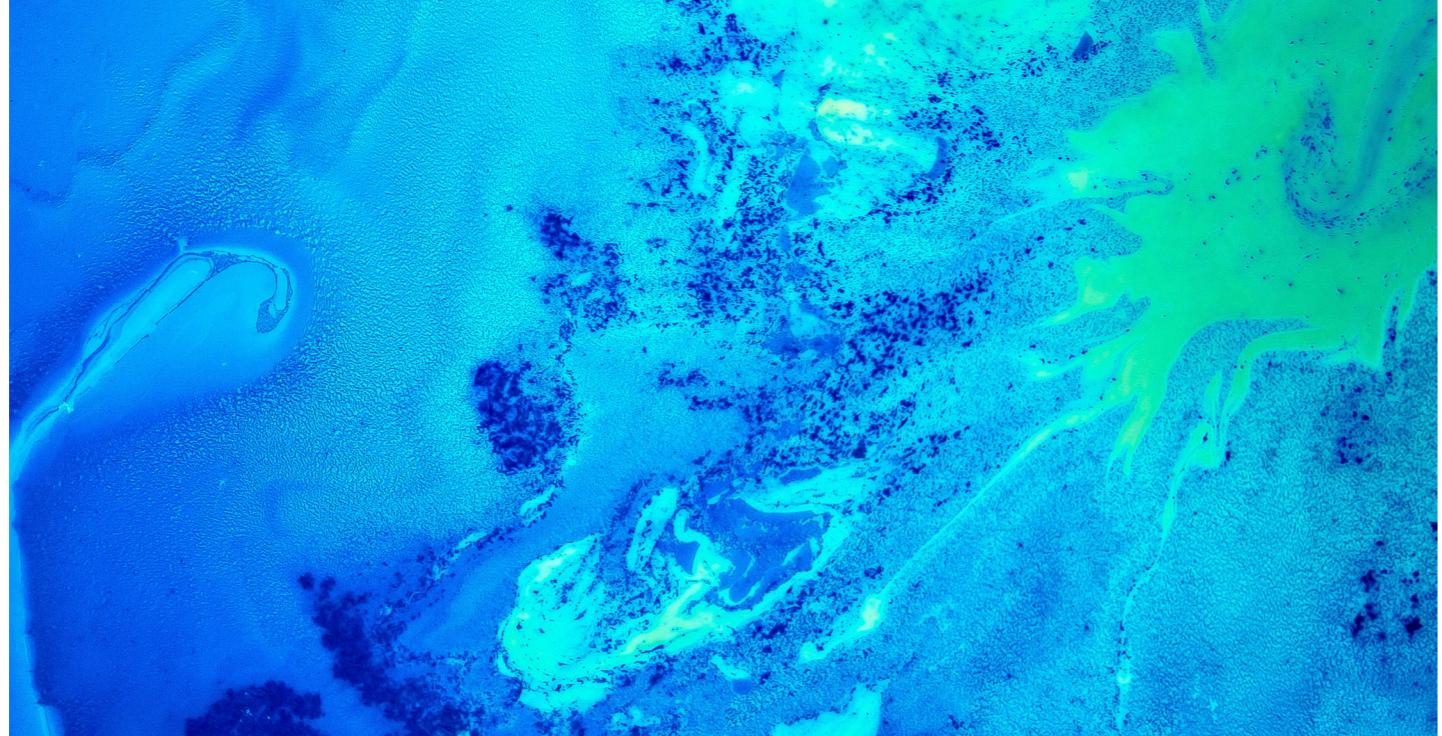


COMPANY PROFILE

WE ARE  
**ACAL.**

**ACAL**

defining excellence



## CHANGE THE GAME.

**Strategy is nothing without execution.  
We help ambitious organizations design  
strategies and put them to work.**

We get close to our clients. We learn their business. We develop precisely tailored, custom strategies that serve them best. Our clients are our partners. They have a stake in our solutions and we have a stake in their success.

## PARTNERS IN VALUE TRANSFORMATION.

ACAL partners with CEOs, their executive teams and business leaders to drive value transformation. We are at our best when helping organizations solve their most pressing strategic challenges.

Our consultant teams combine deep industry and business insight with change management skills backed by more than 10 years of focus on transformation.

