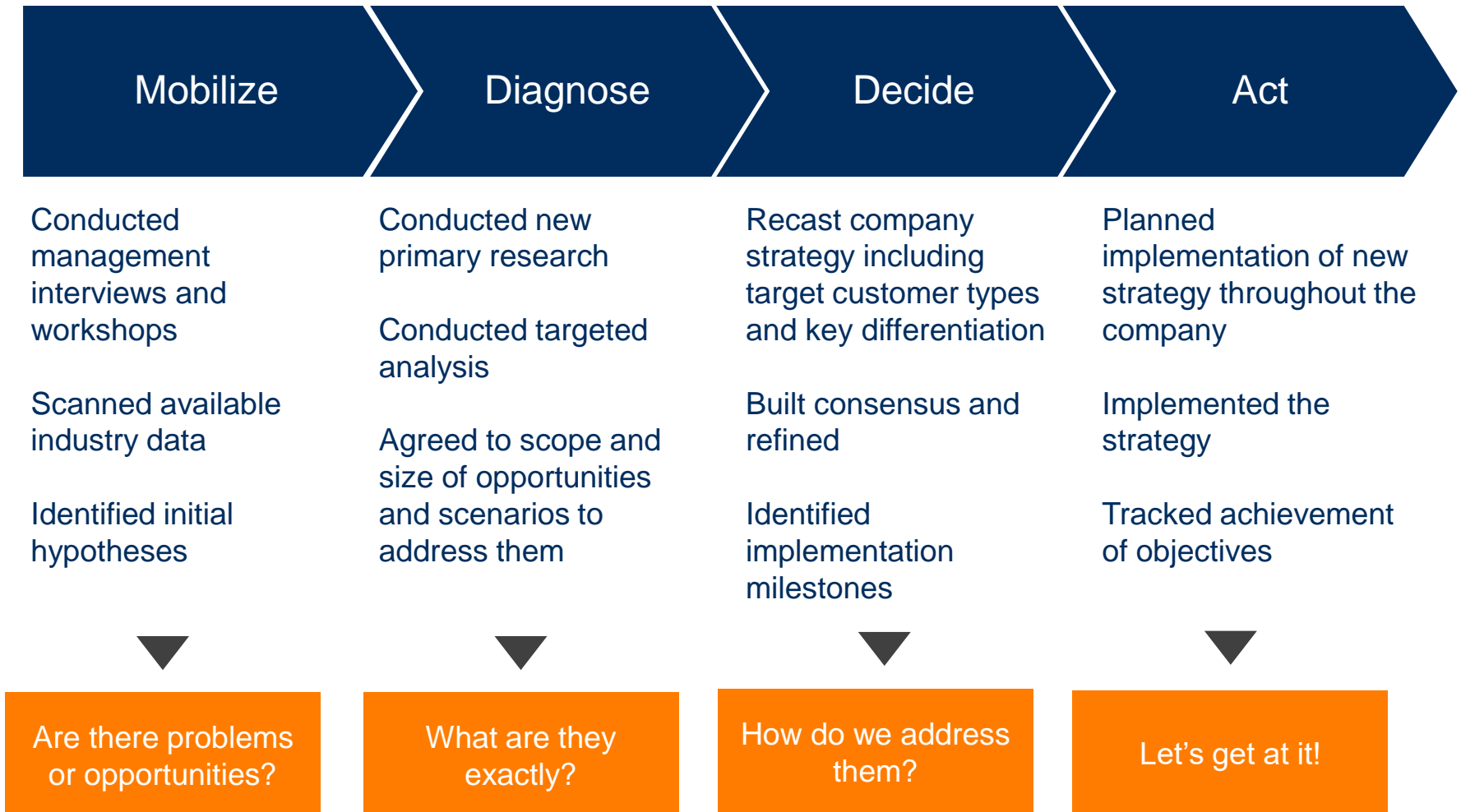


CASE STUDY

Organizational effectiveness

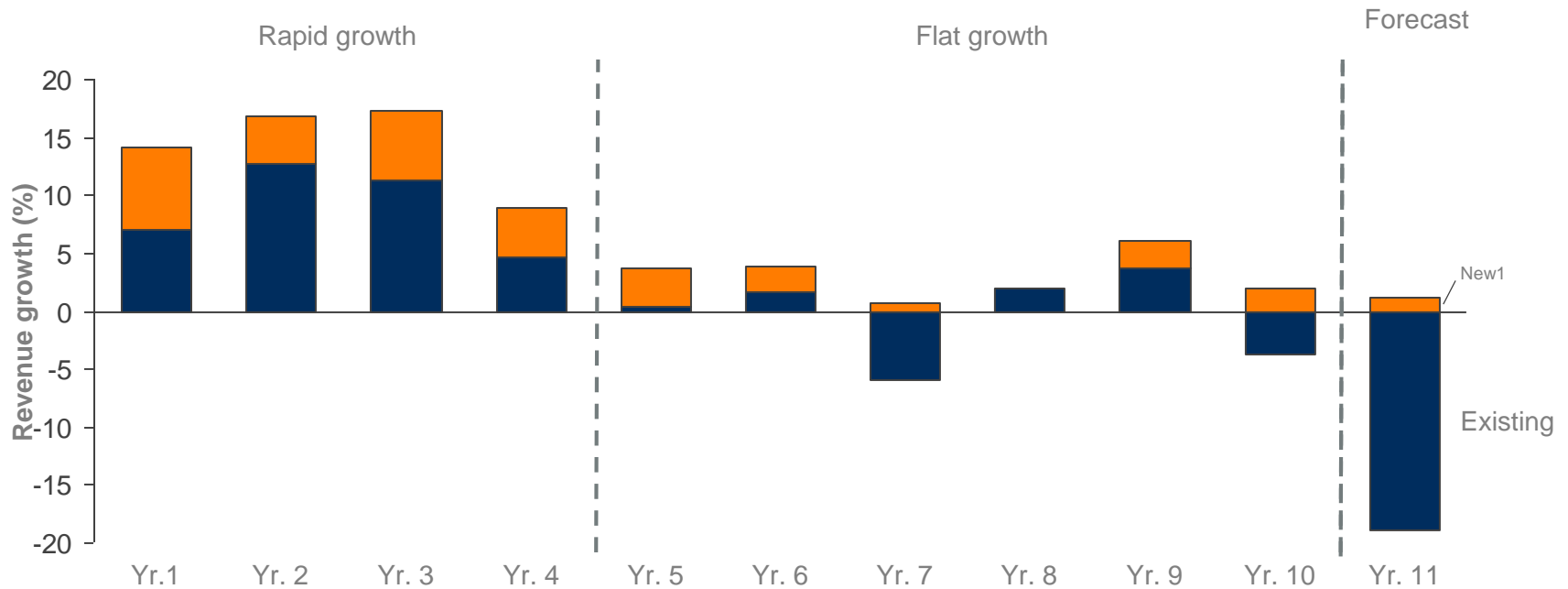
We helped develop and implement a new corporate strategy



Our client had trouble growing account revenues

