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Revolutionizing Organizational Design With Agile Transformation for a Leading South African Financial Services Group

 Case Study

An  **RPG** Company



Overview

Creating a new operating model around customer-centric outcomes

A prominent South African financial services company with a vast customer base in Africa and Asia partnered with organization redesign consultants from Zensar and African International Advisors (AIA) in 2023 to initiate a transformational organizational redesign program. This collaborative effort aimed to create a new operating model for its COO organization centered around customer-focused outcomes and strategic restructuring.

In June 2022, the client embarked on an agile organization design transformation in collaboration with a multinational consulting firm. While a robust conceptual model was developed, more detailed and implementable team designs were required. As the year drew to a close, recognizing the need for more effective collaboration to develop the subsequent design layers, the client strategically transitioned to engaging the Zensar-AIA team. Demonstrating exceptional competency, the Zensar-AIA team forged a robust partnership with the client's senior management leaders, culminating in co-creating a pragmatic target operating model.

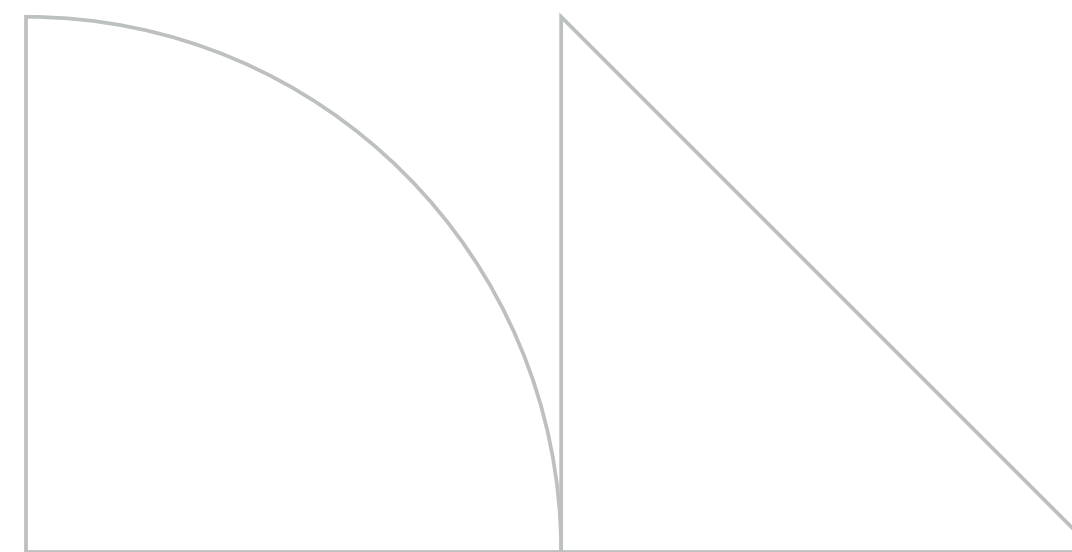


Challenges

Complexity, lack of agility, and silos

Before beginning its agile transformation, the client encountered several critical challenges.

- **Lack of alignment:** The existing delivery capabilities within the COO organization were not optimally aligned with particular customer outcomes, resulting in inefficiencies and fragmented accountability.
- **Functional silos:** The organization operated within traditional functional silos, hindering team collaboration and knowledge sharing.
- **Inefficient handoffs:** Frequent internal and external handoffs between portfolios led to delays and reduced operational efficiency.
- **Limited organizational agility:** The client lacked the flexibility to adapt quickly to changing business demands and market dynamics.
- **Complex demand management:** Managing resources and priorities across various outcomes proved cumbersome, leading to misaligned efforts and inefficient resource allocation.





