

> **advance**  
BUSINESS GROWTH

# OPERATIONAL EFFICIENCY

On a major project, we improved efficiency and increased performance, reducing the programme from 26 weeks to 9 weeks



**Confederation of British Industry 'Doing more with less'** Excerpt: October 2009

“This year has been challenging both for government and for business... Nonetheless, it looks as though the worst of the recession may be behind us... Beyond the recession, the drivers of economic growth will almost certainly be different to the recent past, with consumer and government spending expected to be more constrained. So business investment... will need to make a much greater contribution to economic growth.”

### **Advance Business Growth**

We help you to achieve growth in four key areas:

- Strategy, Brand and Culture
- Work Winning
- Improving Delivery
- Engaging People

### **Doing more from less by being better with less**

Simply doing more is an assumption that businesses can actually achieve more without being better at what they do.

With less opportunity and greater competition, Advance Business Growth prepares your organisation for new market opportunities and challenges.

### **And you get?**

- Clear direction and improved leadership
- Greater certainty from a growing and higher quality pipeline and order book
- Profit growth by reducing waste
- The hearts and minds of your people and your customers

# Getting more from less: We delivered a ten-fold return on investment, through improving operational effectiveness.

## More from less based on real intelligence: At Advance we diagnose and optimise your organisation, to minimise cost and waste, and improve profitability.

### What you get from working with Advance:

- 1 A swift, candid review of your strategy and business
- 2 The unbiased baseline assessment of your organisation (health check) through a combination of Lean, Kaizen and Six Sigma, to establish the effectiveness of your processes, the integration of upstream and downstream supply chains, sustainability, carbon activity and cost/waste in the business
- 3 The 'Route map' agreed will move your organisation towards efficiency and profitability and will engage with all your people
- 4 Support for the senior team to set clear direction and lead the organisation in establishing sustainable change. Managing appropriate behaviours and a positive culture to support new processes and systems
- 5 Independent, clear analysis and recommendations to be debated by your leadership

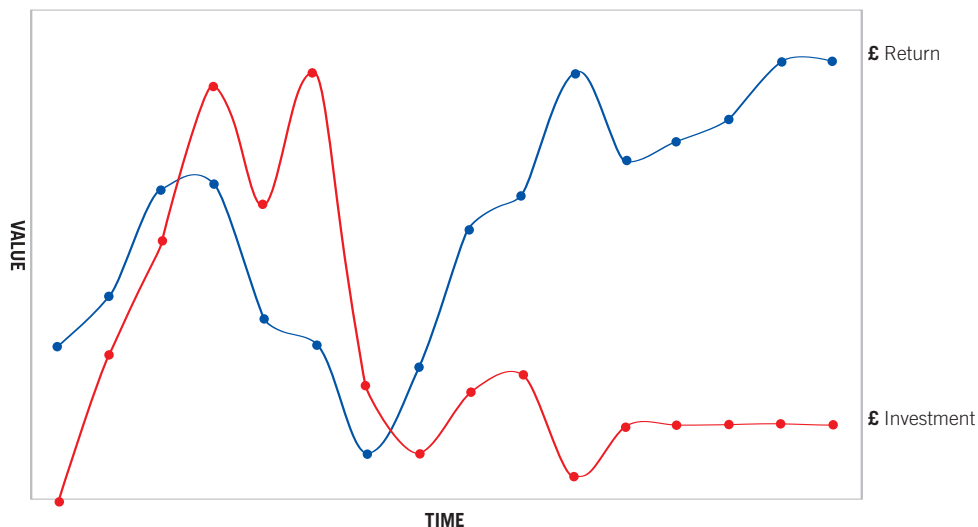
- 6 We often use our S.I.D.© (which is Silent Internal Discussion) methodology to uncover the prime causes of under performance

### What's your situation?

- Do your employees positively contribute towards the operational effectiveness of your organisation?
- When you know there is waste and inefficiency but not how to tackle it
- When margins are being squeezed and you need to find cost savings
- When your sector is suffering lower margins and increasing competition

### Talk to Advance

**Demonstrating Advance's influence for growth**



01



02

**ANNEX 24 Contract**

**OUTCOMES**  
*Things You Want*

**LEVERS**  
*Things You Control*

**PROCESSES**  
*Execute the Levers*

**ACTIVITIES**  
*Actions that perform the Processes*

RIGHT THINGS  
Annex 15

RIGHT THINGS  
WELL  
Annex 14

03

**TARMAC** 01

With margins under pressure, especially in a commodity marketplace, the key to growth was to identify new market opportunities. Through market segmentation workshops, we identified and developed a new strategy. We focussed the organisation on delivering the proposition effectively and efficiently, integrating operational processes, developing people and maximising the opportunity to increase the long term order book and secure improved margins.

**TUBELINES** 02

The existing project timescale for refurbishment of an escalator on the underground system was averaging 24 days. We led the team through a lean improvement programme and found efficiency savings which reduced the average maintenance period to 9 days

**AMEY** 03

Advance was asked to support Amey in mobilising a new form of Highways Agency Managing Agent Contractor (MAC) contract for Area 9 (Midlands). The contract was highly specific in the development and operational implementation of key processes. Advance coordinated collaboration workshops with both the client and the Amey team to ensure the processes were designed to be efficient and effective in their delivery.

## How attractive is a four-fold improvement in profitability, especially when competition is increasing?

### Our customers tell us some of their problems:

- 1 It's difficult to challenge the business when results are good. The best organisations are always planning the next step.
- 2 In more difficult times, organisations think of cost reduction but not necessarily growth strategies or sector switching
- 3 Some organisations see efficiency models as too complex, or not right for our organisation or not right at this time. The solution becomes too difficult and is left on the 'to do' list. In the current climate failure to act swiftly can take years to recover
- 4 Delayed decisions are lost opportunities or they increase risk
- 5 Organisations increasingly face complex and messy problems demanding different approaches to their solution
- 6 Change and improvement will not happen or be sustainable without engaging your people. Winning 'hearts and minds' are critical to support the new processes and systems. It's important that people want to do the things you want them to do
- 7 A ship without a captain will founder at the first storm. In the absence of leadership people within the organisation revert back to previous cultures and the initiative is lost
- 8 We support the leadership to do the right things and bridge the gap that can exist between knowing and doing.

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We work with shareholders, directors and operational leaders, at an organisational, team and individual level to bring clarity, direction and focussed programmes for operational efficiency.

**Talk to us about how we can help you to minimise cost and waste and achieve up to a four fold increase in profitability.**

**A simple exercise identified a 3% cost saving on waste alone in a £300m organisation**