

Coca-Cola's 'Leading for Growth' Transitions First-Time Leaders Into Mid-Level Leadership Roles

The Coca-Cola Company and Harvard Business Publishing
 Best Unique or Innovative Leadership Development Program
 November 2019



Company Background



Company-at-a-Glance	The Coca-Cola Company
Headquarters	Atlanta, GA
Year Founded	1886
Revenue	\$35.4 billion
Employees	61,800
Global Scale	Products sold and operations in more than 200 countries worldwide
Customers/Output, etc. (Key customers and services offered)	500-plus beverage brands (4,000-plus products world-wide); No. 1 worldwide in sparking soft drinks, juice/dairy/plant, water/enhanced water/ sports drinks, ready to drink coffee and tea
Industry	Consumer Products
Stock Symbol	KO
Website	www.coca-colacompany.com

Company Background



Company-at-a-Glance	Harvard Business Publishing
Headquarters	Brighton, MA
Year Founded	1994
Employees	275
Global Scale	Highly distributed with multiple locations around the world
Customers/Output, etc. (Key customers and services offered)	Leadership development solutions
Industry	Leadership development
Website	www.harvardbusiness.org

Budget and Timeframe

Overall budget	\$7.2 million
Number of (HR, Learning, Talent) employees involved with the implementation?	Approximately 20
Number of Operations or Subject Matter Expert employees involved with the implementation?	Approximately 50
Number of contractors involved with implementation	Approximately 30
Timeframe to implement	Three years
Start date of the program	2016

Figure 1: The Coca-Cola Company – At a Glance



All illustrations provided by The Coca-Cola Company

Business Conditions and Business Needs

With a new CEO, Coca-Cola began expanding beyond its traditional non-alcoholic ready-to-drink (NARTD) beverages. This led to a “Beverages for Life” strategy focused on becoming a total beverage company.

Growth Ambition

Figure 2: Accountable, Performance-Driven Growth Culture



Growth Strategies

To accelerate its transformation, Coca-Cola launched five growth strategies, one of which is “Tap into the Passion of our People” by giving them the tools, trust and empowerment they need to succeed.

Figure 3: Coca-Cola's Growth Strategy

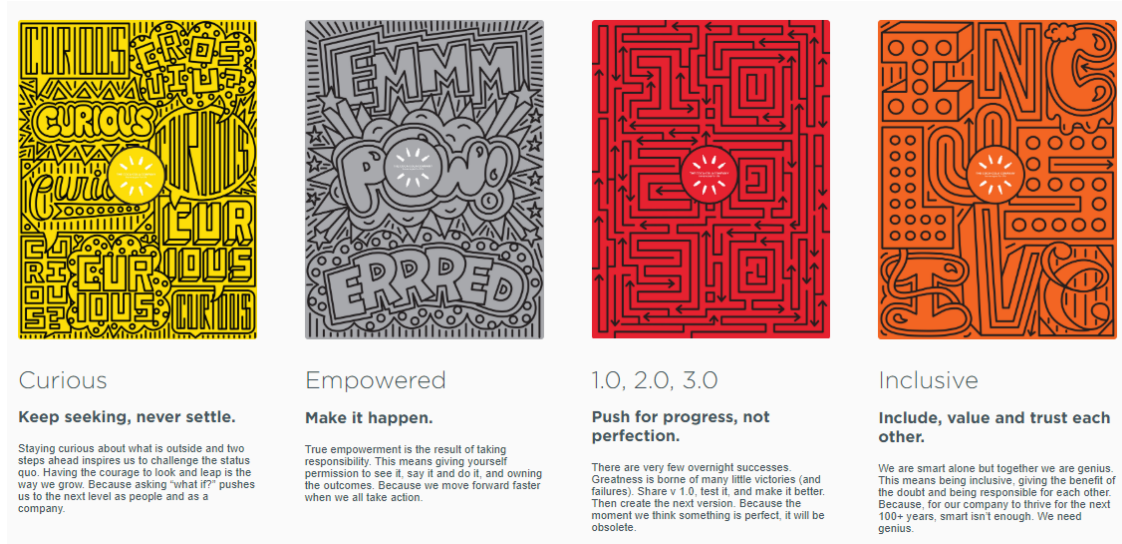


The Business Need Was Clear

To deliver on this bold growth ambition across all three growth areas, the company needed to become more agile. Coca-Cola knew it needed its people to adopt a new mindset and embrace new ways of behaving and doing business. The company set out to establish a growth culture.

