

BUSINESS CONSULTING

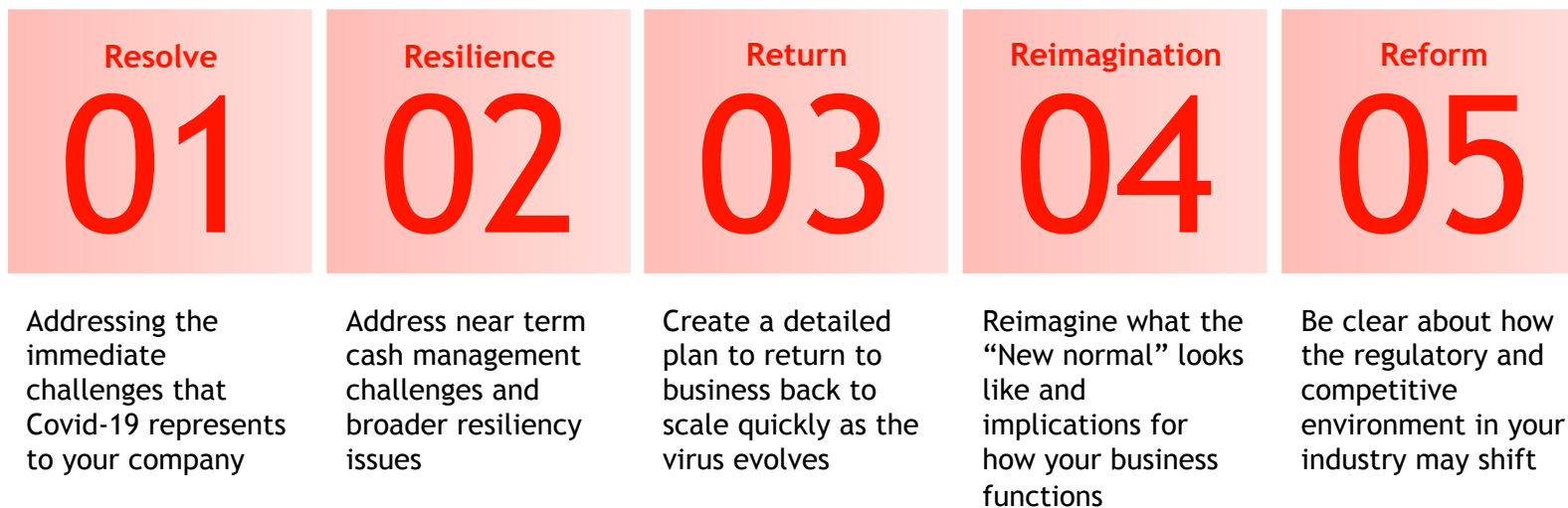
For CEO and Executive Teams:
Overview of BDO EATON SQUARE Business Consulting

Partners:
Aidan McHugh & David O'Connor

- Business People first, Consultants second
- We provide advice and advisors not people
- Local and Flexible
- Passionate and Commercially Aware

The 5 Stages of Covid-19 Business Survival

With Government and Industries working hard together to understand and address the challenge of Covid-19, now is the time for companies to act promptly to protect their employees, customers, supply chains and financial results. The 5-stage McKinsey model below provides a simple way for companies to begin planning their survival but also look to recover quickly and prosper in the future.



At BDO Eaton Square we can help you at each stage of this journey. This document aligns our services across business and technical solutions to this framework and provides a deeper understanding of how we can help your organisation navigate these difficult times and come out stronger on the other side.

How we can help

At BDO Eaton Square we combine business and technical consulting to deliver a full-service offering across each of the 5 stages

