

Firm-wide cost diagnostic

Perform cost diagnostic & identify transformation opportunities

- Set and validate cost baselines with management, mapping major cost buckets across functions & BUs
- Conduct enterprise-wide cost diagnostic, benchmarking cost KPIs against industry peers
- Define high-impact areas to be transformed, including Human Capital (HC) if relevant
- Set ambitions and guiding principles

Human Capital levers assessment

Design Human Capital transformation initiatives with sustainable impact

5 Human Capital levers:

Work simplification

Delivery optimization

Organization simplification

Performance enhancement

HR function optimization

- Define & prioritize initiatives on each lever, based on potential savings and strategic value
- Establish transformation office: define responsibilities, blueprint, timeline and KPIs to monitor. Align & share ownership with the Leadership

Execute, Monitor & Sustain

Implement initiatives and ensure continuity, strengthening the cost culture

- Execute initiatives, including workforce planning, process simplification, and digital enablement
- Monitor savings and workforce impact with transparent KPIs
- Institutionalize cost governance and accountability within HR and business units – enhance the cost culture
- Launch continuous-improvement loops, and trainings for teams & leadership