The Company Identified Pillars of Its Growth Culture

Figure 4: Pillars of Growth



The company would establish this growth culture by changing the organizational climate through leadership development.

Organizational Climate

Defined as:

- Employees' perception of factors that impact their ability to do their jobs well
- A leader's opportunity to tap into intrinsic motivation of his/her team
- Climate is primarily driven by the leader's use of Leadership Styles

Coca-Cola's Commitment to Leadership Development:

Coca-Cola has always had a strong commitment to developing leaders, and it became even more strategically critical during this time of transformation. With sponsorship and stewardship from the CEO and executive leadership, Coca-Cola made a commitment that all people leaders would engage in a leadership development experience, reaching all leaders by the end of 2019.

What makes this program unique is the accelerated, global scale and comprehensive nature of the experiences provided to all people leaders.

Overview

In 2017, to embed a growth culture and the behaviors expected of every people leader, the organization transformed its entire approach to leadership development. The Coca-Cola Company believes that all associates should have a great people leader and recognizes great people leaders positively impact the success of its business. The Coca-Cola Talent and Development Center of Excellence re-engineered its approach to leadership development and weaved together distinctive experiences spanning the entire leadership continuum: first-level leaders to senior leaders.

LEAP: Leadership Excellence Accelerates Performance is the leadership development experience for first-time leaders transitioning into middle management roles. It unfolds over several months and equips these leaders with the specific skills, capabilities, knowledge and mindset they need to quickly and successfully transition to new leadership roles.

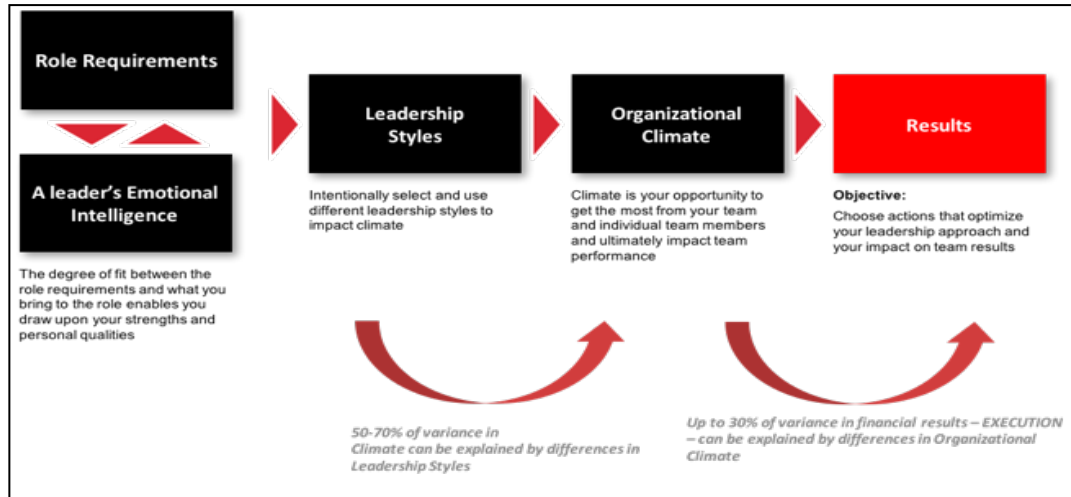
A fundamental principle was to design and implement the LEAP leadership development experience in a way that is tightly linked to the organizational strategy. It would foster a culture that encourages inclusion, curiosity, empowerment and agility. Exponential growth would be possible when every leader moves the business forward faster in the spirit of progress, not perfection.

