



# National Healthcare Provider & Insurer IMG IaaS Transformation Strategy Move Option Analysis

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ALVAREZ & MARSAL

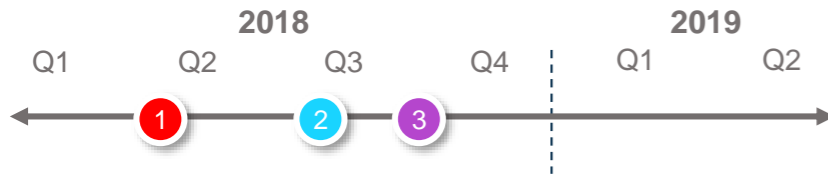




# IMG Organizational Transformation: Atlanta Relocation Option Overview

Relocating the majority of the Customer Planning and Management functions to Atlanta to create the Customer Enablement (CE) team and appointing existing leadership is the least disruptive and most time-sensitive option.

## Option 1: Create Customer Enablement with existing leadership in ATL



Move majority of the Customer Planning and Management (CPM) team to ATL to form Customer Enablement (CE) team under Sarah's leadership. In-depth process improvement evaluation will be required to assess required skills to be transferred to ATL. Technical support may be required from the Environment Services (ES) team, which will remain in CA. The SS group will remain in CA under interim leadership.

### Stages

- 1 Move majority of CPM ED's to ATL to set up CE group and reassign Sarah to CE group. Process improvement eval req
- 2 Move remainder of CPM under SS group. Interim L2 to SS
- 3 Identify required internal technical support (ES) or external technical support for CE group

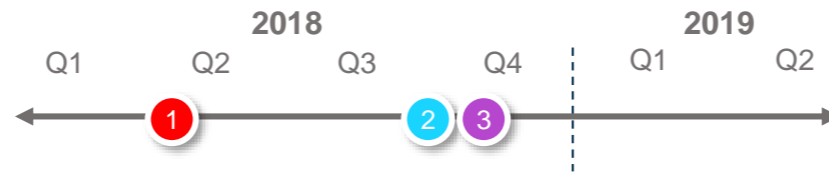
### BENEFITS

- Less complicated move; CPM easily translates to new CE
- Performance eval can be justified w/o alarms
- L2 volunteered for ATL move
- Does not require hiring of net new L2
- Sets up SS to transform into SVE in future phase

### RISKS

- Early performance eval required; involvement from more people required
- Would need to remove existing L2
- Longer (time) approach

## Option 2: Create Customer Enablement Team with currently TBD leadership in ATL



Move majority of the Customer Planning and Management (CPM) functions to ATL under new (current TBD) L2 leadership to form Customer Enablement (CE) group. In-depth process improvement evaluation will be required to assess necessary skills to be transferred to ATL. Environment Services (ES) functions will be rolled into CE, but will remain in CA to be close to the customer.

### Stages

- 1 Move majority of CPM ED's to ATL to set up CE group under new L2 leadership. Process improvement eval req
- 2 Move remainder of CPM under SS group
- 3 Identify required internal technical support (ES) or external technical support for CE group

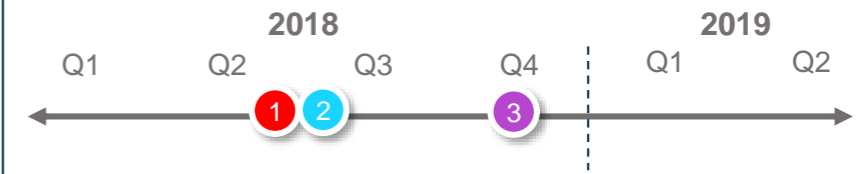
### BENEFITS

- Less complicated move; CPM easily translates to new CE
- Performance eval can be justified w/o alarms (new L2 eval of his/her team)

### RISKS

- Early performance eval required; involvement from more ppl required
- Would need to remove existing L2 and hire a new L2 in ATL

## Option 3: Create Service Enablement & Vendor Performance Team in ATL



Disassemble the Shared Services (SS) team, and combine with appropriate functions from Customer Planning and Management (CPM) and Compute to create future state Service and Vendor Enablement (SVE) in ATL. SVE will be overseen by Sarah (current L2 for SS). SS functions not included in SVE will be moved under other groups in the interim to maintain required current state activities

