



HUMAN CAPITAL INFRASTRUCTURE ASSESSMENT

APRIL 2021

THERE IS A NEED TO RE-ALIGN AND RE-ASSESS THE CORPORATE DYNAMICS POST COVID-19



RE-ALIGNING WORKPLACE

The COVID-19 pandemic has forced us to transform our way of working. Businesses have radically adapted to working from home, adopted new operating models and introduced new products and services to combat the financial impact of the pandemic. In addition, shifts in attitude, mindsets and perceptions are redefining corporate culture and work dynamics globally.

The challenges associated with COVID-19 are unprecedented and require unprecedented responses. The approach one takes to meet the challenges would determine the level of impact; and the approach of response to meet the impact would determine the final outcome. Whilst businesses have gradually started to adapt to the changes, it's essential to have a robust and coordinated strategic plan for the post-lockdown world.

Some key considerations include:

- Re-assessing & re-aligning workforce requirements for achieving strategic objectives in a structured methodical way
- Addressing outdated applications and software's and considering cloud based solutions
- Revisiting highly manual processes and seeking opportunities for automation
- Exploring cyber resilience through investment in cybersecurity and network infrastructure
- Considering alternatives to the typical 'brick and motor' strategy

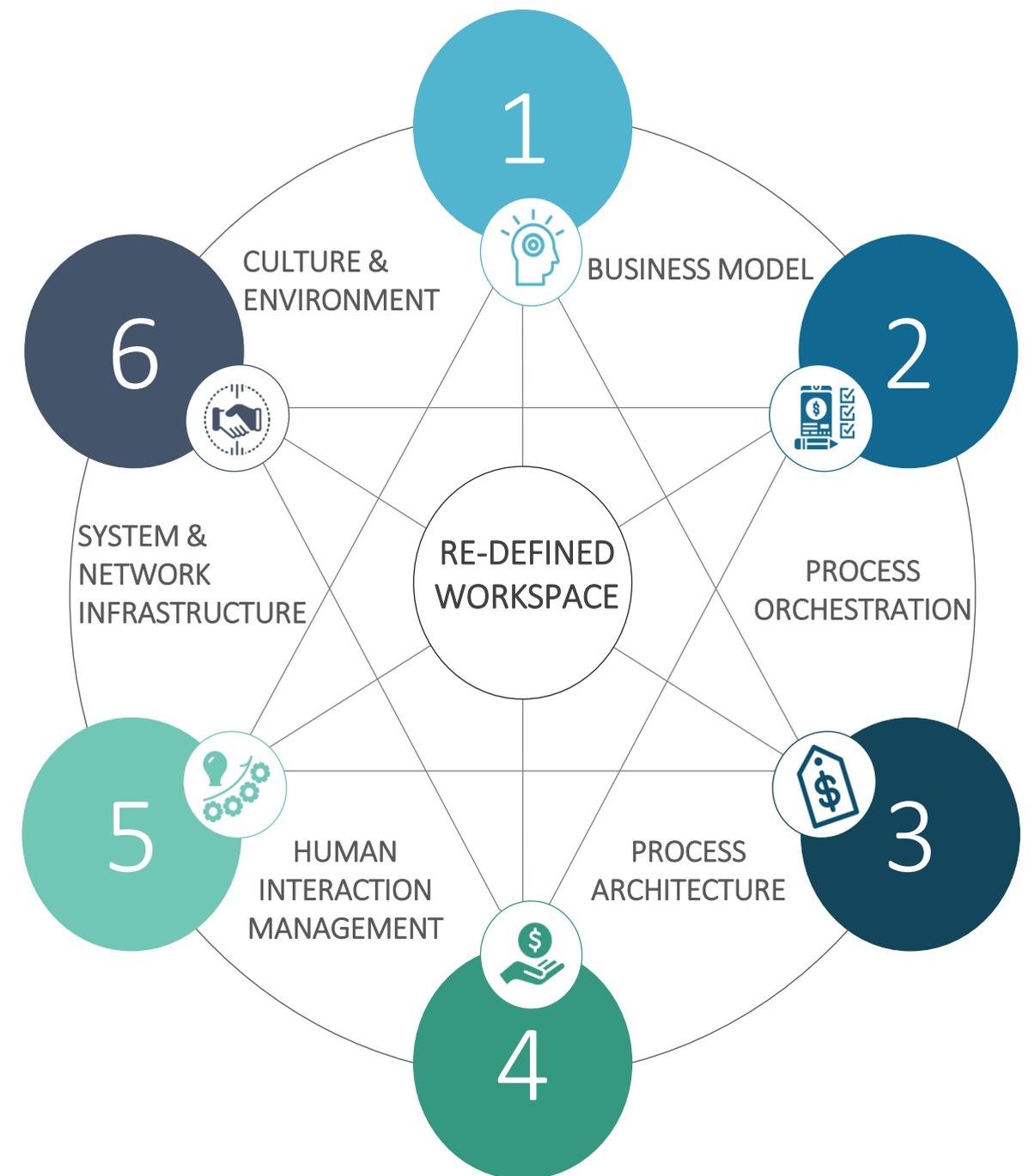
ESSENTIAL COMPONENTS FOR RE-ASSESSMENT THAT ARE REDEFINING WORKSPACES GLOBALLY

KEY ELEMENTS FOR REASSESSMENT

- 1. Business model:** Businesses of all sizes have been required to rethink and reimagine their products and services and introduce new solutions. These shifts are essential to keep in mind when resuming business operations post-pandemic, or at least post-lockdown. Although consumer behavior going forward is difficult to predict for certain, the key for any organization is to listen, learn, reassess & design the future business model with these in mind, while keeping an eye on consumer trends.
- 2. Process orchestration:** Business leaders must be able to gain comprehensive visibility across the entire process lifecycle, executing, monitoring, and managing the various process components with a view of their outcome which might require periodic remodeling to support new business directions.
- 3. Process architecture:** The key deliverable of a process is a visual blueprint in guiding the business leaders in making the decisions, factoring in the resources, performance measures, indices & regulations involved while ensuring strong understanding of process dependencies and co-relations with other business processes in the overall value chain.
- 4. Human interaction management:** A collaborative and productive organization is highly critical and essential for the business planning process given the new social-distancing norm; companies need to re-orchestrate workspaces with extensive focus on digital mediums.