The goal was to create a new organizational climate by improving the quality and type of leadership styles.

The Connection Between Leadership Styles, Organizational Climate and Results

Leadership styles mean an intentional use of different leadership styles to impact climate; 50-70% of variance in organization climate can be explained by leadership styles. Up to 30% of financial results can be explained by organizational climate.

Figure 5: Relationship Between Leadership Styles, Organizational Climate and Results



Organizational Climate

The employee's perception of their environment directly impacts how well they can do their job. There are six dimensions of climate.

- **Flexibility** — Minimize bureaucracy.
- **Responsibility** — Team members are delegated authority and encouraged to take calculated risks.
- **Standards** — There is a focus on continual improvement where goals are challenging yet attainable.
- **Rewards** — Team members are recognized and rewarded based on performance; and are given feedback.
- **Clarity** — Team members understand the organizations strategy, direction and goals as well as what is expected of them in that context.
- **Team Commitment** — Feeling of pride to belong to a team. Team members are willing to help each other and make sacrifices to achieve team objectives.

The Leader's Role in Climate







Climate is strongly affected by leadership behavior. Leaders have the greatest impact on the climate their people experience. They act as a buffer between the business environment, senior management and their team. They can filter messages which they think will confuse people or divert their attention onto the wrong things. They can amplify messages that inspire and engage their people to perform at the highest level.

Leadership Styles

Styles used by a leader create the climate of their organization. There are six leadership styles. The ideal is to have all six styles and use them when appropriate.

1. **Directive** — Telling people what to do. Looking for immediate compliance (short-term style).
2. **Pacesetting** — Accomplish tasks with high standard of excellence (short term style).
3. **Visionary** — Providing long-term direction and context
4. **Affiliative** — Creating trust and harmony
5. **Participative** — Building consensus and commitment
6. **Coaching** — Long-term professional development of employees

Figure 6: Six Leadership Styles

<i>"Do what I say"</i>	<i>"Let's all get along"</i>	<i>"Watch me and do as I do"</i>
Directive 	Affiliative 	Pacesetting 
Visionary 	Participative 	Coaching 
<i>"Here's where we're going and why"</i>	<i>"What do you think?"</i>	<i>"Let me help you to excel"</i>

The LEAP experience nurtures creativity and encourages people leaders to bring themselves, their ideas and their passion to the table every day. It rewards the authenticity and inclusiveness can help uncover ideas that drive the company forward.

LEAP reinforces new behaviors and ways of thinking. It helps them to understand that innovation can come from any area of the business, which enables them to take calculated risks and change tack when circumstances change. It imbues resilience and agility. It enables mid-level leaders to embed a growth culture by unleashing new ideas, managing change and acting strategically.

Measuring Success

There are a number of metrics that are used to measure the impact of the LEAP experience as it relates to delivering on business goals.

Figure 7: Measuring Success

Business Goals	Instruments of Measurement	Specific Measures	Data Collect
Increase Leadership Capability	Korn Ferry Leadership Styles Inventory	<ul style="list-style-type: none"> 65% of leaders scoring in the “above average” or “well above average” quartile when compared to Korn Ferry benchmarks (base currently sitting at 51%). Fewer than 15% of leaders scoring in the bottom quartile when compared to Korn Ferry benchmarks (base currently sitting at 22%). 	Pre- and Post-Learning Experience
Enable Growth Culture	Korn Ferry Organizational Climate Survey	<ul style="list-style-type: none"> Significant movement towards desired culture; 60% Leaders scoring “above average” or “well above average” in creating a healthy climate for their teams, when compared to external Korn Ferry benchmarks (base currently sitting at 55%). 	Pre- and Post-Learning Experience
Improved Performance	Coca-Cola Performance Enablement Surveys	<ul style="list-style-type: none"> Sustained improvements in leadership effectiveness measured via Monthly Upward Feedback Survey Sustained improvements in participants performance as measured by participants’ manager’s feedback via monthly Manager Reflection survey. 	Monthly Throughout Leaders Career at Coca-Cola

LEAP has exceeded expectations and is showing sustainable behavior change. Coca-Cola’s leadership initiatives are focused on enabling its leaders to lead more effectively with more diverse styles, which in turn impacts a strong organizational climate. By using a 180 assessment pre- and nine months post-program, the organization found that direct reports are saying these leaders are creating a healthier climate. Leaders who are leading with the most effective styles had better upward feedback and are enabling stronger performance.