ACAL works with Executive teams to raise the level of strategic ambition, create clarity on the best strategic direction and shift resources towards the generation of superior value growth, putting in place the standards, accountabilities, and performance management systems for making it happen on a consistent basis.

We work on a range of strategic issues including optimizing resource allocation across the portfolio, organic and inorganic growth strategies, strategic turnarounds, as well as individual product / brand / customer / market strategies.

We help Executives and their teams to turn a change in strategic direction into tangible actions and improved performance. We work inside businesses to translate the new strategic direction into a transformation blueprint, mobilize the organization, steer the change effort, and maintain the execution standard required to ensure the optimal balance of pace, impact, and strategic consistency.

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## WHAT WE DO CHANGING THE GAME.

Making change happen presents a new perspective on business progress – the defining philosophy of ACAL Consulting - and looks to show that changing the game today can help organizations achieve the success they seek and guarantee future success.

It's all very well finding the innovation that will not only ensure your business survives, but potentially change the game in your industry. But how do you take that innovation and deliver real change to your business in practice? How do you overcome the corporate antibodies? How do you overcome middle management's natural desire to apply today's methods to the same problem?

We design and implement business and operating models that will help you make this change happen – that is what we do best. Culture eats strategy for breakfast! Our people have decades of transformation experience across multiple industries and can help you implement the cultural, behavioural and technology change inside your business. It's this experience that will enable you to deliver what your customer is demanding ... before they go somewhere else.

We are perfectly placed to deliver this because we understand both sides. We are a relatively small business ourselves, but we work with big institutions every day. We know what it means to engage with big corporate practice and process, and we know what it means to be a startup. We also know that both sides can learn a lot from each other and as a young, entrepreneurial firm with experience supporting both communities, we can bridge this gap and make it happen for startups and our corporate clients alike.

We deliver action, achievable implementation that really works – now and into the future. Even better, we can get our clients there faster than their competitors.

## CHANGE THE GAME. ROCKET TO GROWTH.



No one has ever dramatically changed a market by offering timid, incremental improvements. To win, you need to be demonstrably different and better in all the ways that matter to consumers. You need to take giant leaps.

**ACAL**

defining excellence

## Strategy + Advisory

To grow with confidence, organizations need to make clear choices about where to play and how to win. And in a world where the pace of change is rapid and sometimes unexpected, leaders need to act nimbly, and decisively. ACAL's strategy consultants, employ cutting-edge approaches embedded with deep industry expertise, working with leaders to resolve critical choices, and drive enterprise value.

### Gaining the Strategic Edge

Globalization, technological change, and growing economic interconnections are challenging traditional strategy approaches. Yet strategy is more necessary than ever. The frequency and speed with which leadership positions change are increasing—and the performance gap between winners and losers is widening. To beat those trends, strategists must understand, compete across, and adapt to, a much broader range of strategic environments, each requiring distinct approaches and capabilities.

How do government and business leaders keep pace with change while ensuring cost efficiency and overall effectiveness? ACAL's management consulting services help you achieve more with less in strategic alignment with your mission and objectives.

Government and commercial organizations face increasing pressure to control spending while simultaneously improving services and aggressively pursuing a variety of strategic initiatives. In the public sector, agency leaders must manage their organizations for greater accountability, transparency, and spending effectiveness. Business executives also must find ways to reduce costs while mitigating risk, and innovating to keep pace with rapidly evolving technology and regulations.

ACAL's management consulting services can help clients address these seemingly contradictory objectives. An industry leader with a rich heritage in management consulting, ACAL works with clients to support their strategic transformation agendas and build programs in alignment with organization's goals and mission. With the right management consulting partner, streamlining business processes, reducing fraud, waste, and improving productivity become important levers for accomplishing mission and business objectives.

## Research + Analytics

Advances in technology enable large-scale data collection—but extracting the value isn't simple. It requires a full-scale business transformation. ACAL guides this transformation effort, showing companies how to put their data to work and generate value quickly, while setting the stage for future success.

### Making sense of Big Data

Big data, by itself, can't change the world. But by applying the insights gleaned through the analysis of big data, companies can transform the way the world does business.

Such insights can help reinvent different industries in different ways: By incorporating an influx of sensor-based data from the Internet of Things, for example, companies in industrial goods and manufacturing can assess product performance with greater precision than ever before.

