

# HR TECHNOLOGY CONSULTING: ALM 2016

## BEST IN CLASS PROVIDER

Cited as the “best-in-class provider” in change management: “North Highland brings a holistic, multidisciplinary approach to change management that combines ideas from agile, neuroscience, and traditional organizational change management to embed a continuous improvement change process in HR technology transformations.”

## WIDE DEPTH & BREADTH

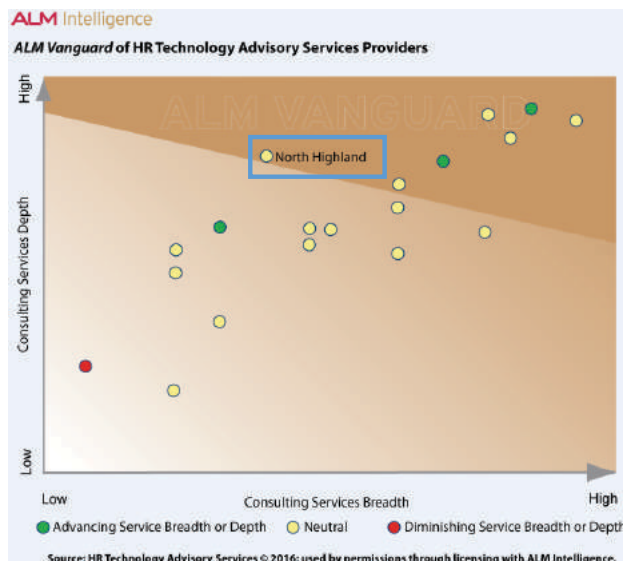
“What differentiates NH is a high-touch consulting approach and local distribution of senior consulting talent across all markets it serves. Considering the depth and breadth of the firm’s expertise, combined with its client service orientation, North Highland is a compelling alternative to the asset-based, yet still high-priced consulting model of many providers.”

## STRATEGY, HR & TECH BLEND

“North Highland brings a mix of strategy, HR and technology capabilities to the organizational challenge of creating a clear link between HR service delivery and business strategy. The firm offers the full complement of services across the HR technology consulting value chain, delivering them through the People and Change practice in collaboration with data and analytics professionals.”

## INFUSED EXPERIENCE DESIGN

“North Highland also integrates the experience design competencies of its Sparks Grove division into HR technology consulting teams to strengthen its approach to agile implementation.”



*Rated in top end of services depth (only 4 competitors are higher on y axis)*

## ALM Intelligence

### Competitive Landscape Management & Technology Consulting Group

Legend: ● Very Strong ● Strong ● Moderate ● Weak ○ None

Provider Capabilities: HR Technology Advisory Services	
	North Highland
Human Resources Technology Strategy	●
Human Resources Technology Architecture & Design	●
Human Resources Technology Security	●
Human Resources Technology Vendor/Software Selection	●
HR Data & Analytics	●
Digital HR Advisory	●
Change Management	●

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# FINANCE EXCELLENCE: ALM 2016

## FOCUSED SERVICE DELIVERY

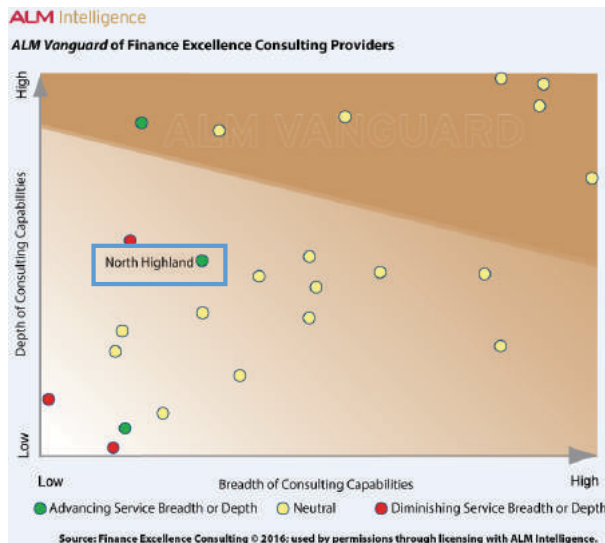
“The firm organizes its service delivery around two tracks. One, **Financial Stewardship** focuses on optimizing transactional processes by using a maturity assessment tool designed to evaluate the costs and relative benefits of improving processes, data, technology, and organization. Two, **Enterprise Catalyst** concentrates on building value-adding reporting, planning, and decision support capabilities.”

