



HighPoint
Associates

Transformation Highlights

May 2023

Sampling of HPA Transformation Projects (1/2)

Client transformations supported by HPA have run the gamut of industries, sizes, and needs

Billion-dollar multi-site healthcare roll-up needing to address challenges associated with an aggressive acquisition-based growth model running into slowdown in market demand



- Enterprise cost transformation involving detailed review & optimization of centralized cost centers
- Corporate to site level organizational review and optimization, addressing spans & layers, and unaddressed redundancies associated with roll-up strategy
- Upgraded systems to improve BI / data reporting / performance metrics / KPIs
- Site level performance evaluation and improvement
- Organizational support during management transition

Global consumer services provider wrestled with organizational, process, and operational opportunities in a post-Covid environment



- Back-office and functional review of opportunities to improve organizational model, effectiveness, and efficiency
- Benchmarking of productivity and cost ratios against industry and extra-industry comparables
- Review of organizational spans & layers across regions, functions and business units
- IT innovation and effectiveness roadmap, including re-organization to improve alignment with the business

Financial & operational turnaround support for a mid-market retailer with challenged supply chain, labor costs, and customer shift away from brick & mortar



- Serving as interim financial leadership in partnership with CEO / leadership team
- Diagnostic assessment of financial, operational and organizational performance
- Identification of key turnaround scenarios with articulation of strategic and operational implications
- Development of turnaround roadmap including projected impacts, resource and investment requirements
- Interim cash flow projection refinement to inform near-term requirements

Sampling of HPA Transformation Projects (2/2)

Client transformations supported by HPA have run the gamut of industries, sizes, and needs

Fortune 500 consumer products company with significant retail presence dealing with major changes in consumer preferences, marketing channels, and social media mix, needed to transform their marketing and go-to-market strategy



- Stand-up and oversight of multiple operational and strategic initiatives as part of marketing transformation strategic PMO
- Assessment of Gen Z positioning and development of an action plan to win share among this key demographic
- Marketing strategy review and analysis of marketing positioning relative to key competitors
- Development of strategic playbooks to strengthen competitive advantage

Private equity-backed healthcare services company looking to address challenges from years of aggressive acquisitions without proper integration execution across operations, processes, IT, pricing, and delivery



- Organizational design for HQ functions and field operations to support efficient scale-up and profit improvement
- Site-level performance improvement, including optimized labor staffing models
- Multi-factor pricing optimization and code standardization
- Vendor compliance management and optimization
- Management transition support around turnover of 3 C-suite executives

Publicly traded hardware & software company dealing with significant Asia supply chain issues and challenges in managing global customer base, as well as financial systems, accuracy, and reporting issues



- Deep-dive review of entire supply chain, including site visits and review of Chinese manufacturers, RFQs with shipping & logistics providers, and analysis of in-house, local 3rd party, and offshore options
- RFQ process management & new vendor selection, as well as recruiting, hiring, and onboarding of new internal functional leader
- Detailed finance organization review including processes, systems, reporting and personnel; development and rollout support for finance function turnaround plan under the CFO

Representative Engagement: Enterprise Cost Transformation

CLIENT NEED

Publicly traded, healthcare services firm needed a comprehensive enterprise transformation strategy centered on **rapid turnaround of underperforming locations and G&A/Capex cost takeout, repositioning the organization for long-term growth**

PROJECT OVERVIEW

Partnered with CEO and executive leadership team to stand up Transformation Management Office and oversaw initiative process design, execution, and change management. HPA team defined standard care delivery model and worked with care-specific teams to support model compliance and develop actions to close organizational gaps. Designed and led Clinical Value Initiatives (CVI) for higher topline sales, attendance, and effective inpatient decision-making process. Cost takeout team realized savings by defining operational excellence and G&A cost efficiency levers and implementing rapid cost takeout initiatives

TEAM



Christian, Senior Advisor

Associate Partner in McKinsey's Strategy Practice who later held healthcare strategy and transformation roles at IBM and ADP. Most recently, worked with a PE-owned 2,000+ doctor dental organization on strategy, operational, and growth initiatives



Stephen, Senior Project Leader

Associate Partner at McKinsey who also held senior operations / transformation roles for United Technologies, Capitol One, CSC Service Works, and most recently, Club Corp