Financial institutions can use big data to integrate disparate information—such as how much a consumer spends and the kinds of products she buys and the patterns in which she buys them—so they can more accurately assess a consumer's creditworthiness or credit risk.

The promise of big data is equally powerful in health care, where wearable health-monitoring devices generate massive amounts of new information about the effects and outcomes of medical treatments.

### What Gives Leaders the Edge?

#### Data

Leaders find a way to get the data they need to meet their goals. They focus on the data they need to solve the problem or issue they have identified.

#### Vision

Leaders know what they are trying to achieve with their big data programs, and they have developed detailed operating plans for realizing this vision.

#### Tools and Insights

Big data is technology-enabled, and leaders focus on getting the right technology platforms and having the analytical experience necessary to make appropriate technology decisions.

#### Execution

Insights left on the shelf are worthless. Companies that win with big data have learned to put their insights to work, altering business processes as needed. They treat their operational environment as a learning lab and adapt to the changes their insights warrant.

## Organization Design + Development

In a time of economic turbulence, disruptive technology, globalization, and unprecedently fierce competition, the priority concern for many business leaders is to adapt to the changing conditions in order to boost their company's performance. For that purpose, they frequently turn to organization design for help.

### Drive and Sustain Reorganization Programs

In today's environment, where change is the only constant, creating competitive advantage takes more than the right strategy; it takes an adaptable, high-performing organization. Yet as common as reorganizations have become, what's even more common is their high failure rate. Less than half of all reorganization efforts are successful.

Our Organization Design and Development practice ensures the success of large-scale reorganization programs to create better, faster, deeper, and more sustainable high-performing organizations. The keys to success lie in our collaboration with clients to make them more capable and in our comprehensive ecosystem of tools, databases, and expertise.

We enable clients to develop capabilities throughout the phases of reorganization. By employing a holistic approach to reorganizing—through synchronizing structure with strategy—we can ensure the right individuals are in the most appropriate, clearly defined roles.

By redesigning the organization, your company can resolve many stubborn issues of strategy and execution. But before embarking on the redesign, make sure to identify clearly the company's current performance shortfall (that is, the gap between the company's current performance and its target performance) and hence the precise aims of the reorganization effort—with regard to competitive advantage, strategic priorities, or organizational pain points.

## Transactions + Restructuring

ACAL helps CEOs and business leaders deliver rapid visible, and sustainable step-change improvement in business performance, while strengthening their organizations and positioning them to win in the years ahead. We work shoulder to shoulder with ambitious clients seeking to change the trajectory of their companies, whatever their starting point.

### What Is Transformation? And Why Is It Now a Global Imperative?

Transformations are comprehensive changes in strategy, operating model, organization, people, and processes. They aim to achieve a dramatic improvement in performance and alter a company's future trajectory.

Across industries and regions, the need for business transformation is enormous and growing. In today's unpredictable business environment, disruption arises from all angles. This reality leaves public companies with a 1-in-3 chance of ceasing to exist in their current form over the next 5 years, up from a 1-in-20 chance 50 years ago. In addition, CEOs and senior leaders are under increasing pressure as activist investors and boards push them to do more—faster.

Transformation is a tool that all companies can use to improve their value to shareholders, whether they are trying to catch up quickly or retooling to stay ahead.

### Transformation as Preemptive Self-disruption

In the past, a transformation effort was seen as a radical solution—a sure sign that a company had broad, systemic problems and no choice but to change. We refer to these types of transformations as turnaround and restructuring efforts.

But in fact, more than 25% of companies that have undergone a transformation effort over the past decade have done so from a position of strength. These preemptive change programs frequently enable companies to "self-disrupt" and continue to generate value.

All companies should focus on transformation as an "always-on" process of evolution to maintain their competitive advantage as market conditions change.

# Engineering

ACAL Consulting Engineers is a full-scope engineering solutions provider across the majority of industrial and infrastructural projects. We provide comprehensive inter-engineering consultancy services that require technical know how and comprehensive management capability.

## Feasibility studies

We help clients ensure that the projects to be invested in are technically feasible and economically viable.

## Preliminary, Detailed Engineering Designs and Tender Documentation

For every problem presented, we come up with a plan that works coupled with an overall project configuration taking into consideration of the constraints that may exist.

## Contract and Project Management

We use our expertise to create solutions, advice clients and deliver on projects that meet our customer expectations. .