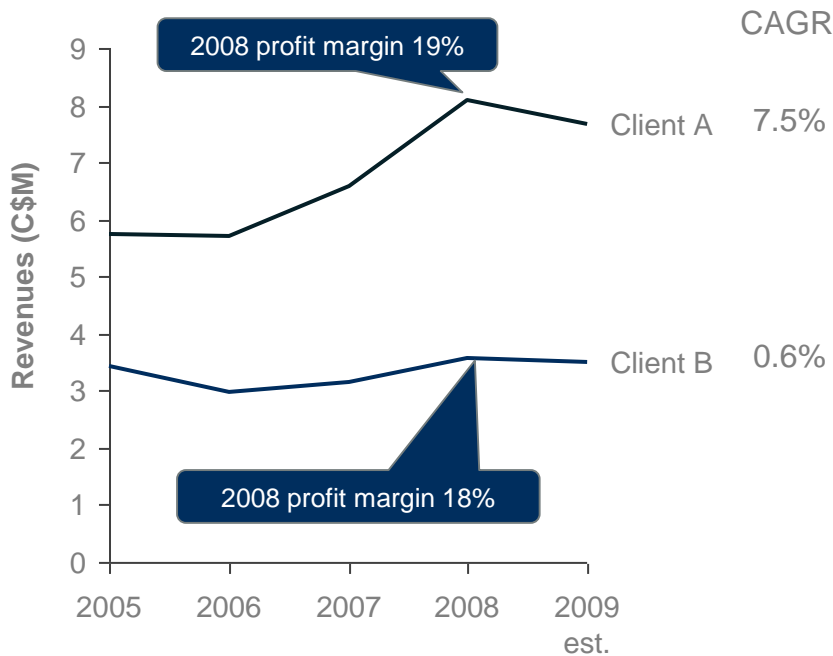
Revenue growth from new top 50 and existing clients

REVENUE GROWTH, %, CANADA



We tested simpler, more integrated operating models to assess their impact on account growth