Ali, Senior Consultant

BCG Principal and Operations Executive at KKR; 25 years of experience in the healthcare and financial sectors

Carolina, Consultant

McKinsey Engagement Manager and strategy / operations leader for Pfizer, Brambles, SABMiller, and Cargill

Katie, Consultant

LEK Senior Consultant and Senior Manager at Stanford Health; over 12 years of experience across the healthcare sector

John, Senior Consultant

McKinsey Engagement Manager & VP at Plum Healthcare; over 25 years of experience across the healthcare sector

QUALIFICATIONS



The client required a **large "plug and play" Transformation team with industry experience and seasoned change hands** that could immediately hit the ground running, partner with the leadership team to create a **clear path forward**, and then align the broader organization behind it



Given the challenging situation and urgency of change, **HPA deployed a team with both EQ and analytical skills** to organize and align the team behind the program and its underlying initiatives, and to help the organization prioritize and action them for successful transformation



HPA's **tailored staffing approach** allowed the executive leadership team to align HPA resources against workstreams with **just the right functional and healthcare knowledge, sequenced** according to client needs. This approach optimized project burn rates and allowed the CEO to keep portions of the HPA team on through the critical stages of the transformation

Representative Engagement: Enterprise Cost Transformation

CLIENT NEED

After a difficult turnaround and multiple rounds of cost cutting, multibillion-dollar CPG manufacturer had yet to see efficient and appropriate SG&A levels during renewed growth. Client sought a partner to think through further **opportunities to transform the SG&A cost base without sacrificing operational capabilities**

PROJECT OVERVIEW

Partnered closely with executive leadership to assess the Commercial, R&D, and Marketing functions, campus structure, as well as support functions like Customer Experience and Supply Chain. HPA mapped out enhanced initiatives, supported SKU productivity framework, and fleshed out process changes that would drive greater throughput and efficiency moving forward. Identified >\$150 million in efficiencies, with a ranking around risk and ease for the business. The HPA team then stood up a new PMO to drive early execution over 12 weeks

TEAM



Alex, Senior Advisor

BCG Partner and Managing Director with 30+ years of experience. Spent over 15 years at BCG and launched and ran the firm's West Coast Industrials Practice. Founded Sameday Technologies, a provider of third-party fulfillment services. Holds a BS in Industrial Engineering from Stanford University



Akeem, Project Leader

McKinsey Engagement Manager who later joined EHS Partners where he led operational improvement and cost improvement efforts. Subsequently cofounded Anova Capital, a firm focused on turnaround initiatives. Holds an MBA and MA from Stanford University and a BA from Harvard University



Abe, Project Leader

McKinsey Senior Engagement Manager with 20 years of experience. Later joined EHS Partners as Managing Director and cofounded Anova Capital. Holds a PhD in Political Economics, an MA in Education and Political Science, and a BS in Electrical Engineering from Stanford University

Karl, Consultant

Strategy& Consultant who later joined Jet.com in a Strategy and Business Development role; entrepreneur and founder of a real-estate investment firm

QUALIFICATIONS



The client needed a seasoned consulting team that could **manage the entire cost transformation effort with an independent lens** and challenge the client team to consider and evaluate all ideas, with few sacred cows, and to commit to a clear implementation path



Given the organizational environment, HPA team established **small agile client teams** to surface and evaluate ideas quickly in multiple areas of the business. The HPA team's flexibility and tailored approach energized the leadership team and created momentum for rapid implementation



HPA played a vital role as a data-driven, results-oriented partner that brought clarity to the cost transformation process, more analytic rigor to the baseline and option evaluation, helped the client team rally behind ideas and gain consensus, and set the stage for a successful implementation

Representative Engagement: Business Transformation

CLIENT NEED

Manufacturer of industrial equipment for the oil & gas industry needed both strategic **CEO counsel and an interim Chief of Staff to direct a business transformation program**

PROJECT OVERVIEW

Provided project management expertise as well as oversight and control of multiple operational and strategic initiatives that were underway and underperforming. Accelerated execution of go-to-market strategy, Lean performance and operational improvements, M&A projects, leadership team development, and turnaround initiatives enabling a transformational improvement of company performance and secure financing. Efforts led to increases in revenue and EBITDA of 9X and 75X, respectively

TEAM



Alex, Senior Advisor

BCG Partner and Managing Director with 30+ years of experience as an entrepreneur, executive, and advisor leading initiatives across multiple sectors including manufacturing, industrials, distribution, healthcare, B2B technology, and CPG. Spent over 15 years at BCG and launched and ran the firm's West Coast Industrials Practice. Later founded Sameday Technologies, a provider of third-party fulfillment services, before selling the firm to Ryder Logistics.