## Project Identification and Appraisals

We manage and monitor general workflow and individual work processes creating a detailed, defined and efficient project

## Construction Supervision

We align expected clients' benefits with cost and time dependencies without compromising on the quality and sustainability of the project. We bring greater control over time and budgets through our proven project management capabilities during the entire project lifecycle.

## Technical Audits of projects

We help clients establish the As Built Status of infrastructural Projects after construction and audit to ensure compliance with the design, contract, regulations, industry standards, codes and engineering best practice.

## Resettlement Action Plans (RAPs) and Environmental Impacts Assessments

For every project that displaces people we help clients in designing procedures to be followed and the remedial measures to be instituted to properly resettle and compensate project affected persons.

# Public Infrastructure Finance

Closing the infrastructure gap — It is imperative for Kenyan cities' future sustainability, prosperity and the well-being of its citizens that governments meet the demand for transport and other public infrastructure.

## Investing in the Future

Urban growth throughout the country has created a challenge for financing infrastructure. Investment in infrastructure is needed to provide basic services for newly developed parts of urban areas. It is needed to meet the demand for a safer and more reliable water supply, higher standards for the removal and treatment of wastewater and solid waste, and the transportation requirements of a population whose expectations of mobility rise with household incomes. Infrastructure investment also is essential to the economic productivity of cities.

Traditionally, urban infrastructure has been financed from three sources: the operating savings of local governments, grants from higher levels of government, and borrowing. Each of these financing sources now faces constraints. Local budgets are hard pressed to finance basic operating services, including adequate maintenance of existing infrastructure. Higher levels of government must often limit grants to cities in the interest of prudent fiscal management. As decentralization policies have transferred service responsibilities downward, local

governments are being asked to finance more of the urban capital budget from their own resources. Local borrowing has helped finance growth in urban infrastructure investment, but the local government revenue base is often insufficient to service a significant expansion of local government debt.

## What Is Land Value Capture?

Value capture occurs when revenues collected by government, or private parties working with government, can be linked to the direct benefits received by those who benefit from new, improved or replacement infrastructure investment. Conceptually, value capture analysis involves identifying and quantifying the value created that can potentially contribute towards project funding, and the mechanisms that might be used to collect those revenues.

Where government is the beneficiary (for example where it owns land next to the infrastructure) it may capture this value by selling this land, or actively using the land to generate additional value.



Every generation of business leaders faces its distinctive challenge. For today's generation, that challenge is the relentless pace of digital innovation. We call it the digital imperative. Digital technology and advanced analytics are disrupting and transforming how companies work, compete, and create value. How can companies change the game and create lasting business value?

#### **The Digital Future is Now**

When it comes to the digital transformation of business, the future is now. Companies across the economy are using digital technologies and advanced analytics to unlock new sources of economic value and achieve step-function improvements in productivity, flexibility, and speed.

Digital technologies are transforming every aspect of business – and no turnkey solution will equip you to keep pace. DigitalACAL engagements are designed to deliver immediate value, while also building the capabilities, processes and mindsets necessary to sustain your digital transformation. The result is an agile, self-funded journey, in which quick wins help refine the operating model and make the investment case for broader transformation across the business.

To enter the digital future, organizations must rethink the impact of digital dynamics on their business strategy and identify the initiatives likely to have the biggest impact. Once identified, executing these initiatives requires rapidly scaling new capabilities and ways of working. Thanks to the power of technology, and data, company-wide ramp-up can be accelerated. DigitalACAL's digital programs are tactical ways to quick-start your digital transformation.

Any strategy for creating the digital future must also look beyond the core business to anticipate disruption. Advances in data science, artificial intelligence, and technology enable large-scale data collection and digital-ready technology functions—but extracting the value isn't simple. It requires a full-scale business transformation.

#### **What we do**

A disappointing customer experience often begins by not understanding their expectations. Knowing what your customers want demands empathy and insight, blended with the right process and technology to deliver those experiences. DigitalACAL helps clients ensure that every experience is well worth the journey.

#### **Designing progressive digital strategies**

Our renegades and realists develop business strategies and create experiences that learn and adapt to the changing behaviors of the people who matter most. We reimagine how an organization innovates, operates, and engages with its environment, employees, customers, and partners.