	Resolve 01	Resilience 02	Return 03	Reimagination 04	Reform 05
Business	<ul style="list-style-type: none"> Immediate steps to stabilise the business looking at cash, working capital and managing debtors and creditors 	<ul style="list-style-type: none"> Move fast and move early, identify risks, develop scenarios and manage costs across the organisation to prioritise cash Identify immediate opportunities to drive business 	<ul style="list-style-type: none"> Plan for the emergence of your business and its return to scale, including employee management, customer re-assurance, restoring supply chains Making immediate organisational changes required 	<ul style="list-style-type: none"> Understand the new normal and what it means for your strategy and operating model - where will you play and how will you win? How can you take advantage of emerging opportunities? 	<ul style="list-style-type: none"> How will society and the regulatory and competitive landscape be effected and how will your organisation adapt and respond
	<ul style="list-style-type: none"> Covid-19 Business Toolkit 	<ul style="list-style-type: none"> Organisation Wide Cost Reduction Toolkit Tactical planning 	<ul style="list-style-type: none"> Emergence Planning and Management Organisation Design 	<ul style="list-style-type: none"> Competitive Strategy Organisation design 	<ul style="list-style-type: none"> Vision and Scenario Analysis
Technical	<ul style="list-style-type: none"> Get your systems in place to support remote working from an infrastructure, collaboration and security perspective Enable analytics to make critical business decision 	<ul style="list-style-type: none"> Mitigate any risks with HR, payroll or ways of working and work with the business to develop technology and people focused solutions Shut down any security risks 	<ul style="list-style-type: none"> Understand the system changes required to ensure business continuity What new tools are needed to help streamline processes, remote work and enable decision making 	<ul style="list-style-type: none"> Reviewing and executing HRIS, Payroll and wider systems or process changes that are needed to support the new operating model and new strategy 	<ul style="list-style-type: none"> Aligning HR and IT systems to respond to fundamental market or regulatory change
	<ul style="list-style-type: none"> Remote Working And Collaboration Tools 	<ul style="list-style-type: none"> HRIS, Payroll Support And Penetration Testing 	<ul style="list-style-type: none"> System Evaluation & Selection or Optimisation Data Analytics 	<ul style="list-style-type: none"> System Strategy, Implementation & Optimisation 	<ul style="list-style-type: none"> Project & Change Management Training
Talent	<ul style="list-style-type: none"> Existing workforce mapping, what roles can be maintained, where can subsidies be accessed 	<ul style="list-style-type: none"> Ongoing staff engagement, including any laid off staff. Ensure talent pipelines are created and managed. Create supported Talent community 	<ul style="list-style-type: none"> Workforce planning, internal mobility and re-skilling. 	<ul style="list-style-type: none"> Redesign of the workforce map and rewrite of People strategy looking at internal resources & external options 	<ul style="list-style-type: none"> How has your people strategy adjusted, what new external resources are accessible, what are the new skills required?
	<ul style="list-style-type: none"> Workforce data analytics Covid 19 Business Toolkit 	<ul style="list-style-type: none"> Employee engagement Talent pipelines 	<ul style="list-style-type: none"> Organisational Design 	<ul style="list-style-type: none"> People Strategy 	<ul style="list-style-type: none"> Future of work

BDO Eaton Square Overview

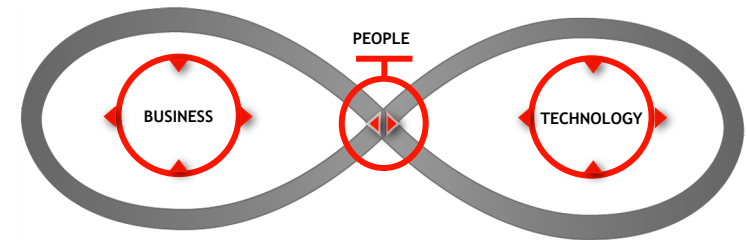
For 20 years BDO Eaton Square has been applying their latest knowledge and experience of Strategy, People and Technology to some of the worlds most successful companies

The need for our services comes from the lack of experienced management consultants through the downgrading of the sector by larger Consulting firms providing junior staff delivering transactional services and low value.

Executives are looking for senior experienced consultants who can bring value immediately to some of their biggest challenges working with them to deliver solutions. In simple terms they want practical, commercially astute, passionate people who will challenge their thinking and push boundaries to get to the right answer

The target group is Boards, CEOs and Executive Teams who understand the value of proper advice and role of Consultants in their business

Our offering is based on the role of an organisation's Board, the CEO and its executives. We base our service offerings around each of the main elements of their role from Strategy right through to delivery



We have 3 main service lines Business, People and Technology allowing us to bring a unique offering to the market delivered by experienced consultants

Our differentiation is two-fold and simple:

1. We are business people first and consultants second, we have started, scaled and exited businesses ourselves, we understand your problems
2. We provide advice and advisors not people

