



How do you implement a new operating model, reduce manufacturing costs and increase competitive advantage?

01 THE CHALLENGE

Our client, a mid-size manufacturing firm was in trouble, they needed to significantly reduce costs and increase their competitive advantage.

They saw the need for a new operating model and implement new Enterprise Resource Planning (ERP) system but couldn't see how to implement these without destroying their business.

02 THE SOLUTION

First, we ran Agile workshops with the business leadership to map the processes and productivity metrics that would be required to meet their goals

- Then we mapped the supporting organisational design.
- We created the Target Operating Model and developed the right change management approach to land it safely.
- We procured ERP and worked with vendors to configure it to meet the business' needs
- We implemented the new organisational design and managed the exit of surplus staff
- We designed and implemented a comprehensive training and communication program to support the entire business.
- We created new service functions and a customer service proposition.
- We reconfigured procurement, sourcing, manufacturing through to warehousing and supply chain management processes and supplied all change management collateral for these functions.
- We agreed and measured success criteria and reported regularly on progress.

03 THE RESULT

As a result of the new processes, organisational design and way of working, our clients experienced:

- 10% decrease manufacturing costs
- 15% improvement in customer sentiment
- Improvements in employee engagement scores across the business.