Through LEAP and the other core leadership development experiences, and with the philosophy that every person deserves a great leader, Coca-Cola is committed to developing leaders who bring out the best in their teams and deliver exceptional business results. Leadership development is a journey; therefore, learning experiences are scaffolded throughout a leader’s career. This approach establishes a common language and important skill building for people leaders globally.

What makes the LEAP experience unique is the accelerated, global scale and the learning design that combines proven, best practice content and approaches within Coca-Cola's context.

The program's success is due to:

- **Experimentation** — Progress not perfection. To move as quickly as Coca-Cola needed to, it acknowledged that it would make mistakes. It implemented language around 1.0, 2.0, 3.0 so that the organization could understand and accept imperfections in programs, processes and approaches.
- **Speed/scale of Experiences** — Quickly created a new baseline of leadership mindset and management behaviors to drive culture change through wide-scale global rollout
- **External Plus Internal Perspective** — Combining expert points of view and experiences from Coca-Cola's internal ranks and industry experts and experts outside of the company's markets
- **Executive support/sponsorship** — Cascade of support from executive team down to Coca-Cola's "Top 150" who participate in the programs
- **Measurement** — Sophisticated approach for assessing impact that focuses on organizational benefits.

Design of the Program

Through a strategic partnership, Coca-Cola and Harvard Business Publishing designed a comprehensive, mid-level leadership development experience to assist first-time leaders transition into middle-management roles.

Design Highlights:

- **Starting with Self Awareness** — Experience commence with each leader identifying exactly where their strengths are and where they might like to focus these via the Korn Ferry Leadership Styles and Climate Survey so that it is clear throughout the experience how their strengths and vulnerabilities could improve. Ongoing sustainment and feedback are delivered to participants through upward feedback surveys to ensure participants continue to develop, long after participants graduate from the experiences.
- **Learning Over Time** — The six-month duration of the LEAP experience provides participants time to reflect, practice and embed learning. The design included scaffolding to ensure participants were supported at every point in the learning experience. This extended duration and support structure increases the likelihood of behavior change and optimizes return on investment.

- **Leaders as Teachers** — Coca-Cola's belief that leadership matters means that leaders are expected to contribute to the development of future leaders. From executives down, leaders at all levels are an integral part of the learning experiences, contributing as members of faculty for by opening sessions, acting as co-moderators, sharing their own leadership stories, participating in panels and advocating leadership development.
- **Setting the Tone for Culture Change** — A common, aspirational and meaningful set of growth behaviors that align to the business strategy are woven through each level of the leadership program — centered around curiosity, empowerment, inclusivity and iteration.
- **Innovation Lab** — Participants are provided with a relevant business challenge/problem to be solved through an innovation challenge. Through this innovation challenge, participants synthesize learning topics (teamwork, diversity and inclusion, change management, influencing) and use and apply lean start up thinking (design thinking) to produce a minimum viable product. Participants present their findings and product to a panel of judges. On many occasions these insights from the innovation labs are then fed back to senior leaders and form part of business plans for the following year.
- **Leveraging Diverse Thinking** — Coca-Cola uses a combination of internal subject matter experts and facilitators and external partners to deliver elements of the core leadership development experiences. For example, each cohort has a lead facilitator who is an internal employee of Coca-Cola. They are supplemented with external experts who are recognized experts in their field. In addition, external facilitators from strategic partners including DDI, BTS and Harvard Business Publishing deliver sections of the experiences.
- **Building a Learning Community** — The blended-virtual design combines asynchronous and synchronous modalities that enables greater social learning. The learners build a community with their cohort, forging relationships with other participants across geographies and functions in ways that are only possible through a learning experience platform with facilitated social interactions.
- **Cater to Diverse Learning Preferences** — The curriculum is delivered through multiple modalities to cater to all learning styles.
- **Use of Virtual Reality for Skills Practice** — Virtual Reality enabled extensive skills practice both before and after face-to-face sessions. This is intended to increase the likelihood of learning transfer and behavior change. This is proving to be highly engaging and effective.