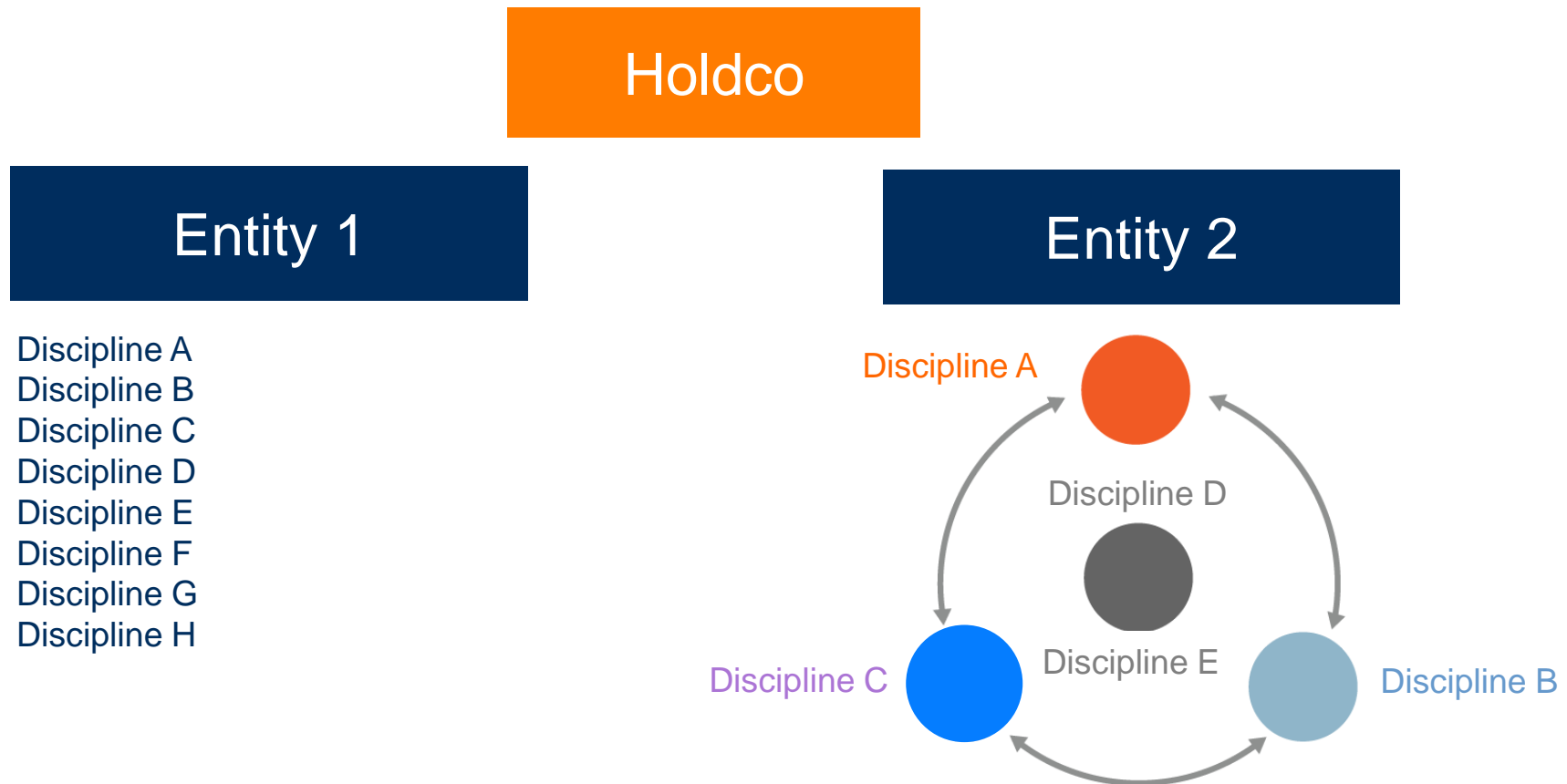
Revenue growth (Revenues, C\$M, Canada, 2005-2009)