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Our Service Offering

Service Offerings		Experts
01	CEO Aspirations (Ambition, Mission, Identity, Vision & Values) What is the CEO and Board aspirations from a head and heart perspective for the business?	David O'Connor, Shane Stafford, Aidan McHugh
02	Leadership Mindset, Aspirations & Behaviours What are the Leadership aspirations from a head and heart perspective for the business? Are the Leadership aligned with the right mindset and a collective view of what behaviours are expected?	David O'Connor, Shane Stafford, Aidan McHugh
03	Strategy Definition Where do we play and how do we win? How do we build a competitive strategy that involves the business, assigns ownership and is built to implement?	David O'Connor, Shane Stafford, Aidan McHugh, Rebecca Ryan
04	Organisation Design How do I successfully structure the organisation so it can best implement the Strategy?	Shane Stafford, Rebecca Ryan, Grace Kennedy, Ria Kiely, Niamh O'Brien
05	Strategy Mobilisation How do get the Strategy off the shelf and mobilised accords the business?	David O'Connor, Rebecca Ryan, Grace Kennedy, John Loughrey
06	Strategy Implementation How do I ensure the strategy is implemented, measured and tracked over the strategic period?	David O'Connor, Rebecca Ryan, Grace Kennedy, John Loughrey
07	Project & Change Management How do I ensure a smooth project implementation How do we get employee engagement and ensure senior stakeholders are informed and communicated along the journey? How do we bring employees on the journey?	John Loughrey, Maria Meade, Marc O'Donovan-Wyatt
08	Culture How do I assess the culture of the organisation and change it to what suits the organisation?	David O'Connor, Shane Stafford, Aidan McHugh, Niamh O'Brien
09	Digitisation How can I digitise my processes, people and customer interactions, is RPA an option? How do we simplify and digitise our data for the success of the business?	Nicola O'Connell, Ciara Quaid & Ciaran Twohig
10	Data Analytics & Decision Making How do we use our data to make better business decisions? How can I utilise my data to enable better decisions making?	Nicola O'Connell, Ciara Quaid & Ciaran Twohig
11	Organisation Wide Cost Reduction What are the levers you can pull to implement company wide cost reduction and how do you make it happen	David O'Connor, Shane Stafford, Aidan McHugh, Niamh O'Brien

Across Industries & Functions

We offer our services across all Industries and business functions and have different resource offerings to suit all clients



Resource Solutions

- 01 On Site Consultants**
Our team are mobile and can offer onsite support
- 02 Remote Consultants**
We have a full team of remote consultants who can get the work completed off site quickly
- 03 Interim Resources**
We can provide you with resources to cover off day to day delivery e.g. payroll processing
- 04 Outsourced Solutions**
We have a range of outsourced solutions across multiple HR activities from payroll to transaction processing

Industry Agnostic

With the promise of 'Consulting Disrupted', BDO Eaton Square challenge the traditional consulting models by bringing a client centric and an entrepreneurial approach to every industry

Drawing on wide research, expertise and consulting experience we partner with our clients to deliver real and measurable results. We will always challenge thinking and push boundaries to get to the right answer

Our Senior team have deep experience in developing Strategies across a number of different industries and organisations.

Please see samples below:



The Experts

At BDO Eaton Square we have a team of over 50 expert Consultants from a Technical and Business perspective. Here are some of our experts below

David O'Connor

David has been providing strategy and operational support to companies and organisations for almost 20 years. Alongside Aidan McHugh, David founded Eaton Square and developed it into a leading business and technical consulting firm delivering against the worlds top consulting firms. In 2018, David and Aidan successfully merged the business with BDO where David is currently the Head of Consulting. He has managed teams and stakeholders in many complex programme environments, across both private and public organisations. David has supported a wide range of organisations in developing strategies and strategic responses - from global multinationals with product and organisational complexity through to national charities and not-for-profits organizations.

David's approach is highly inclusive, allowing the voices, opinions and insights of the organisation to be heard, valued and incorporated into the final outcome.

Shane Stafford

Shane Stafford is a Director leading BDO Eaton Square's management consulting division. Shane has 20+ years in Corporate, Functional/Divisional, Commercial and Customer Strategy Development as both consultant and as a senior Business leader.

A full-on, positive delivery leader who infects others with his clarity, optimism, can do attitude and pragmatic delivery.

Niamh O'Brien

Niamh is a director, leading BDO Talent Management. Niamh has worked in Talent Management and Talent Acquisition for over 20 years, designing and implementing Talent & Recruitment Strategies for clients across a range of business sectors. Niamh is an innovative thinker when it comes to Talent Management but also has hands on experience of rolling out complex and large scale recruitment solutions. Niamh's focus is always on exceptional delivery, where she brings her proven experience and expertise to every new project.

Aidan McHugh

For 20 years Aidan has been involved in numerous strategy and organisational design projects and across different industries in Ireland and abroad. Since the merger of Eaton Square and BDO in 2018, Aidan has led out the Technical consulting business for BDO Ireland. His vast experience in Management Consulting along with his multiple degrees in Computer Science means he is a leading expert in the strategic digitalisation space.

Rebecca Ryan

Rebecca is an assistant manager at BDO Eaton Square and has numerous years' experience in strategy definition, mobilisation and implementation as well as organisation design. Since completing a MSc in Management Consultancy, Rebecca has played a central role on a number of large-scale transformational change projects. Rebecca's excellent presentation, leadership and communication skills have enabled her to build up a great rapport with existing clients as she consistently delivers projects to meet client's needs and expectations.