## EVOLVED ENGAGEMENT

“North Highland is evolving its engagement model to incorporate **more advanced analytics**, **enablement of more flexible reporting** through investments in cloud vendor relationships, and better integration with its organization practice.”

## DEDICATED FINANCE EXCELLENCE PRACTICE

“North Highland delivers finance excellence services through a **dedicated finance excellence consulting practice** that coordinates closely with the firm’s organizational excellence practice. NH believes that finance functions need to evolve into true business partners that can deliver insight rather than simply execute transactions and report on variances...**the firm orients its consulting approach around fostering four transformational capabilities**: managing cost and reallocating savings to value-adding activities, developing more flexible reporting and forecasting, improving the return on investments in finance systems infrastructure, and cultivating finance talent.”



Only 3 entities are “green” (Advancing Service Breadth or Depth), including North Highland

ALM Intelligence  
Competitive Landscape  
Finance Transformation

Legend: ● Very Strong ● Strong ● Moderate ● Weak ● None

Provider Capabilities: Finance Excellence Consulting		North Highland
Finance Strategy	Strategic Mandate & Coordination	●
Enterprise Performance Management	Value-Based Management	●
	Financial Planning & Analysis	●
Governance & Control	Governance & Control	●
Finance Transformation	Scale & Scope	●
	Organization & Talent	●
	Process Complexity	●
Client Transformation	Infrastructure	●
	Design Tools & Methods	●
	Capability Development & Mindsets	●

Source: Finance Excellence Consulting © 2016; used by permissions through licensing with ALM Intelligence.

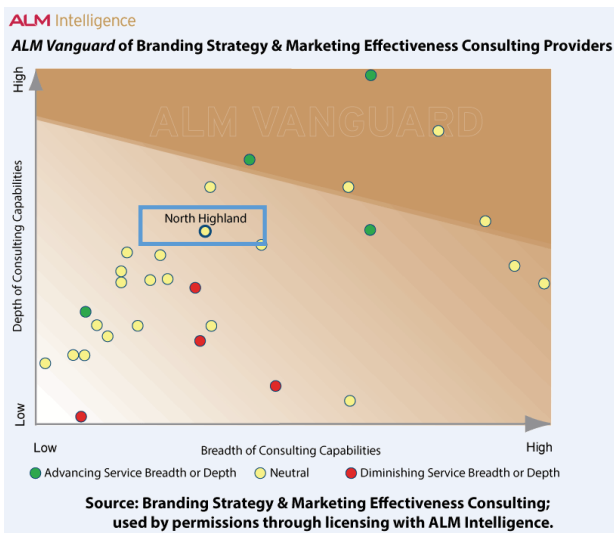
# BRAND STRATEGY & MARKETING: ALM 2016

## COMPETITIVE ADVANTAGE DRIVEN BY CUSTOMER EXPERIENCE

“North Highland primarily delivers branding strategy and marketing effectiveness through its Sparks Grove experience design division, but draws on the firm’s broader consulting capabilities, notably its people and change offer. North Highland’s approach reflects its beliefs that brand is fundamentally an experience and that customer’s experience of brand is the only durable source of competitive advantage. But the essential point for this firm is that delivering an effective experience requires an alignment of the brand purpose with the customer’s interpretation of it and that, in turn, depends on ‘humanizing’ the experience by building trust with both the customer and the employees who participate in the experience.”

## AGILE AND ANALYTICS DELIVERY MODEL

“A crucial aspect of the firm’s approach is its emphasis on the importance of a company’s employees in activating its brand and strategy, brand development, experience design, audience engagement, and people and change. At the heart of the firm’s service delivery model are two elements: agile and analytics. Rather than the traditional waterfall method with handoffs, North Highland advocates cross-functional and iterative project methods that make behavioral change intrinsic to a process designed to continuously refine the alignment of brand intention and customers’ interpretation of it.



Rated in the same results as the highest rated Big 4 firms.