

## Update

Change assurance &amp; change management

PRECISE. PROVEN. PERFORMANCE.

# The challenges of undertaking change

The boards of most leading organisations will be considering or implementing change as part of their strategy for the next five years. For some it may be moderate change to cope with the expectations of a natural increase in growth of their business, or for others there may be outside influences to which they either react or, better still, proactively manage the period of change.

## What is change?

The corporate strategy will follow on from the defined vision and mission of the organisation and should state very clearly what the overarching objectives are for the business. When boards meet to review their strategy it may be that the key influences are within the boundaries of their control. In other words it may be that the company has a firm base of product and services and is looking to take the company to the next stage of growth through expansion of its offerings, through geographic spread, or maybe through the opportunities afforded by business partnerships.

Alternatively, there could be external influences. Some may be desired (mergers or acquisition), some due to market changes (Brexit), or some due to cost-cutting (organisational and process efficiency). Whatever the reason, companies that wish to be progressive and to remain leaders in their field will want to plan and manage their change programmes carefully.

## What are the challenges?

Each organisation will have a different set of challenges when undertaking a change programme depending on their structure, culture, market, and resources – to name but a few. It is therefore important that careful planning is undertaken to ensure that the appropriate focus and priority is given to those aspects that will be key to the future prosperity of the business.

### Customer and services

- Customers.
- Services and products.
- Distribution channels.
- Making sure services are aligned with customer needs.

Organisations should have a clear understanding of the characteristics and needs of their customers, and focus on maintaining levels of service throughout business change.

- What is the impact of change on your customers and on the services you offer?
- Have you got the right mix of services so that you meet the demands of your market?
- If change is being 'forced' on the organisation through organisational restructuring will you still have the same focus and can you maintain the same levels of service to your customers?
- In essence, are your services and distribution channels clear and effective, and are those services aligned to the needs of your customers?

### Processes and organisation

- Design choices: customer service, efficiency, effectiveness.
- Process: business capability model.
- Organisational structure.
- Decision making.

A business that has its processes accurately mapped will find it easier to assess the impact of future change and to improve efficiencies as it grows.

- Are your processes well-defined, efficient and effective?
- If you are reorganising your business, what is the impact of merging operational functions and systems?
- Similarly, what is the capability for expanding the same functions and systems?

The communication planning is vital to give everyone a voice and consider each person as an individual – even the slightest dissent can become corrosive if not managed carefully and effectively.

- What is the impact of the change on your staff?
- Do they have the capacity, the capability, the training that is necessary to absorb the impact?
- How can you ensure that you prepare them for change taking into account the cultures and behaviours within the organisation?
- Is decision making clear?
- Will the revised organisational structure ensure that there are clear lines of responsibility and accountability?

### Applications and information

- Optimise and align: services, people, process, customer.
- Remove complexity.
- Information systems.
- Future proofing.

Part of the change or transformation will require an assessment of the underlying applications that support the business and the information (management and operational) that is required to keep the business informed and up-to-date.

- Do you have clear functional documentation for your applications?
- Can you map functional dependencies between applications?

Having effective functional applications is vital to ensure that staff can obtain accurate and up-to-date information to support their jobs.

- Has unnecessary complexity or duplication been removed?
- Where compromise is made, is this accepted or is there a plan to efficiently introduce improvements?

### IT infrastructure and facilities

- Sourcing infrastructure.
- IT capacity: storage, process, people.
- Security, risks and standards.
- Employee facilities.

Investment in IT is paramount for a leading organisation but it is easy to waste hard-earned profits on inefficient or outdated solutions. Any business should have an IT strategy that supports the corporate objectives and a formal review of this strategy should always support any change programme.

- Will your infrastructure support the changing business environment?
- Will your regulatory obligations be met?
- Will you be compliant with General Data Protection Regulations (GDPR)?
- Are you adequately funded and resourced to meet BAU needs as well as support priority enhancements?
- Will internal and external customers both have access to the tools and facilities they demand?

### Moore Stephens as a trusted partner

Moore Stephens collaborates nationally and internationally to provide access for our clients to a network of experienced subject matter experts who can help through planning and management, providing clear and concise advice, or taking responsibility for implementation of your change programme. With expertise across a range of industry sectors we can draw upon skills and knowledge to help our clients set out their strategy and objectives, or tackle the detailed tasks supporting the projects making up their transformation portfolio.

Our framework and our approach is based upon industry standard best practice but always with a foundation on our experience gained over many years of managing work programmes for our clients. As part of the Moore Stephens Consulting Services function we can undertake **health checks** on your change activities through our Change Assurance Framework, help you to **define your plans** for change by considering the readiness of the business and the perceived risks involved, or take responsibility for **managing, delivering and implementing** the change programme.

If you would like further information on the above or find out about our services, please contact John Stanford for a no obligation discussion.

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