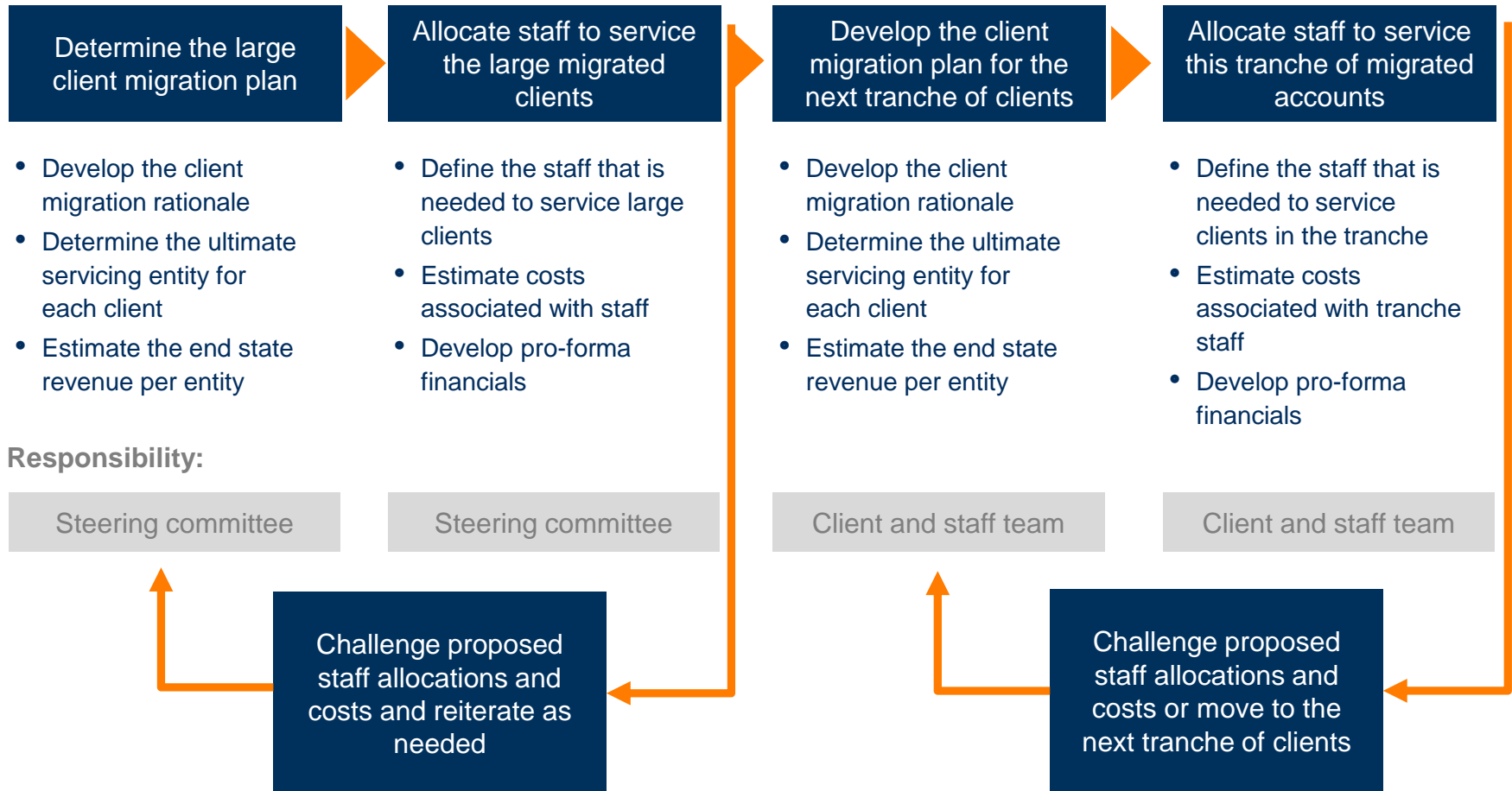
New operational model

- Both Client A and Client B are currently serviced by a streamlined account team
 - Fewer and senior client touch points
 - Unified account planning
 - Authority to coordinate all disciplines
- Both clients experienced significant dissatisfaction before the new structures were put in place
- Both accounts are currently healthy
 - Financial performance
 - Client perception

A new structure was identified to enable an enhanced operating model



We followed a structured process to optimize the new organizational structure and staffing levels



We developed a detailed client migration plan

		Migration decision				
Client	Revenue	Move to office #1	Move to office #2	Move to office #3	Resign	Retention risk ?
Client #1	\$XXM	✓				Low
Client #2	\$XXM	✓				Low
Client #3	\$XXM	✓				Low
Client #4	\$XXM	✓				Low
Client #5	\$XXM		✓			Medium
Client #6	\$XXM		✓			Low
Client #7	\$XXM		✓			Low
Client #8	\$XXM			✓		Low
Client #9	\$XXM				✓	Low
Total	\$XXM	\$XXM	\$XXM	\$XXM	\$XXM	

We built staffing levels from the ground-up to support the proposed client migration plan

Entity	Total resources	Resources by job type Count (percent)						
		Employee category 1	Employee category 2	Employee category 3	Employee category 4	Employee category 5	Employee category 6	Employee category 7
Entity 1	16	3	6		3	3	1	
Entity 2	37	13	13	2	5	2	2	
Entity 3	107	34	44	7	6	10	6	
Entity 4	132	57	54	6	5	8	2	
Entity 5	32	8	14	5	3	2		
Entity 6	76	26	30	6	5	4	5	
Entity 7	73	36	18	7	8	4		
Entity 8	42	5	3	28	2	4		
Entity 9	148	109	5	15	6	8	5	
Entity 10	56	44	3	1	4	4		
Entity 11	52	9	34		5	1		3
Total	771	344	224	77	52	50	21	3

The new organizational structure required less staff to better service clients

Employee cost savings

SALARIES AND BENEFITS, CDN\$K