### Stages

- 1 Disassemble SS and move ED's to ATL with Sarah
- 2 Move remainder of SS under other groups
- 3 Move certain CPM and compute functions to ATL to complete the SE group

### BENEFITS

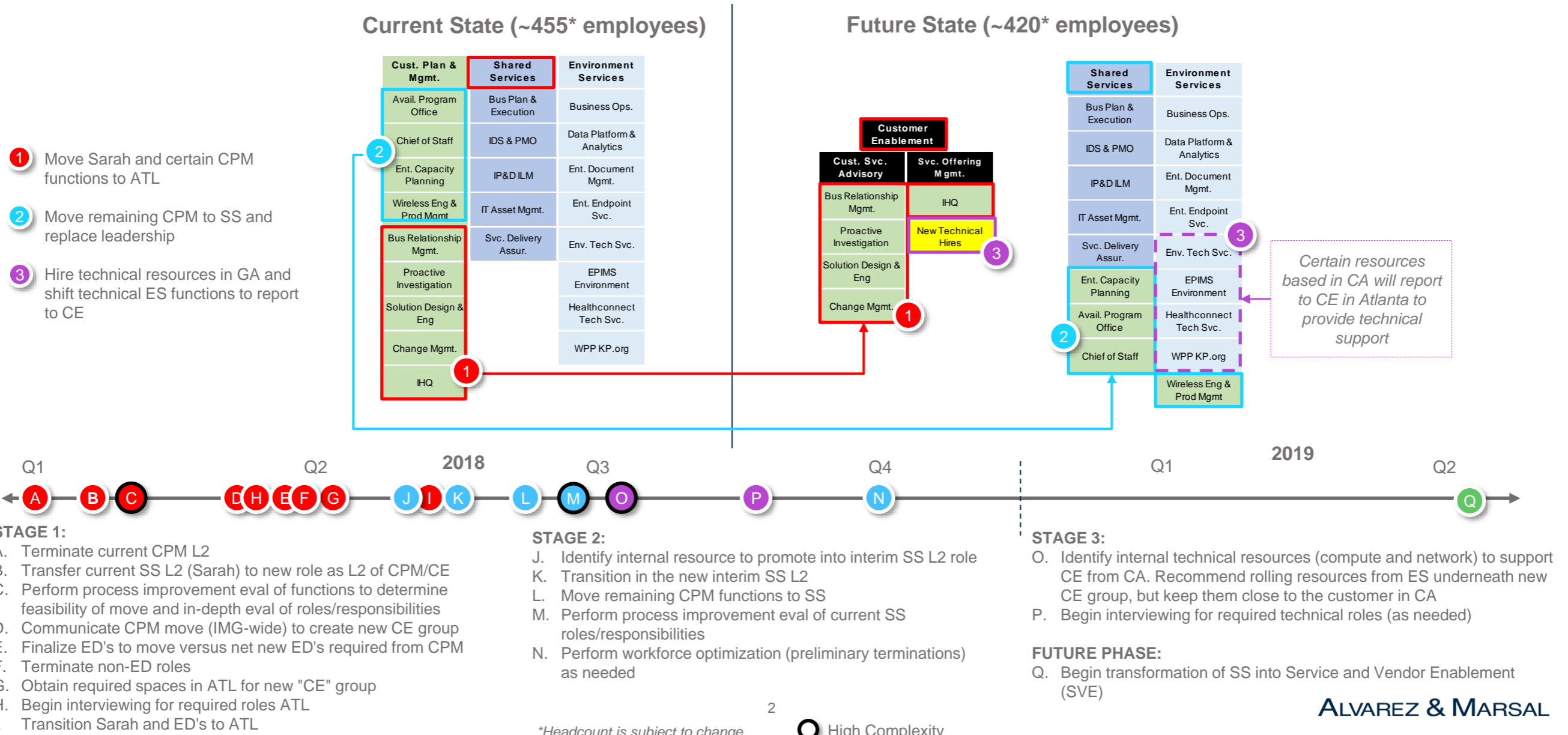
- L2 volunteered for ATL move

### RISKS

- Multiple departments will be affected early
- Majority of SS will not move to ATL
- Requires early involvement from more L2's

