

# OCM CASE STUDY

## Change of Operating Model

### At a glance

A global premium and luxury fashion brand with over 50,000 employees and 2,000+ retail stores launched a transformation to boost operational effectiveness through global process and system standardization and automation. The OCM approach focused on shifting roles, adjusting organizational structures, and strengthening team effectiveness to ensure successful adoption in HQ and across Markets.

### Key characteristics

People centric OCM approach with tech-/AI-enabled tools to speed up adoption. Strong focus on psychological safety, trust and belonging to enhance confidence of teams. Consistent communication of clear future state.



#### XLA

Experience Level Agreement to measure sentiments and Change Readiness



#### DAT

Digital Adoption Tools to simplify trainings with reduced efforts

### CHALLENGES

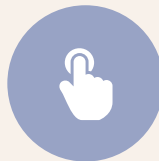


The significant change to the operating model involved role shifts and structural reorganizations across many teams, while new processes, systems, and ways of working had to be adopted. The global distribution and functional diversity of the audience presented challenges for real-time communication and sustained engagement over time.

### OCM APPROACH



The OCM strategy focused on two categories: (1) teams with significant shift of roles and organizational structures, (2) teams with less or almost no shift of roles. The critical success factors were as below:



**Activate Executive Leadership** in HQ and Markets as well as people managers as Change Leads



**Enhance Change Leadership** capabilities of middle management for sustainable success



**Shift perspectives** from bug fixing to designing a future ready organization

### BENEFITS



1

#### Benefit One

Broad understanding of potential and benefits that comes with the change of Operating Model, standardized processes and systems as well as automation.

2

#### Benefit Two

High adoption and role clarity in teams with significant shift of roles and organizational structures. Clarity about what success looks like in future time.

3

#### Benefit Three

Broad understanding of transformation instead of a mere backoffice IT upgrade respectively system implementation. Tech as enabler of transformation.



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