Grace Kennedy

Grace has several years working in management consulting, primarily in strategy definition, organisational design and project management. Grace obtained a qualification in PRINCE2 Project Management as a Practitioner. This qualification, combined with her extensive project management experience both here at BDO Eaton Square, and on her six-month secondment abroad, provided her with exceptional project management skills.

Ria Kiely

Ria is a Consultant at BDO Eaton Square who has worked with us for almost two years. Since joining the team, Ria has been involved in strategy development and implementation, organisational design and operational projects. Ria is both a qualified PRINCE2 Project Management Practitioner and an MII approved Mediator.

The Experts

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Conor MacManus

Conor is a Director leading BDO Eaton Square's Technology consulting division. Conor is an executive level and experienced professional, an engineer and a leader in IT for 20 years, he has responsibility for leading IT services and technology consulting solutions that help clients meet their business challenges. Conor provides leading-edge solutions that improve efficiency, cut costs, redefine business models and enable technology to drive real business growth.

Nicola O'Connell

Nicola has over 11 years' experience in the IT industry spanning across Software Development, Reporting, Analysis, Visualisations, Data Analytics and Digitalisation on a large scale. As Head of Technical Delivery Nicola is responsible for the business area which deals with complex system integrations, data migrations, reporting and data visualisation solutions. Nicola's real passion shines through when helping clients solve problems while designing efficient robust solutions.

Sean Courtney

Sean has multiple years' experience in the HRIS and Payroll sector. This experience is spread across payroll processing, large scale HRIS and payroll implementations and system optimisation. Sean leads BDO Eaton Square's team of SMEs ensuring we are delivering relevant and high-quality services to our clients. Sean's goal is not to just support organisations in their current issues but to help them transform HR and payroll within a business.

James Gaskin

James has a wealth of practical, real world experience across commercial organisations, in start-up and established businesses, through growth & declining markets by leading operational teams as well as leading & implementing transformational change across multiple markets. He has a reputation for being hands-on, passionate and working closely with teams to deliver sustainable and tangible outcomes

John Loughrey

John is a Senior Programme/Project Manager, specialising in business and technology related client programmes and projects. On the business side, John has experience in leading and project managing business organisation design, strategy implementation, project & change management as well as digitisation and data analytics projects. He has experience across all business areas, with strong consultancy and commercial acumen as well as leadership and man-management skills. He has delivered projects in a wide range of business application areas - including HR, Payroll, Finance, Procurement, Supply Chain Management as well as Business & Data Analytics/Intelligence.

Maria Meade

Maria is a PRINCE2 accredited Project Manager who is highly experienced in process improvement and implementing organisational change. She has managed a of range project types (including CRM software, organisational redesign, and strategy implementation) in some of Ireland best known businesses across the telecoms and utilities sectors over the last decade. Her approach is customer centric and quality driven. Since joining, BDO Eaton Square Maria has managed mid-size to large scale HRIS and Payroll system implementation projects along with working on business transformation and strategy projects.

Marc O'Donovan-Wyatt

For 4 years, Marc has been working in the consulting industry and has been involved in a wide array of complex projects ranging from FTSE 100 multinationals to Small to Medium enterprises. Projects include both Greenfield and Greyfield HRIS software implementations, Talent Identification and Retention Programs and Business Development Strategy formulation/implementation for clients based in Ireland, UK and mainland Europe. Marc is an accredited PRINCE2 Practitioner with both a Masters Degree and an Honours Bachelor Degree in Business Information Systems.

CEO Aspirations (Ambition, Mission, Identity, Vision & Values)

Service Offering

01

An aspiration is a prerequisite for a strategy. Developing a strategy without an aspiration would beg the question “A Strategy to achieve what”. Conversely, an aspiration without a strategy is little more than a wish. When a new CEO takes on the role one of their first tasks is to define their Aspirations for the business and everyone is waiting...

Simply understanding the elements of an aspiration is key to success for the CEO

We have developed a unique method for supporting CEO's in developing the aspirations for the business bringing both the head and heart to the table

Our Solutions:

- Board Ambition workshops to get their input up front
- Mission/Purpose reviews to understand if change is required
- Storytelling workshops to unearth the true identity of the organisation
- Vision workshops to develop a vivid description of the future
- Values definition that resonate with all employees

Benefits

By the end of the aspiration setting **companies** will have:

- Clear input from the Board on their ambition for the company which can be used as a lens for strategy development
- Mission or Purpose reviewed to understand if this needs to change
- The true identity of the firm discussed to ensure the heritage is not lost and traditions are maintained and brought forward
- Clear vision for the company detailing vividly what this looks like across multiple elements (Finance, Customers, Operations, HR, IT, Culture) including what goals will be achieved
- A set of values defined that lays the foundations for the culture of the organisation and a process outlined for how these can be communicated and delivered

Who should be interested?