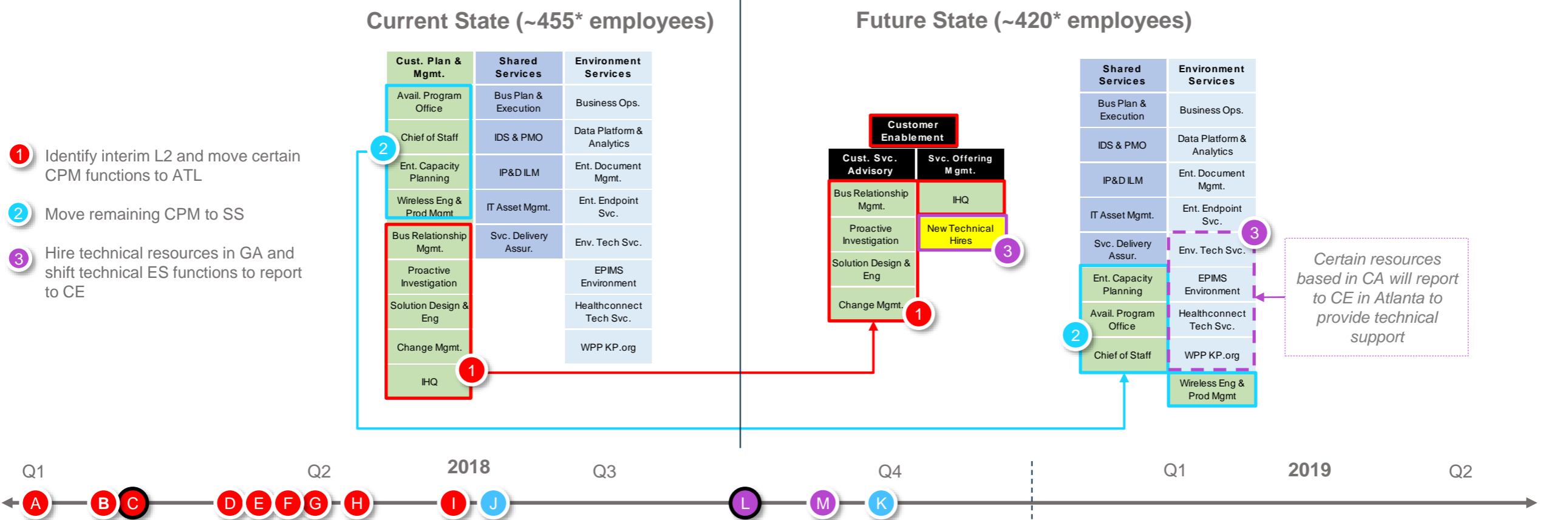
# ATL Relocation #1 | Customer Enablement (CE) Group with Existing Leadership

Relocating the Cust. Planning & Mgmt. group to create the new Cust. Enablement group can be completed by May/June without announcing an organization-wide transformation. Transferring Sarah to lead the CE group eliminates risk and ensures a smoother transition.



# ATL Relocation #2 | Customer Enablement (CE) Group with TBD Leader

The Cust. Planning & Mgmt. group has the skills required to create the new Cust. Enablement group in ATL. Recruiting a new leader to lead the move introduces risk.



- 1 Identify interim L2 and move certain CPM functions to ATL
- 2 Move remaining CPM to SS
- 3 Hire technical resources in GA and shift technical ES functions to report to CE

Certain resources based in CA will report to CE in Atlanta to provide technical support

- STAGE 1:**
- A. Terminate current CPM L2
  - B. Identify interim internal or external resource to promote to L2
  - C. Perform process improvement eval of functions to determine feasibility of move and in-depth eval of roles/responsibilities
  - D. Communicate CPM move (IMG-wide) to create new CE group
  - E. Finalize ED's to move versus net new ED's required
  - F. Terminate non-ED roles
  - G. Obtain required spaces in ATL for new "CE" group
  - H. Begin interviewing for required roles ATL
  - I. Transition new L2 and ED's to ATL