#### **Creating future shaping experiences**

We know that what you do matters more than what you say. Customers and employees are won and lost by the quality of your experience, not solely by the promises you make. We blend analytics, design and development to create authentic interactions that create meaningful business impact.

#### **Putting customer platforms to work**

Driven by an insight-led strategy, we provide a full range of "Consult to Operate" services across stores, web, mobile and support channels creating end-to-end, seamless customer experiences.

#### **Innovation 2.0**

Customers and business leaders agree digital disruption is here to stay. The disruption affects customers, markets, industries, economies, value chains, and entire value systems. It also has an impact on business experience, engagement, marketing, distribution, operations, production, organization, collaboration, and partnering.

New seismic and disruptive events are upending the pace of innovation – and leading companies are jumping into the fray, trying to differentiate themselves through emerging business models. But here is the hard truth: Enterprises are wasting money, resources and time putting on a facade of innovation that falls short of customer and shareholder expectations.

There is an inherent expectation that these incremental, and in many cases "siloed," investments or initiatives will lead to sustained business impact. The time has come to move beyond "innovation theater" into a more mature adoption of innovation that drives measurable business results. Now is the time for Innovation 2.0.

# HOW WE HELP.

## Change Management

### SUPPORTING IMPORTANT DECISIONS THAT AFFECT CHANGE

Major changes in the government, political, and economic landscape are driving sweeping transformation. From finance and health reform to infrastructure modernization, agency leaders are challenged to implement meaningful changes that improve government's transparency, accountability, and performance.

At ACAL, we understand that effective leaders must manage multiple mission objectives simultaneously. Our strategy consulting and change capabilities help clients define and balance their strategic objectives to achieve transformation agendas.

Given the dynamic nature of today's socioeconomic and political environments, finding a strategy consulting partner with the right experience is essential to achieving your organization's mission, now and in the future.

ACAL's strategy and change management consulting expertise helps agency leaders drive their agendas and advance their missions, all while managing risk. Our strategy consulting approach consists of facilitating a step-function change in operations, and developing a strategic plan that includes near-term, mid-term, and long-term goals and objectives.

Our strategy and change management consulting advice is based on rigorous market research tailored to the specific needs of each client, as well as a deep understanding of industry and government structures and dynamics.

In addition to strategy and change management consulting services, we provide transformational programs to improve organizational effectiveness. Our Change the Game™ framework is an example of the way we bring together proven methodologies and credentialed experts to help clients succeed.

You can't change the organization by trying to change the organization. Change has to be approached at different levels, in different ways.

#### Transformation Life Cycle

The one certainty in business and government is change—how you handle it can determine overall mission success. Today's business environment is rapidly and continually evolving in terms of new national policies and regulatory compliance, different delivery models, and technology innovations. A complicating factor is that these shifts within the business landscape are not linear and sequential. To succeed, you must also respond quickly and effectively across multiple dimensions and be prepared to transform your organization from top to bottom and beginning to end.

ACAL has been leading successful transformation efforts for government and commercial client organizations in East Africa for over a decade. Our paradigm-changing approach concurrently addresses multiple disciplines across the entire transformation life cycle, enabling ACAL to help clients build a stronger, more responsive and resilient organization.

#### Design Thinking

Design Thinking is a rigorous human-centered innovation methodology that looks at a problem through the eyes of the people who experience it, provides actionable insights about unmet needs and untapped opportunities, generates unexpected ideas for changes, and learns by testing rather than guessing.

The design thinking approach is ideally suited to understanding not just what people are doing, but why — discovering unmet emotional, psychological, and functional needs that shape behaviors — setting the stage for breakthroughs and building the foundation for new products, systems, services, and more.

ACAL's offering includes a particular emphasis on Service Design, which applies the design methodology to innovate or improve government and commercial services through research, ideation and testing. The goal is to design user-friendly services that meet customers' unrealized and unmet needs.

# NOW IS THE TIME. **CHANGE** **THE GAME.**

ACAL is an innovation leader, propelled by the imperative to reimagine solutions to our clients' large-scale and complex challenges. We are a small company with big ideas, and for over a decade, we have been essential partners to some of the biggest organizations in Kenya. And yet, our innovation philosophy hinges on four small beliefs. Innovation is necessary for sustainable growth. Building new value is about more than just building new things. New ideas are born from experience. And the brightest future belongs to those organizations who adapt and change.

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