- Board members
- New CEOs or those wanting to transform the company
- Executive team members who want to bring clarity to the aspirations of the company

Case Studies

- Utilities- Mission Review, Ambition and Vision
- Major National cultural institution - Ambition & Vision
- Well known Irish Cancer Charity - Vision, Mission and Ambition Setting
- Large Pharmaceutical - Mission, Vision and Values

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Leadership Ambition, Aspirations & Behaviours

Service Offering

02

Management have core beliefs and assumptions about all aspects of the business and their behaviours set the tone and standard for the culture of the organisation. These mindsets and their aspirations must be discussed alongside the required leadership behaviours if the business is really to lead and grow...

Uprooting these mindsets, aligning aspirations and behaviours allows the undiscussable to become discussable

We have worked with leadership teams to discuss their mindsets and behaviours defining interventions to change ways of working. We have also developed a unique method for supporting Executive Teams in developing the aspirations for the business

Our Solutions:

- Executive Ambition workshops to bring the head and heart of the Executive team to the table
- Vision workshops to develop a vivid description of the future and goals to be achieved
- Leadership behaviour workshops and intervention development

Benefits

By the end of the process **companies** will be able to:

- Clarity on each Executive team member basic taken for granted, shared view of the business and its environment and of the scope of strategic management
- Clear ambition from the Executive Team and what they want from the strategy for themselves personally and the company
- Clear vision for the company detailing vividly what this looks like across multiple elements (Finance, Customers, Operations, HR, IT, Culture) including what goals will be achieved
- Change readiness assessment with the executive Team and clarity on where each of their heads are at, are they up for the challenge
- Evaluation of the current Leadership behaviours and a set of interventions designed to change behaviour

Who should be interested?

- CEOs wanting to understand their Executive Team and get everyone on the same page
- Executive team members who want to bring all functions together and discuss Leadership behaviours

Case Studies

- Private Company -System selection & implementation
- Irish University - Leadership Team Exceptional Behaviour Workshop
- Professional Pensions Administration Company - Industry vision workshops
- Semi State - Behaviour intervention workshop

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Strategy Definition

Service Offering

03

Strategy is all about where we play and how we win. It's as simple as that but very often gets lost in its own complexity due to inexperience, laborious processes and concentrating on the wrong question. Very often organisations struggle to bring their teams together and agree on a joint strategy when sometimes a little external facilitation is all that's required.

Strategy is all about challenging the orthodoxies and pushing the thinking to generate a competitive strategy

At BDO Eaton Square we have developed a unique strategy process that facilitates our clients through the process driving towards a winning competitive strategy that most importantly can be implemented

Our Solutions:

- Identification of the Strategic issues and questions
- Situational analysis across Industry, Market, Competitor, Customer, Stakeholders and Internal ops
- Insight generation workshops and SWOT development
- Strategy development and scenario analysis
- Strategy communications and ownership throughout the business
- Storytelling development to lead communications

Benefits

By the end of the process companies will have:

- Clarity on what are the big strategic questions for the business
- Vision defined and aligned by the Board and Executive Team
- Deep internal and external research into the Industry, Market, Competitor, Customer and Internal operations
- Identification of all insights from the research stage and development of strengths, weaknesses, Threats and opportunities
- Validated and aligned strategic options developed from SWOTS
- An aligned coalition of support for the developed strategy across the entire business as everyone will have been part of the process
- Internal and external stakeholder engagement with a clear story of the strategy and how it will be communicated internally and externally

Who should be interested?

- CEOs wanting to transform the company and develop a competitive strategy
- Executive Team members who have responsibility for strategy development
- Agency CEO's looking to develop an industry strategy, with the input of key stakeholders

Case Studies

- Seafood Development Agency - 3-year Corporate Strategy Development
- Semi-State Food Agency - Industry Strategy Development
- Well-known Irish Cancer Charity - Ambitious 5-year Strategy Definition
- Large Multinational Pharmaceutical Company - Transformational strategy development
- A regional Sports Stadium - Commercialisation Strategy

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Organisation Design

Service Offering

04

Organisation Design whether to fuel your next stage of growth or cut back on costs can be a daunting exercise that most CEOs need to navigate with care and accuracy. The impact will be felt throughout the organisation and change at the best of times can be taken positively or negatively depending on how its delivered...