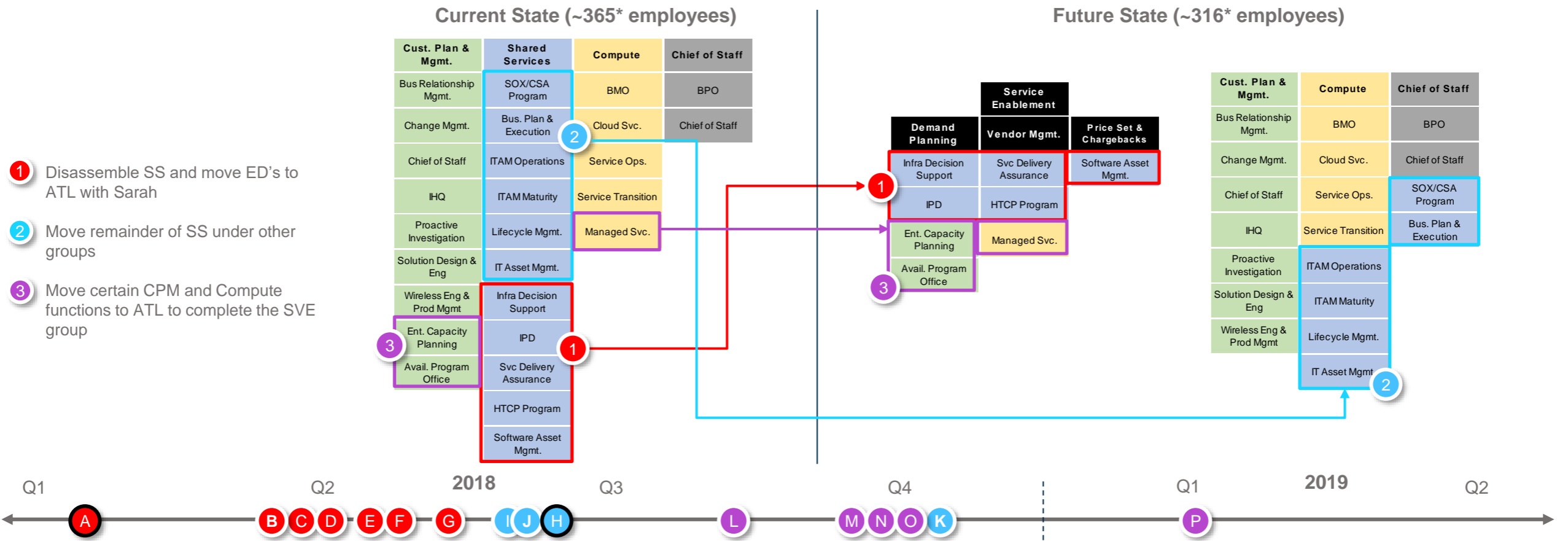
- STAGE 2:**
- J. Move remaining CPM functions to SS and ES (recommended)
  - K. Perform workforce optimization (preliminary terminations) as needed

- STAGE 3:**
- L. Identify internal technical resources (compute and network) to support CE from CA. Recommend rolling resources from ES underneath new CE group, but keep them close to the customer in CA
  - M. Begin interviewing for required technical roles (as needed)

\*Headcount is subject to change

# ATL Relocation #3 | Service & Vendor Enablement (SVE) Group

Creating the SVE group in ATL requires displacing functions from multiple towers. Overall risk is greater because multiple towers get involved in the move.



- 1 Disassemble SS and move ED's to ATL with Sarah
- 2 Move remainder of SS under other groups
- 3 Move certain CPM and Compute functions to ATL to complete the SVE group

- STAGE 1:**
- A. Perform function level process improvement to identify feasibility of groups to move
  - B. IMG-wide communication of org shift to new "SVE"
  - C. Finalize ED's to move versus net new ED's required
  - D. Terminate non-ED roles
  - E. Obtain required spaces in ATL for new "SVE" group
  - F. Begin interviewing for required SVE roles in ATL
  - G. Transition Sarah and ED's to ATL

- STAGE 2:**
- H. Perform in-depth process improvement evaluation of roles/responsibilities of remaining SS function
  - I. Move remaining SS functions to Compute in the interim to support continued current state processes
  - J. Move SS compliance and business ops functions to COS in the interim
  - K. Optimize workforce (preliminary terminations) as needed

- STAGE 3:**
- L. Communicate shift of relevant CPM & Compute functions to ATL to join SVE group
  - M. Finalize ED's to move versus net new ED's required
  - N. Terminate non-ED roles
  - O. Begin interviewing for required SVE roles in ATL to fill remaining gaps
  - P. Transition relevant CPM & Compute functions to ATL

\*Headcount is subject to change