations prompts this investment and insurance services firm to implement a Global Financial Management Solution to create standard global operations, policy/procedures and reporting.

Client Goal: Use a single financial management tool (SAP) and new global chart of accounts to create standard worldwide operations, eliminate redundancy and leverage automation.

The Challenge: Manage the global transition to new ERP technology, standard reports, global chart of accounts and business processing for investment finance staff throughout the world.

Our Expertise:

- Global technology and business process deployment
- Business understanding of accounting, business process and financial/management reporting
- Ability to maximize global team participation
- Custom design and implementation of training, communication and organizational design strategies for global entities

Our Solution: Develop a global change management program that provides a standard but flexible approach. The program accommodates the each local country's business culture and accounts for unique procedures while maintaining minimum standards as a requirement for participation. Elements of the program included business process redesign, custom training and communications, branding, organization realignment.

Project Result: Worldwide financial transaction processing has provided global transparency for all finance operations. Redundancy has been eliminated in general ledger systems to save costs. A standard chart of accounts and reporting suite has been adopted to provide more accurate financial data and reporting capability.

Inefficient processes, manual spreadsheets, technology that has not been used to its potential and a slow-down in cash flow causes this Media and entertainment network to Redesign its Shared Service Center Operation.

Client Goal: Leverage existing technology to automate business workflow, realign roles and responsibilities to maximize efficiency and define clear metrics for operational performance.

The Challenge: Create a new results oriented Shared Services environment that is viewed by the entire organization as providing cost, efficiency and accuracy benefits rather than being perceived as "a black hole".

Our Expertise:

- Experience in transitioning organizations to Shared Service Model
- Ability to define best practices for organization design, integrated technology solutions and performance metrics/incentives
- Gaining sponsorship at the senior levels of management
- Overcoming resistance from Shared Service Center staff to adopt new roles, responsibilities, new business processing.

Our Solution: Change the Shared Service group to perform and provide services with a "customer-oriented" focus. We examined staff activities and identified new roles and opportunities for consolidation of services. Leadership coaching and custom training was provided for Shared Service, Sales and management staff. We leveraged existing technology to focus on customer information and results. We created new business processes for digital business management, the fastest growing segment of the business.

Project Result: A re-aligned Shared Service organization with Customer oriented processes has positioned this company to:

- Provide a "total view" of customer activity needed to target sales opportunities
- Manage and track digital business sales
- Take advantage of technology investments that were underutilized – increase automation with minimal cost

In a drive to develop a 'best of breed' Human Capital management solution for this professional services organization, cost overruns were creating significant strains on budget and expected delivery dates. A Program Management Organization (PMO) was required to manage the integration of its 14 sub-projects, systems and vendors.

Client Goal: Provide the best technology and operational support for Human Resource management and shift to a "self-service model". Best of breed initiatives include: HR self-service, recruiting, performance management, benefits, compensation, knowledge management, business intelligence.

The Challenge: Individual project overruns were occurring and the cost of the project was escalating. Little was available to track the causes of cost overruns or manage resource loading. The complexity of integrating technology products, vendor resources, delivery schedules, changing the business model, business processes and organization structure was also blocking transparency to the situation.

Our Expertise:

- Institutionalizing program management organization to provide independent advisory services and analysis
- Monitoring program governance, risks, quality control, project inter-dependencies and measurement
- Understanding and anticipating vendor, employee and leadership behaviors

Our Solution: Create a program management organization that tracks and manages individual projects in a consistent and effective manner so that each is driven by a single strategic goal. Create project standards and define protocol to be followed by each project leader. Provide an open communications forum to be used by all project leaders.

Project Result: A program management organization was created and implemented. Ownership of the program management organization was shifted out of the vendor domain and properly placed with the client. Significant multi-million budget overruns were avoided.

Contact Information

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About Enterprise Consulting

Founded by Allyson Gilbert, CPA, in 1997, Enterprise Consulting comprises a multidisciplinary team of professionals that specializes in deployment of new technology and business processes as a core competency. Enterprise Consulting has helped clients across the country and around the world.

Some of our clients include: AIG Investments, BearingPoint LLC, Doris Duke Foundation, EMI Recorded Music, GlaxoSmithKline, Grey Global, Hayward Industries, KPMG LLC and Pew Charitable Trust.



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