Organisation design is much more than just structure it takes processes, metrics, governance and strategy into perspective

We lead organisations through an Organisation Design process testing the extremities of the design to get to the right answer for your organisation. The output is a collaborative process that delivers an aligned organisation set up to deliver its long-term strategy

Our Solutions:

- Current structure review by survey and 1:1 interviews
- Understanding of the current and future strategic intent providing design principles and criteria
- Comparator analysis across industry and sectors
- Design workshops with the executive team to facilitate the future structure design
- Implementation of the future structure and the change impact delivered across the organisation

Benefits

By the end of a successful organisation design project, companies will have:

- Full review of the current structure across multiple elements, structure, strategy, culture, skills, measurement, processes
- Identification of the major trends, issues and opportunities with the existing structure
- Comparator analysis of other organisations structures beyond your industry and sector
- A set of new structures designed by the Executive team with a recommendation on what best will deliver the strategy
- An aligned Executive team

Who should be interested?

- CEOs and Management teams embarking on a significant structural change programme
- Management teams embarking on a structure review of their own department
- Organisations with a rigid structure, lacking agility and flexibility looking to set their business up for the digital age

Case Studies

- FMCG - Commercial Organisation Restructure
- Beverage. - Organisation structure review
- Professional Services Membership Body - Organisational Review
- Charity Non-Profit Organisation - Level 1 Organisational Design
- Large Semi-State Media Organisation - Organisation Structural Transformation
- Pharmaceutical Regulator - Level 1 Organisational Review

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Strategy Mobilisation

Service Offering

05

Strategy Mobilisation is about getting the strategy off the shelf and up and working. This is often the step left out of strategy development but is integral to success. We break down the strategy into deliverables, milestones and cross functional projects for scoping and allocation

To successfully delivery a strategy, it must be broken into projects, owners assigned, and a governance system of accountability established

Over a 6 weeks process we understand and break the strategy down into different parts and projects that sit with the different business or across the organisation. We assign ownership, define deliverables and agree milestones

Our Solutions:

- Strategy deliverables allocation and roadmap for delivery agreed
- Cross company project identification and ownership
- Project planning with deliverable and milestone agreement
- Deliverable allocation & ownership
- PMO Set up

Benefits

By the end of a successful strategy mobilisation companies will have:

- Clarity and visibility on how the strategy and its published initiatives will be implemented
- Standards of project and programme management introduced
- All strategy deliverables and enablers planned, assigned and owned throughout the business
- Deliverables, milestones and roadmap for strategy implementation
- PMO set up and clear structured model in place for monitoring of the implementation and clear reporting to the executive team and the board
- Emerging Risks and Issues identified, tracked and monitored

Who should be interested?

- CEOs with a strategy and trying to get it implemented
- Strategy Directors who have ownership for strategy mobilisation and implementation
- Executive Teams that have just developed a new strategy and need assistance to get it off the ground
- Organisation's that need their strategy set up urgently

Case Studies

- FMCG - Project Management & PMO Set Up
- Irish Art College - Corporate Strategy Mobilisation
- Seafood Development Agency - Corporate Strategy Mobilisation
- Multinational Charitable Organisation - Strategy Mobilisation
- Semi State Agency - Strategy Mobilisation

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Strategy Implementation

Service Offering

06

Strategy Implementation is about aligning the organisation to the strategy, motivating to make strategy everyone's job and most importantly governing the strategy to make it a continual process. Sounds easy right...but in reality, 90% of companies fail to implement their strategy

Companies generally fail at Strategy implementation because they lack an overarching management system

At BDO Eaton Square, 99% of our projects are strategy related and we have developed a management system to allow companies govern, report and implement their strategies. We don't tell you its red, we help you get it done

Our Solutions:

- Implementation programme design and project identification and definition
- Project planning and 10-day PMO set up
- Project management and experienced resource deployment across strategic project
- Steering group and leadership direction
- Office of strategic implementation established

Benefits

By the end of a successful strategy implementation project, companies will have:

- Generated all project plans and deliverables - monitored and managed to PMBOK standards
- Set up a PMO or office of strategic implementation to govern strategy implementation
- Have a governance system in place that manages the implementation and communicates to Senior Stakeholders
- Responsibility and accountability across the business for strategy delivery
- Have dedicated experienced resources to deliver vital parts of the project alongside internal staff

Who should be interested?

- Organisations that want their strategy implemented successfully and smoothly
- CEO's that want a strategy implemented at an accelerated rate without sacrificing quality of delivery

Case Studies

- Seafood Development Agency - Innovation Strategy Implementation
- Multinational Charitable Organisation - Strategy Implementation
- Semi-State Food Agency - Corporate strategy Implementation Support
- Privater Sector Telecommunications - Project Mangement
- Construction Development - Full strategy implementation

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Project & Change Management

Service Offering

07

Taking on a major transformation project is a daunting task and not one to be taken lightly as the impact will reverberate across the entire organisation. With sometimes only “semi” PMs available internally companies do not have the clarity on deliverables, milestones or manage the issues and risks of the project as needed.