- 5. System & network infrastructure:** Re-evaluating digital threats, cybersecurity, and service continuity, while also emphasizing the value of harnessing technology to create a robust, asset-light model that allows for elasticity and flexibility in the event of disruption.
- 6. Culture & environment:** Consistent efforts by the business leaders to redefine the brand identity and values whilst overcoming the situation of COVID-19 and emerge as a stronger and greater entity.

The majority, if not all of the above-mentioned elements have an impact on the human capital requirements of a business. In the post COVID-19 world, businesses are adopting new processes and technologies and streamlining the workforce.

KEY ELEMENTS FOR REASSESSMENT



ORGANIZATIONAL STRUCTURES & HUMAN CAPITAL INFRASTRUCTURE – POST COVID-19 ASSESSMENT

THE KEY CONSIDERATIONS

HUMAN CAPITAL INFRASTRUCTURE ASSESSMENT FOCUSES ON THE FOLLOWING QUESTIONS:

- Is the company's organization structure streamlined and optimal to suit the complex business requirements?
- Is the organizational structure in alignment with the company's operating model?
- Is there adequate & effective human resource infrastructure to support the organizational needs?
- Is there an ideal allocation of functions, roles and responsibilities?
- How can we further integrate and synergize with interdependencies and interlinkages?
- Are we aligned with the leading industry practices for a streamlined org structure & functional allocations?
- Is the existing manpower sufficient to cater to the operational requirements or is it overstaffed?
- Do we have the right set of people with the required skill sets & capabilities?

SPECIFIC CONSIDERATIONS

- 1 Org structure
- 2 Functional allocation
- 3 Manpower requirements
- 4 HR infrastructure
- 5 Capabilities & skills

HOW WE CAN ASSESS THESE ASPECTS

- Conduct detailed comparative assessment in order to streamline the organizational structure
- Identify areas to enhance the organizational structure as per leading practices
- Identify opportunities for optimizing the functions allocated under the departments
- Evaluate the detailed matrix of functions mapped to different departments
- Evaluate the adequacy & effectiveness of the human resource infrastructure
- Identify comparable companies with similar operating model (locally & regionally) in terms of benchmarking matrices and which are at the forefront in terms of applying leading industry practices
- Diagnose the detailed matrix of functions mapped to different departments to identify efficiencies and improvement opportunities
- Identify improvement opportunities to streamline & re-align the organizational structure and the functions allocated to departments