- **Reach Global Audience** — Targeting 1,600 leaders from countries all around the world: Africa, Asia Pacific, Europe, Latin America and Middle East.
- **Multilingual** — Experiences that are delivered in four different languages – English, Spanish, Japanese and Portuguese.

All of Coca-Cola's core leadership development curriculum comprises learning-over-time experiences, which enable leaders to reinforce their learning, embed behavior change and establish meaningful relationships within their cohort. The power of this design stems from its integrated nature, consistently supporting employees in developing their career, from individual contributor level through to senior leader.

LEAP: Leadership Excellence Accelerates Performance is a learning experience in which mid-level Leaders explore how the quality of their leadership can substantially impact their team's performance and, by extension, The Coca-Cola Company's collective business results. In LEAP, each leader builds critical skills to support their leadership behaviors and make them more of the leader they want to be.

Participants learn to:

- Translate strategy into action to better support their team.
- Create trusting relationships and an inclusive environment
 - Increase their team's performance and engagement
 - Work more efficiently across the organization
 - Encourage innovation and influence change
 - Increase their team's effectiveness through self and social awareness and authentic conversation

Figure 8: Six-Month Leadership Journey

CONTENT AREAS COVERED:					
MONTH 1	MONTH 2	MONTHS 3-4	MONTH 5	MONTH 6	6+ MONTHS
Leadership Fundamentals	Optimizing Team Performance to Drive Results	Bridge/ Leadership In-Practice	Driving Innovation and Change	Leading in Complex Times	Continue the Journey
4-Week Virtual Classroom	4-Day In-Person Session	On-The-Job	5-Week Virtual Classroom	5-Day In-Person Session	Application & Follow Up
<ul style="list-style-type: none"> • Leadership vs Management • Emotional Intelligence • Leadership Styles • Establishing a Positive Organizational Climate • KO Values and Leadership Behaviors • Leading Key People Practices • Leadership Styles and Organizational Climate Surveys 	<ul style="list-style-type: none"> • My Leadership Impact • TCCC Growth Strategy • Translating Strategy into the Work that Matters Most • High Performing Teams • Trust • Coaching and Feedback to Enable Performance • Emotional Intelligence • Influencing • Well-Being 	<ul style="list-style-type: none"> • My Leadership Story • Diving Deeper into my Leadership Impact • Team Success Session • Business Acumen • Coaching and Feedback • Developing my Network 	<ul style="list-style-type: none"> • Stimulating Innovation • Influencing Change • Leveraging Diversity 	<ul style="list-style-type: none"> • Creating an Inclusive Culture • Stimulating Innovation • Influencing and Managing Change • Presentations Skills/ Storytelling • Authentic Leadership • Action Planning for Impact • CELEBRATION! 	<ul style="list-style-type: none"> • Execution of Action Plan • Cohort Connections • Coaching and Mentoring • Leadership Styles and Organizational Climate Surveys • Measure Impact!

A highly interactive and engaging journey uses a blended-learning approach spanning approximately six months and consists of five key phases:

- **Leadership Fundamentals** — A five-week virtual class where the leader learns foundational components of leadership and management.
- **Optimizing Team Performance** — An in-class experience focused on optimizing team performance.
- **Leadership in Practice** — A virtual “bridge” where the leader reinforces the learning back on the job.
- **Driving Innovation and Change** — A second five-week virtual class led by Harvard Business Publishing Corporate Learning, focused on leading innovation and change.
- **Leading in Complex Times** — A final in-class session where leaders apply what each of them has learned throughout the experience with an emphasis on innovation and change.

