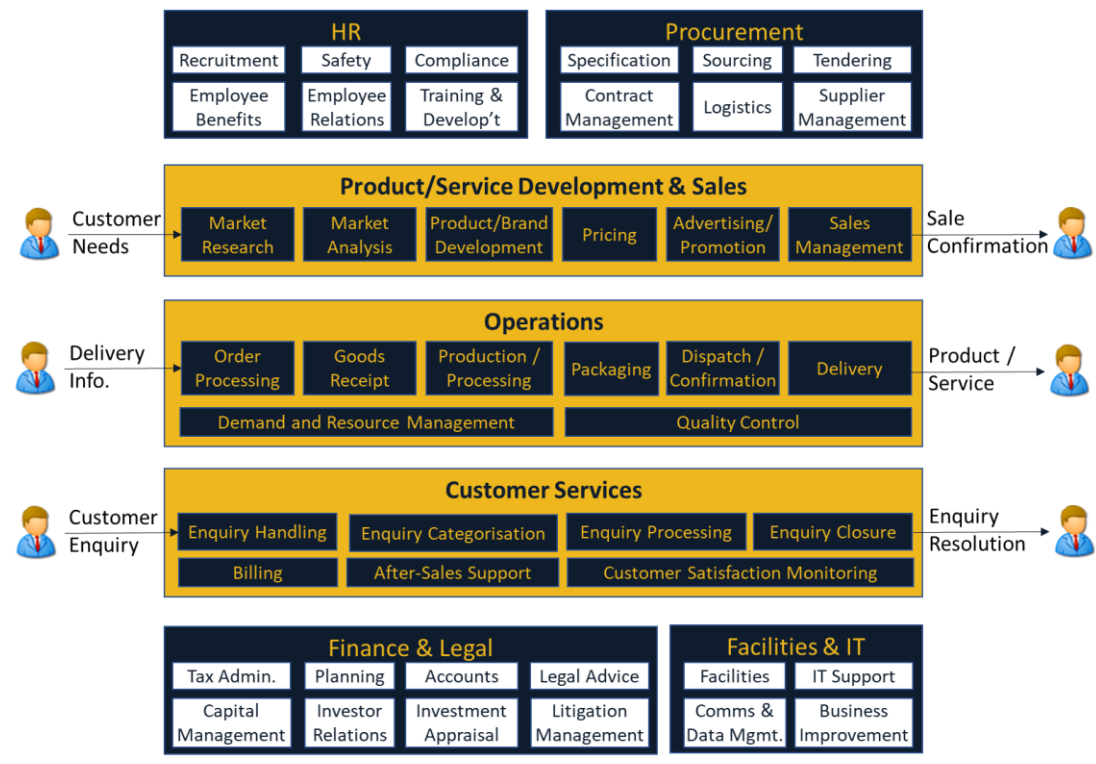


Operations Consultancy Services

Service Type	Developing a New/Improved Operating Model and Organisation Design
Why invest in this?	Because companies with clear ownership for specific targets/functions and minimal cross-over are 7 times more likely to exceed expectations
Who will we work with?	Anyone developing new departments/functions, going through an organisational change or wishing to reorganise their business to operate more efficiently
What output will be produced?	<p>A target operating model for the organisation/department (as below) and a future organisation structure that aligns with the target model</p>  <p>The diagram illustrates a target operating model with the following components:</p> <ul style="list-style-type: none"> HR: Recruitment, Safety, Compliance, Employee Benefits, Employee Relations, Training & Develop't Procurement: Specification, Sourcing, Tendering, Contract Management, Logistics, Supplier Management Product/Service Development & Sales: Market Research, Market Analysis, Product/Brand Development, Pricing, Advertising/Promotion, Sales Management. Input: Customer Needs; Output: Sale Confirmation. Operations: Order Processing, Goods Receipt, Production/Processing, Packaging, Dispatch/Confirmation, Delivery. Demand and Resource Management, Quality Control. Input: Delivery Info.; Output: Product/Service. Customer Services: Enquiry Handling, Enquiry Categorisation, Enquiry Processing, Enquiry Closure, Billing, After-Sales Support, Customer Satisfaction Monitoring. Input: Customer Enquiry; Output: Enquiry Resolution. Finance & Legal: Tax Admin., Planning, Accounts, Legal Advice, Capital Management, Investor Relations, Investment Appraisal, Litigation Management Facilities & IT: Facilities, IT Support, Comms & Data Mgmt., Business Improvement
How will it be produced?	<p>STEP 1: Evaluate the existing operating model and agree TO-BE structure</p> <p>1a: Define the AS-IS operating model & gather staff/customer perceptions 1b: Determine design principles for the TO-BE model in line with objectives 1c: Evaluate structure options vs. design principles (functional/single line, product/customer focused, matrix, geographic/divisional or front/back end)</p> <p>MODULE 2: Develop the TO-BE operating model</p> <p>2a: Identify value chain functions and develop arrangement options 2b: Evaluate options against design principles and finalise target model 2c: Complete an example of how to break functions into processes/systems 2d: Refine the target model based on the detailed (bottom-up) approach</p>

	<p>MODULE 3: Break down functions in org units and develop role profiles</p> <p>3a: Identify roles needed to deliver the functions/processes of each org unit</p> <p>3b: Identify resource requirements based on process timings/volumetrics</p> <p>3c: Finalise the organisation structure and allocate objective/KPI ownership</p>
Format	Operating model/org structure options will be modelled and developed through 1-2-1 consultation. Those options will typically be evaluated and a target model, process diagram and org. structure developed in leadership team workshops. The timings/volumetric analysis will be carried out using excel-based templates.
How Success Measured	If for an existing business/department, relevant KPIs can be compared prior to and 12 months following the reorganisation. If for a new department, actual benefits/costs can be compared to those anticipated in the project business case.

Other Operations Consultancy Services

We also provide consultancy services to help businesses develop specific management structures, systems and methodologies in relation to the following areas:

Business Areas	Management Strategies, Structures and Systems We Help Implement
Human Resources	<ul style="list-style-type: none"> • Performance appraisal framework • Knowledge management framework • Competency framework • Training needs analysis • Reward/recognition programmes • Communications strategy • Induction programmes • High performing team framework • Employee engagement/satisfaction surveys
Project/ Programme Management	<ul style="list-style-type: none"> • Change management methodology • Programme management frameworks and gateway processes • Project management templates
Operations Management & IT	<ul style="list-style-type: none"> • Quality control (standardisation of processes, procedures and policies) • Continuous improvement, lean and six sigma methodologies • Business architecture modelling • Document management • IT systems requirements gathering, selection and implementation • Risk/Issue management