An experienced PM brings clarity and calmness to a large project and through proper change management brings the organisation on a journey

Our accredited project and change managers successfully deliver a wide variety of transformation projects by combining expertise, proven PM methodologies and a common-sense approach to their customer engagements

Our Solutions:

- Certified Project Managers both business or technical
- Change Manager to help deliver and manage the impact, training, communications and risk assessment
- Project Management Office (PMO) including executive reporting dashboards

Benefits

By using our Project and Change Management services, companies will have:

- Clarity on the project objectives, scope and business benefits
- Clear detailed project plans with deliverables, milestones and ownership
- Risks and Issues management throughout the process and escalated as necessary
- Clear ownership and responsibility across all project resources
- Clear governance across the project and stakeholders
- Clear change management plan with training, communication and risk managed
- Increased end user and stakeholder engagement with the system

Who should be interested?

- CEOs tackling large transformation projects
- Executive teams embarking on a significant change programme
- Internal Project or Change managers looking for resources
- Managers/Leaders responsible for strategic programmes and projects

Case Studies

- Beverage Company - Project Management
- FMCG Leading Company - Project Management & PMO
- Telecommunications - Project Management
- Semi State - PMO Set Up

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Service Offering

08

Culture is the tacit social order of an organisation. Cultural norms define what is encouraged, discouraged, accepted or rejected within a group. As the old saying goes, ‘culture eats strategy for breakfast’ but in reality most don’t understand what it actually is...

We believe in 3 levels of culture basic underlying assumptions which exist at the root of the organisation, espoused values which are clear for all to hear not do and finally artefacts which are visible but hard to decipher

Our solutions go beyond the normal culture survey and tackle the real issues of culture that is not often discussed

Our Solutions:

- Understanding the current culture - making the implicit explicit
- Defining the culture topology and identifying the conflicts
- Managing the business dilemmas
- Reinterpreting the myths
- Creating new symbols, images, rituals, metaphors and values

Benefits

By the end of the culture Programme, companies will have:

- Clarity on the existing culture and the conflicts that exist within the business
- Identified the different typology per area and the issues and needs of each
- Clearly articulated and discussed the dilemmas to agree on a future state
- Defined the new culture and learning by outlining symbols, rituals and values the company can work towards
- Defined a set of Leadership and employee values and behaviours
- Implemented a system for measuring the culture on an ongoing basis

Who should be interested?

- CEOs or Executive teams trying to understand the culture and how to impact it
- Executive teams that need to discuss the undiscussable

Case Studies

- Pharma - Vision and value definition
- Semi State - Leadership behavioural workshop
- Irish University - Leadership Team behaviour workshop

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Digitisation

Service Offering

09

Reinventing your business for the Digital age is a topic familiar to most executives. However, the answer is different for every business and it depends on your needs and vision for the business

We simplify the digitisation journey into 5 different options across all systems and processes

We look for quick wins to eliminate waste and show early success to bring senior stakeholders on board for future projects

Our Solutions:

- Green and Black Belt Lean process design
- Opportunity Identification
- Robotic Process Automation (RPA) made simple
- Proof-of-Concept / Pilot Advisory
- Advanced analytics to help drive decision making
- RPA Execution Support

Benefits

By the end of the digitisation project, companies will be able to understand each of the elements below:

- Lean process redesign - Streamline processes and minimise waste
- Digitisation - Digitise customer experience and day-to-day operations
- Intelligent process automation - Introduce intelligent automation (RPA) to replace human tasks
- Advanced analytics - Provide intelligence to facilitate decisions
- Business process outsourcing - Drive the next wave of process outsourcing/offshoring

Who should be interested?

- CEOs trying to understand the digital journey for the business
- Executives teams embarking on a significant Digitisation project
- Managers/Leaders responsible for Digital programmes and projects

Case Studies

- Large Telecoms company - Corporate SIM Card Activations and Deactivations through Amdocs billing system (Automation Anywhere)
- HRIS Company - Work order logging and generation (UiPath)
- BDO Ireland - Internal Credit Card Expenses Automation

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Data Analytics & Decision Making

Service Offering

10

Organisations often find themselves with an abundance of data gathered from across their organisation and industry - this data in its current form is not currently being used to its full potential...

We work with Organisations to shift their time from report collation and generation to analysis and action allowing them make better business decisions

Through our established process we translate data to information and insight using leading cutting-edge technologies.

Our Solutions:

- Processes to help you identify key data sources, your unique KPI's and your key target users
- Established process to collate, structure and document your data to be reported on
- Business and Technical consultants to facilitate the process
- Experienced people who know and understand your requirements

Benefits

By the end of the process the client will have:

- Well structured, documented, clean visualised data analytics solution
- Ability to make faster well-informed business decisions with better information
- A deeper understanding of the inner workings of their business and the data that drives the decisions
- An increased awareness of risks, enabling the introduction of preventive measures

Who should be interested?