Solution

Empowering organizational agility through a proprietary framework

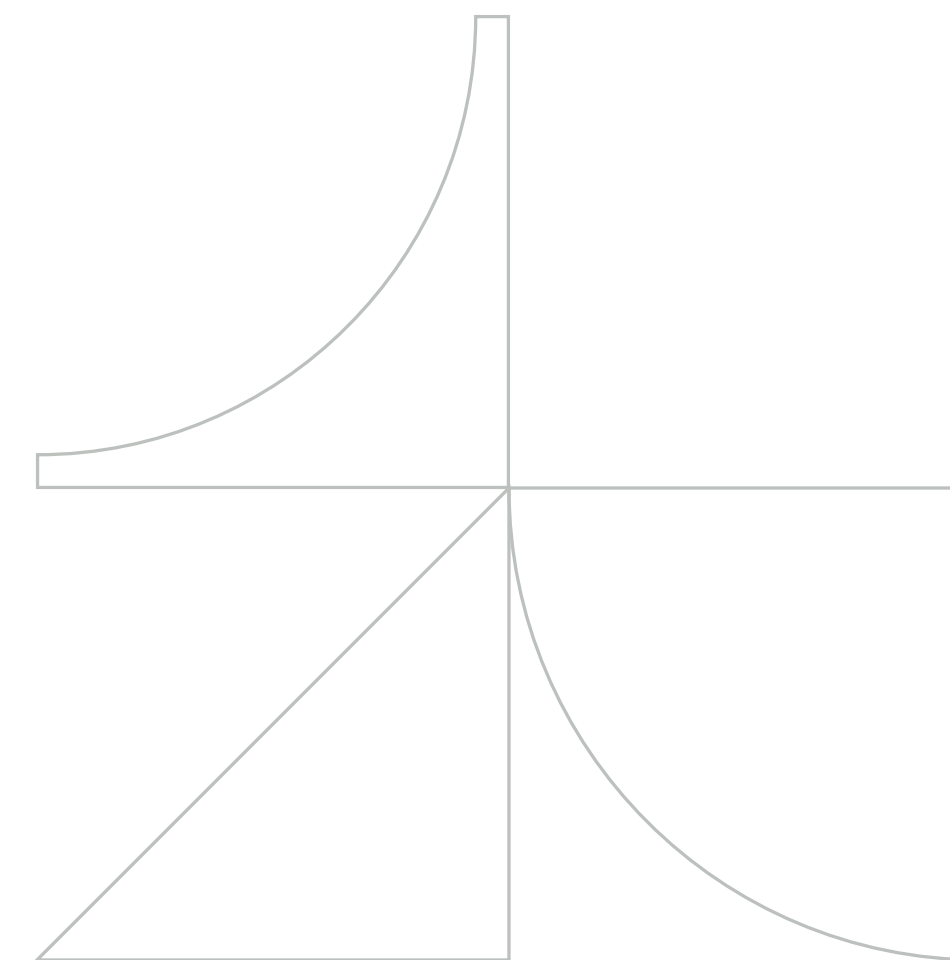
Zensar and AIA facilitated a collaborative approach to address the client's challenges and revolutionize its organizational design. Leveraging prior work as a foundation, the teams conducted dynamic workshops to understand the complexities faced.

Focusing on designing a best-practice organizational structure, they applied the Zensar-AIA Org Design Framework to co-create value streams for customer outcomes, identify essential capabilities to deliver on these outcomes, and logically group these capabilities into cross-functional end-to-end teams.

The essential elements of the solution provided were:

- **Co-creation of value streams:** The collaborative workshops allowed the co-creation of value streams dedicated to particular customer outcomes. This approach fostered a shared understanding of customer-centric goals and streamlined the path to achieving them.

- **Formation of agile cross-functional teams:** Zensar and AIA assisted the client in building agile cross-functional teams that collaborated seamlessly throughout the customer outcome journey. By breaking down functional silos, these teams fostered greater collaboration and knowledge sharing and reduced internal handoffs.
- **Definition of interaction models:** To enhance organizational agility and adaptability, Zensar and AIA worked with the client to outline well-defined interaction models between the customer outcome teams and the rest of the COO organization. This facilitated clear communication and collaboration across the entire organization.
- **The Customer Outcome Ecosystem Model:** The development of an overarching operating ecosystem, known as the Customer Outcome Ecosystem Model, provided an end-to-end view of the capabilities required to deliver on customer outcomes. This model aligned organizational functions with the overarching goal of delivering exceptional customer experiences.

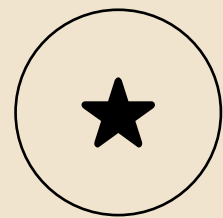




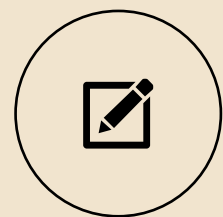
Impact

Organizational efficiency, customer outcome delivery, and continuous improvement

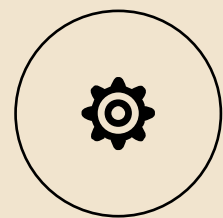
The agile transformation yielded significant business impact for the client.



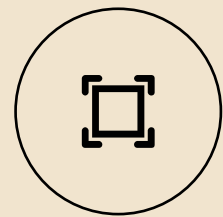
End-to-end outcome ownership: By redesigning teams and ensuring the representation of all capabilities, teams could focus on delivering customer outcomes. This empowered teams and ensured customer-centricity.



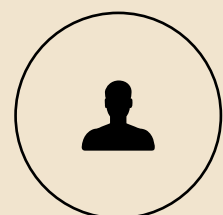
Enhanced implementation strategies: The redesigned operating model streamlined implementation strategies, improving overall organizational efficiency.



Improved collaboration: The creation of cross-functional teams fostered a culture of collaboration and innovation, reducing internal silos.



Adaptive and agile organization: Incorporating fluid matrices enabled the client to respond swiftly to changing business demands and market dynamics.



Enhanced resource allocation: Revamped demand management processes ensured efficient allocation of resources, aligning initiatives with the organization's strategic goals.





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Part of the \$4.8 billion RPG Group, we are headquartered in Pune, India. Our 10,000+ employees work across 30+ locations worldwide, including Milpitas, Seattle, Princeton, Cape Town, London, Zurich, Singapore, and Mexico City.

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