

Thousands Lost, Millions Gained: The Story of AIA

A Peak Advisory Consulting Case Study



The Challenge

A large service organization, faced several critical business challenges impacting their efficiency and ability to deliver on key objectives. Their organizational structure caused significant work redundancies and fragmentation, hindering effective service delivery to their customers and member organizations.

They struggled to attract a diverse pool of candidates, impeding their goals related to Diversity, Equity, and Inclusion (DEI). Furthermore, a lack of process and governance in managing third-party contracts resulted in millions of dollars of overspend due to redundancy and unfavorable terms.





The Impact

These challenges had profound implications for the organization.

The inefficiencies in their organizational structure not only slowed down service delivery but also frustrated employees and stakeholders who had to navigate through the convoluted processes.

The lack of diversity in their candidate pool meant the organization was not benefiting from varied perspectives and skills, which are critical to innovation and achieving DEI goals.

The overspend on third-party contracts strained the financial resources, diverting funds from other essential areas and projects.



What We Did

To address these issues, we embarked on a comprehensive analysis and restructuring plan:

- **Leadership Interviews:**

We conducted in-depth interviews with key leaders to understand the existing organizational structure, identifying what was working and what was not. These interviews provided crucial insights into the rationale behind current roles and responsibilities, highlighting areas of redundancy and fragmentation.

- **Organizational Review:**

We meticulously reviewed the organizational structure and job descriptions. This process allowed us to identify overlaps and potential synergies, forming the basis for our restructuring recommendations aimed at streamlining operations and enhancing efficiency.

- **Recruiting Improvements:**

We facilitated discussions with the CHRO and head of recruiting, coupled with a thorough review of recruiting documentation. This helped us pinpoint opportunities to increase the diversity of candidates progressing to the offer stage. We recommended changes to the recruiting process to incorporate DEI principles, ensuring a bias-free candidate lifecycle.

- **Contract Audit:**

We reviewed all third-party contracts to identify redundancies and contracts with vague terms of service. This audit informed our recommendations for contract eliminations and consolidations, targeting immediate cost savings and preventing future overspend.

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CONCLUSION:

The organization swiftly implemented our organizational change recommendations, leading to improved efficiency and enhanced service delivery to their customers and member organizations.

- The contract consolidations we suggested were executed promptly, resulting in significant cost savings and financial stability.
- The changes to the recruiting process were implemented, which will embed DEI principles throughout the entire candidate lifecycle, promoting diversity and inclusion within the workforce.
- By following Peak's roadmap to eliminate redundancies, foster diversity, and tighten contract governance, the organization is now able to deliver exceptional value to its stakeholders.