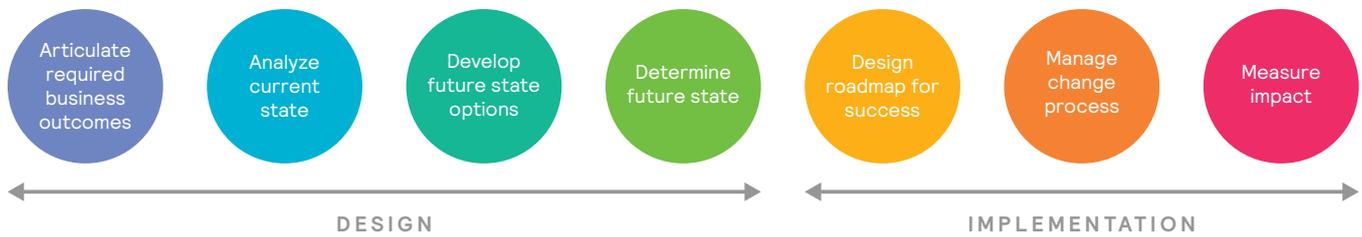


MERCER'S OFFERING ON ORGANIZATION DESIGN

Effective design and implementation of your organization structure can provide your company with a competitive edge. By structuring your organization in the right way to align with your business strategy, you can unleash the productivity and creativity of your talent – which translates into significant business impact.

But organization design can be a challenging exercise: Identifying the right design isn't always easy, and the implementation process is full of risks and pitfalls. To increase your chance of success, Mercer can partner with you in a variety of ways throughout your organization design journey.

THE ORGANIZATION DESIGN PROCESS: SEVEN STEPS



HOW MERCER CAN HELP YOU ALONG THE JOURNEY

DEVELOPING A WINNING DESIGN	INCREASING THE CHANCE OF A SUCCESSFUL IMPLEMENTATION
<ul style="list-style-type: none"> • Translate business strategy into organizational design requirements. • Determine the target operating model and the desired organization capabilities. • Identify major gaps by diagnosing the current state • Provide best-practice frameworks and tools to ensure a rigorous approach to the process. • Bring market practices, benchmark data, and other external references to inform the design. • Develop design principles and success criteria to guide the design. • Develop and evaluate various future organization options. • Define the details of the new organization structure (for example, boxes and lines, roles and responsibilities, decision rights). • Facilitate key stakeholder discussions to drive consensus. 	<ul style="list-style-type: none"> • Develop an implementation roadmap with stages that are appropriate for the specific organizational context. • Identify the changes and actions that need to happen relating to people, processes, and technology. • Manage end-to-end transformation efforts, including communication and change management. • Track and measure the outcome of the organizational change, and propose adjustments accordingly. • Facilitate key stakeholder discussions to drive consensus.

THE MERCER ADVANTAGE

Mercer is a leading consulting firm in the field of organization design. We conduct approximately 100 organization design projects globally every year, advising our clients on the:

- Alignment of organizations to their respective business strategies.
- Optimization of organization structures to reduce costs and increase productivity.
- Development of flexible organization structures to enable fast expansion and support rapid business model changes.
- Design of the right governance model for subsidiaries, operating companies, and other hierarchical units.
- Integration of two organizations following M&A.

Mercer is uniquely qualified to assist you in the organization design journey because:

- **Mercer understands people and change.** A successful organization design exercise is never about theoretical ideals. Instead, its success depends on the culture, on the people, and on the way an organization drives consensus and change. Mercer is highly experienced in this “softer” side of organization design.
- **Mercer establishes a strong link between strategy and organization design.** Far too often, organization designs fail because they are de-coupled from a company’s strategic objectives. Mercer’s approach puts heavy emphasis on articulating what’s key in the business strategy and accurately translating that into the organization design elements.
- **Mercer brings external data to inform your design.** Mercer has an extensive set of market practices, organizational archetypes, and workforce metrics from major markets and leading companies.
- **Mercer’s suite of frameworks and tools expedites the process and increases its analytical rigor.** Our processes, frameworks, and tools ensure that the organization design will be conducted in a structured and efficient way, with all major aspects covered.

- **Our organization design experts are skilled in driving consensus.** Mercer has a team of senior consultants who have both the technical expertise in organization design and the facilitation skills to lead effective discussions among key stakeholders. These consultants can help ensure that critical issues are adequately debated, the right answers are obtained, and a consensus is reached.
- **Mercer’s global team can support your organization design efforts at a global level.** We have a broad geographical footprint, with offices in more than 40 countries. Mercer can deploy a global network of consultants to support your organization design projects in multiple locations.

In summary, Mercer is the partner of choice for support in organization design because:

- We understand business.
- We understand organizations.
- We understand people.

For further information, please contact your local office or visit our website at www.mercer.com.