Holds a BS in Industrial Engineering from Stanford University



Doug, Senior Project Leader

Alix Partners Director and Boston Consulting Group Project Leader with 20+ years of consulting and line management experience in the industrials and manufacturing sectors. Later held additional roles as Director of Strategic Development / Focus Factory Manager for Danaher and Vice President and General Manager of Dow-Key Microwave for Dover Corporation. More recently, acted as President of Maritime Tactical Systems. Began his career as a Captain in the US Air Force.

Holds an MBA from London Business School, a JD from American University, and a BS from Notre Dame University

QUALIFICATIONS



Client needed an **industry-experienced advisory team with proven CXO-level strategy and operational transformation experience** to help the client team unlock value across the entire organization



HPA team **balanced comprehensive analytical fact base work and 'organizational strategy muscle development'** via workshops and day-to-day engagement with client team to ensure transformation work 'stuck' and that strategic choices were adequately pressure-tested for resilience and agility



HPA **developed a multi-horizon strategy and supported execution** over time. The HPA model allowed for heavier support up front, migrating to lighter advisory support as the CEO upskilled his team with HPA guidance and the client organization took on ownership of the execution

Representative Engagement: Brand Transformation

CLIENT NEED

Industry-leading, F500 retailer needed a team to **build and pressure-test a brand transformation strategy focused on customer segmentation, price positioning, real estate, and eCommerce**

PROJECT OVERVIEW

Conducted a current state assessment of the brand (internal and external challenges); mapped the competitive retail landscape; identified new target customer segments; and recommended changes in brand positioning, price architecture, physical footprint, and digital strategy. Output of the project was pivotal in aligning senior leadership and the Board around the future strategy of the business. One team member was subsequently retained by the client's parent corporation to assist with further strategic planning efforts

TEAM



Rina, Senior Project Leader

Over 20 years of experience leading strategy initiatives for major consumer companies.

Associate Partner and Consumer Marketing Senior Expert at McKinsey & Company where she spent 10 years primarily serving CPG companies. Served in earlier roles at L'Oréal and P&G. Has been an advisor and consultant for the past nine years leading efforts across the consumer space.

Holds an MBA from Harvard Business School and a BBA from the University of Michigan

Kate, Consultant

McKinsey Consultant who held subsequent roles as a Project Lead at Booz Allen Hamilton and Principal in Enterprise Growth and Operations Strategy at Target

Cathy, Consultant

Bain Consultant who later served in Corporate Business Development and Strategy roles at Warner Bros. and Google before becoming an independent consultant focused on strategy efforts for consumer and media clients

QUALIFICATIONS



Client had experienced recent turnover within its strategy group and required a **"plug and play" strategy team** that could immediately hit the ground running, partner with the leadership team to create a **clear path forward**, and then align the Board and broader organization behind it



HPA team was comprised of members with deep consulting backgrounds who also had operational experience working with leading retailers. The team understood the internal mechanics and **cross-functional cooperation necessary to drive large-scale programs from conception through execution**, as well as the intricacies of retail **customer insights, segmentation, architecture, and positioning**



Building on the success of the initial engagement, client requested that HPA provide project teams and experienced subject matter experts **to lead specialized transformation acceleration work** across the parent organization in areas including **digital transformation, growth strategies, process mapping, supply chain, and more**

Representative Engagement: Finance Transformation

CLIENT NEED

Industry leading, multibillion-dollar healthcare services firm had experienced poor business ratings around its shared services, including its finance function, and needed to **architect and drive an end-to-end transformation for its corporate center** around quick wins, critical process failures, and engagement model improvements