At the six-month timeframe, participants complete Korn Ferry Leadership Styles and Climate Assessment to measure progress and identify ongoing areas for development.

Post-learning experience, participants continue to be evaluated by the direct reports and manager on a monthly basis via Coca-Cola's Performance Enablement surveys. This allows for leaders to gain feedback on progress well after the end of the LEAP leadership experience.

Delivery of the Program

The complexities of delivering a portfolio of work at this scale required significant executive commitment, investment and change management.

Executive Commitment

Originally, the release of this leadership development experience was planned to be delivered over a three-year timeframe. A year into the implementation, the Executive Leadership Team reviewed the results that the program was delivering (significant shifts in leadership behavior, climate and capabilities) and put the challenge forward to expedite the deployment of the portfolio within 12 months.

This represented a strategic commitment to deliver the vision “everyone deserves a great people leader.” This vision will be realized by every people manager having the opportunity to attend leadership development training by the end of 2019.

Change Led by Business Leaders

Each geographic president (e.g., Asia Pacific) communicated to its business unit presidents about the accelerated time frame, requesting their support and energy in driving the initiative. Then, the CEO then invited every people leader to enroll in the relevant core people leader learning experience by the end of 2019.

Beyond the initial enrollment, newly hired and promoted People Leaders were then automatically enrolled in the relevant experience.

HR Community Aligned for Execution

To ensure global operations prioritized this program, Coca-Cola's Global Talent and Development team consulted with Global Directors of each HR function and region to share the enterprise deployment plan and to better understand local deployment challenges or concerns, resulting in targeted actions to ensure seamless delivery around the world.

Fast Learning Deployment at Scale

To deliver this portfolio at scale, the first step was to reshape the learning operations team to be centralized and organized aligned to specific regions (e.g., APAC, EMEA, etc.). This was followed quickly by a review of learning process to identify opportunities for automation and streamlining.

Delivery Challenges

- **Application of Learning** — The six-month duration of the LEAP experience provides participants time to reflect, practice and embed learning. The design included scaffolding to ensure participants were supported at every point in the learning experience. This extended duration and support structure increases the likelihood of behavior change and optimizes return on investment.
- **Engagement of Leaders in Program Delivery** — Coca-Cola's belief that leadership matters means that leaders are expected to contribute to the development of future leaders. From executives down, leaders at all levels are an integral part of the learning experiences, contributing as members of faculty for by opening sessions, acting as co-moderators, sharing their own leadership stories, participating in panels and advocating leadership development.
- **Building a Learning Community Across Geographies** — The blended virtual design combines asynchronous and synchronous modalities that enables greater social learning. The learners build a community with their cohort, forging relationships with other participants across geographies and functions in ways that are only possible through a learning experience platform with facilitated social interaction.

- **Solving Business Problems with Innovation** — Participants are provided with a relevant business challenge/problem to be solved through an innovation challenge. Through this innovation challenge, participants synthesize learning topics (teamwork, diversity and inclusion, change management and influencing) and use and apply learn start up thinking to produce a minimum viable product. Participants present their findings and product to a panel of judges. On many occasions, these insights from the innovation labs are then fed back to senior and form part of business plans for the following year.
- **Cater to Diverse Learning Preferences** — Delivered through multiple modalities to cater to all learning styles.
- **Use of The Latest Technologies** — Virtual Reality enabled extensive skills practice both before and after face-to-face sessions. This is intended to increase the likelihood of learning transfer and behavior change. This is proving to be highly engaging and effective.
- **Reach Global Audience Quickly** — Targeting 16,00 leaders around the world: Africa, Asia Pacific, Europe, Latin America and Middle East from more than 200 countries.
- **Meeting Multilingual Needs** — Experiences that are delivered in four different languages — English, Spanish, Japanese and Portuguese.

Delivering on the scale and complexity of this portfolio in such a short timeframe makes this portfolio a stand-out in Coca-Cola's history of leadership development. The combination of reaching so many People Leaders with a multi-faceted design will enable significant business impact in a relatively short period of time.

