



From depth of engagement analysis to successful transformation



Fortos led the work to streamline a part of a business unit for an automotive customer. It started with shaping the strategy through a depth of engagement study and ended with a transformed business. The new set-up became fully operational and met the high expectations from all stakeholders.

Customer Challenge

The mission was to streamline the customer business by determining core activities to be done by the organization and non-core activities to be outsourced or moved to another part of the company. The purpose was to get a clear focus on activities providing strategic value versus activities that could be done more efficiently by others.

Customer Solution

Our consultants teamed up with the management team on the customer side. The Fortos Depth of Engagement framework was used in workshops to identify and classify all activities done by the organization. This led to a solid recommendation to the business unit management and a decision was taken to go for an implementation. Fortos was assigned to lead the transformation of a fully-fledged solution including divestment of most activities and personnel to an external partner as well as moving remaining activities to other parts of the customer organization. A careful evaluation to find the best external partner and most optimal internal hosting for selected activities was conducted. Change management was also a crucial part of the project since there was a significant impact for affected personnel. When negotiations were completed with the new partner and unions, a transfer of the business was conducted to ensure operational readiness in the new structure.





Customer Value

After completing the project our customer had a more streamlined organization with clear focus on the strategic core business. Other important services are now instead acquired from the external partner who is completely specialized in the actual field of services. The careful evaluation of potential partners and well-planned change management resulted in an acceptance rate of 100% for transfer of employment offers. Another positive outcome was that transferred personnel now are enjoying working in a context where the business and management attention is fully harmonized with their own interests and competences.

Customer & Fortos Collaboration

Fortos' role in this project was to lead the complete process from beginning to end as well as provide frameworks for Depth of Engagement, Partner evaluation criteria, Negotiations and Change management. Everything was done in close collaboration with the management team, purchasing organization and other customer key stakeholders.

This is a good example of Fortos commitment to support our customers in the complete journey from shaping the strategy to reaching concrete business results. The project was very appreciated and well received by all stakeholders.

Want to know more?

Maria Ivarson



Partner
Head of Strategy &
Business Support Practice
maria.ivarson@fortos.se
+46 (0)76 517 29 22

Staffan Brahe



Partner
Strategy & Business Support
Practice
staffan.brahe@fortos.se
+46 (0)76 517 27 83

About Fortos

Transformation is our heritage. Fortos has a long history as one of the most valuable advisors to leading multinational organizations in the Automotive industry. We support our customers to achieve successful transformations through our deep understanding of their business, our world-class transformation competence and long term commitment to deliver sustainable client value. Learn more about us at Fortos.se