PROJECT OVERVIEW

Partnered with shared services, finance, and business leadership team to develop and align on the key pillars of transformation. Redesigned end-to-end core Finance processes, with gap solutions and RASCI assignment, to simplify and quicken execution times as well as clarify ownership and delivery service levels with key business partners. Identified the end-to-end processes within procure-to-pay, order-to-cash, retire-to-hire, and record-to-report functions, and re-engineered / resolved those processes in ranked order, coordinating across cross-functional business and shared services teams. Agreed with leadership team on the core KPIs to monitor BU performance and set up KPI dashboard with real-time metrics

TEAM



Stephen, Senior Project Leader

Brings 25 years of strategy consulting and operating experience driving end-to-end transformation, post-merger integration, M&A, and change management efforts across industry sectors, including healthcare services, technology, manufacturing, and specialty chemicals. Associate Partner and leader in McKinsey's Operations Practice where he drove strategy, Lean transformation, post-merger integration, and operations excellence efforts. Next moved to United Technologies as Director of Business Development, later joining Capital One as a Senior Director of Process Excellence. Most recent roles include VP of Program Management at CSC Service Works and Chief Transformation Officer at Club Corp, a private equity-owned clubs and lifestyle business. Holds a PhD in Physics from University of California, Berkeley and a BA and MA in Natural Sciences from Cambridge University

Deron, Senior Consultant

Bain Senior Manager and VP at DaVita Healthcare; more than 20 years of experience across the healthcare, agriculture, and retail sectors

John, Senior Consultant

McKinsey Engagement Manager & VP at Plum Healthcare; over 25 years of experience across the healthcare sector

QUALIFICATIONS



The HPA team brought a breadth of **process reengineering, transformation and industry knowledge**. This unique blend of experience allowed the team to quickly identify the key pain points and zoom in on high impact actions and change management levers



Given the challenging situation, and urgency of change, HPA team focused on aligning the organization, rallying support for change and identifying quick wins to build momentum. The team **addressed organizational dynamics** to clarify roles and responsibilities and to ensure impact



HPA **demonstrated flexibility** in managing through organizational changes and flexing team involvement according to the needs of the project, with additional Process Reengineering resources at the key phase

Representative Engagement: IT Transformation

CLIENT NEED

Chief Product and Technology Officer of an industry-leading online retailer required a Chief of Staff to drive strategy and build out a plan **to gain investor / Board buy-in for functional transformation strategy, and to position the technology organization as a strategic and collaborative partner** with its customer-facing internal stakeholders

PROJECT OVERVIEW

Collaborated with technical (product, development, data science) leaders to communicate transformation strategy and roadmaps for investor- and Board-level presentations. Consulted with supporting functions (Finance, HR, Communications) to direct initial development and create an effective governance structure, including regular leadership updates to employees, and quarterly analytics presentations for top leaders. Engaged by stakeholders throughout the organization on an ad-hoc basis to prepare high-level presentations as directed by CTO

TEAM



Kate, Project Leader

More than a decade of experience in strategy development for companies in the retail and government sectors both as a consultant and operator.

Started career as an Associate Scientist for AstraZeneca, later joining McKinsey & Company advising F500 companies on strategy and operational improvement initiatives. Subsequently spent three years with Booz Allen Hamilton, ultimately driving initiatives as a Team Lead.

Next moved to Target holding a role as Group Manager and Principal in Enterprise Growth and Operations Strategy working closely with Target's Guest Insight and Apparel teams to lead efforts across strategy development and brand positioning.

Holds an MBA from Cornell University and a BA from University of Virginia

QUALIFICATIONS



HPA Consultant **established a trusted relationship** with the CTO and ensured that the needs and priorities of key stakeholders were well understood before **developing the platform to align and mobilize key stakeholders** for execution



Consultant's **blend of consulting experience** from McKinsey and Booz, **combined with her real-world retail operating experience** from Target gave her both the tools to communicate a complex transformation roadmap, and a deep understanding of how to effectively engage and motivate internal stakeholders



HPA acted as a **collaborative, execution-focused partner**, able to **deliver results with clarity and impact**, and consultant was not afraid to do additional work "in the weeds" with executives across the organization as needed



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