- Senior Managers and Directors from all sectors
- Management teams wanted to know more about their business and identify clear risk points
- Managers/Leaders with access to an abundance of data that want to use it to its full potential and gain a competitive edge through invaluable insights

Case Studies

- Major Irish PLC - Diversity and Inclusion Reporting Suite
- Major National Private Hospital- Reporting Suite
- Major national support agency- Reporting Suite
- Major National retailer- HR Reporting Suite
- Major UK based multinational - Keg Census Analysis Dashboards
- Major Irish Wholesaler - Interactive Sales Dashboards

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Organisation Wide Cost Reduction

Service Offering

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Given the current pandemic cost reduction remains a priority for most CEOs and Executives. But how do you implement an organisation wide cost reduction programme, what are the levers and what is the best way to implement..

Organisation cost reduction is like any other project, detailed, resource focused and scope constrained

We have developed an organisation wide reduction methodology that outlines the best approach for rapidly delivery savings in medium to large businesses

Our Solutions:

- Resource rationalisation plan
- Spend analysis with opportunity identification
- Technology infrastructure rationalisation
- Business Process optimisation

Benefits

By the end of the process the client will have:

- Identification of all cost saving opportunities across the 4 main levers across the company, Payroll, Spend, Business Process, Infrastructure
- Set of recommendations and roadmap for cost saving delivery
- Full plan for roll out and delivery of all cost savings
- Resources and support to deliver the cost savings

Who should be interested?

- CEOs looking to cut costs organisation wide
- Executive teams who want to understand the costs and options to make company wide savings

Case Studies

- Large Retailer - Organisation wide cost reduction
- Large Irish Luxury Retailer - Level 1 and Level 1 organisation restructuring & infrastructure rationalisation
- International Drinks Company - credit management review & recommendations across Europe

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Georgia

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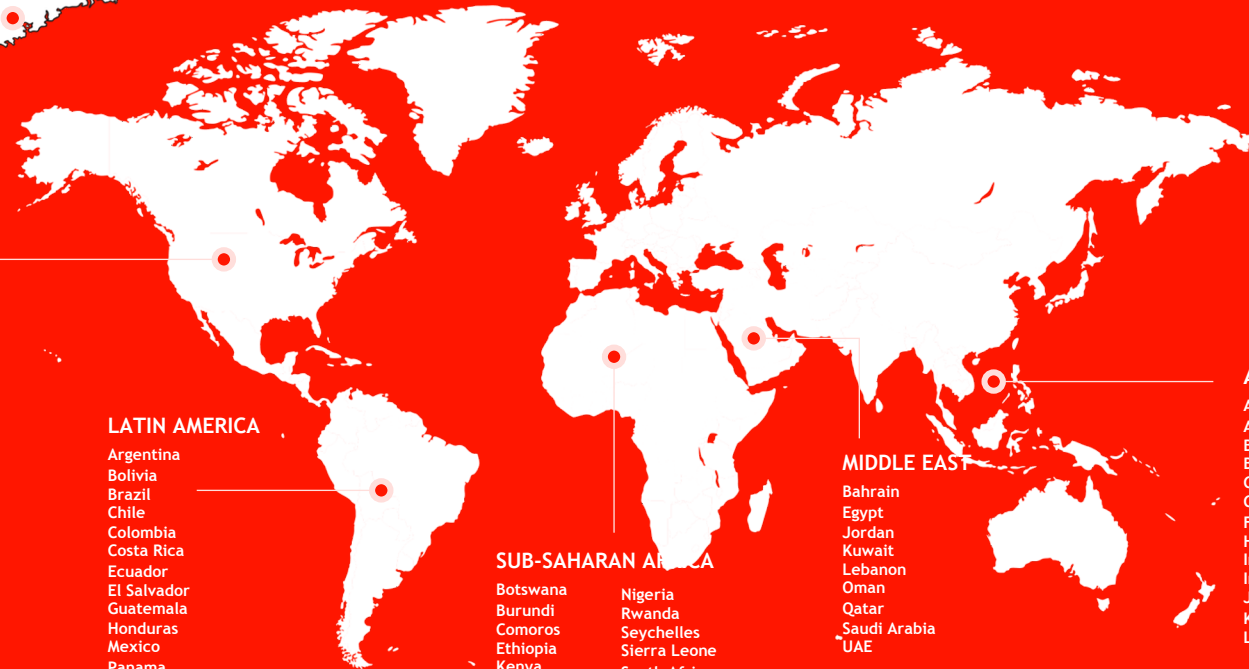
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