Measurable Benefits

Measures for success were defined prior to the launch of the initiatives. These include, leadership effectiveness, people leader climate and business results. Participation reaction and confidence at the completion of each learning activity is also tracked and used as input for further design refinement.

Figure 9: Measures for Success

Business Goals	Instruments of Measurement	Goals	Outcomes to Date
Increased Leadership Effectiveness	Korn Ferry Leadership Styles Inventory	<ul style="list-style-type: none"> More than 60% of leaders scoring in the “above average” or “well above average” quartile when compared to Korn Ferry benchmarks. (base currently sitting at 51%). Fewer than 15% of leaders scoring in the bottom quartile when compared to Korn Ferry benchmarks (base currently sitting at 22%). 	<ul style="list-style-type: none"> 65% of leaders scoring in the “above average” or “well above average” quartile when compared to Korn Ferry benchmarks. This is a 14% positive shift. 13% of leaders scoring in the bottom quartile when compared to Korn Ferry benchmarks. This is a 9% positive shift.
Enable Growth Culture	Korn Ferry Organizational Climate Survey	<ul style="list-style-type: none"> Significant movement toward desired culture. 60% of Leaders scoring “above average” or “well above average” in creating a healthy climate for their teams, when compared to external Korn Ferry benchmarks (base currently sitting at 55%). 	<ul style="list-style-type: none"> 59% Leaders scoring “above average” or “well above average” in creating a healthy climate for their teams, when compared to external Korn Ferry benchmarks. This is a 4% positive shift.

Early indications from LEAP show positive results. LEAP cohorts completing the pre-/post-surveys show significant improvement in their use of a broad repertoire of leadership styles, creating more productive climates for their teams. LEAP participants on average have increased their use of a broad set of leadership styles — including Visionary, Participative, Coaching and Affiliative. The findings support and reflect the course objectives.

The climates created by LEAP participants are slightly better than the average climate in the normative database, and many of those leaders who were creating the least favorable climates have shown improvement.

Analysis shows LEAP Leaders’ leadership styles and team climate scores at baseline are consistently correlated with Performance Enablement Upward Feedback scores. So, it is expected that as more People Leaders attend the LEAP experience and experience improvement across these LEAP indices, their Performance Enablement scores will also improve.

In addition, local business benefit from participation of their People Leaders. Each cohort completes an innovation lab which required them to apply to a key business challenge.

Their work is shared with members of the local business unit leadership team and considered in annual business planning where relevant.

Overall

As Coca-Cola continues the leadership development journey toward embedding the growth culture, developing strong leaders remains a critical focus of the learning solution ecosystem.

The talent and development team continue to adapt and improve Coca-Cola's learning practice. In 2019, a new People Leader Orientation experience has been deployed through its state-of-the-art Coca-Cola U Digital Classroom for all newly promoted and external hires with required completion within the first 90-days of hire/promotion.

The accelerated deployment of the LEAP experience has also brought about improvements in digitization and automation across learning and development operations. The improvements included digitization of participant materials which reduced printing and reduction in shipping costs. Technology has also been introduced to automate scheduling of Leaders who will serve as co-moderators and panel members in the LEAP experience. This automation has significantly reduced the manual effort required to coordinate each LEAP cohort.

LEAP has been effective at developing leaders with the mindset and skills needed to deliver on Coca-Cola's growth agenda. As the results demonstrate, the leadership development has been exceptionally well-received and endorsed by participants and leaders across the organization, both for the experiences themselves and for the improvement in leadership effectiveness and team climate and performance. Ongoing linkage analysis and research will provide further insights and generate new ideas for enhancements.

Looking into the future, Coca-Cola is preparing to adopt a more agile operating approach to further to deliver on growth ambitions. The investment made to date in leadership development forms a strong foundation for People Leaders' ability to foster the climate of collaboration and the learning agility required to operate in an agile environment.

About Brandon Hall Group

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