

Service Snapshot: Operations & Strategic Directions

Successful alignment to strategic directions at the operational level is what organisations strive for. We have practical experience in working with organisations to help them understand not only how to align, but how to get their people motivated too.

Challenge

New strategic directions can be unsettling for an organisation for many reasons, amongst which are:

- Restructuring inevitably means change of roles and processes
- New processes mean changing from the known to the new
- The established understood way gives way to the new 'unexplained' way
- Caution and doubt create a difficult environment

In summary, it can be a daunting journey for some organisations.

To gain maximum value from a new strategic direction it is important to be able to change the way the organisation works at the operational level. Managing this change with the types of issues mentioned can be a challenge for the best organisations.

Defining new processes and key performance measures, as well as defining new behaviours are key to operational implementation. But communicating how these can support people in their new roles and help the organisation in it's stated aims is also a major factor in introducing change.

Solution

Bringing the various parts of a strategy implementation together requires looking at the strengths and weaknesses of an organisation, using the capabilities that are there and guiding them where necessary, and

capacity building in the areas where there is less strength.

At Penumbra we have people who have worked with organisations at all levels to introduce change and establish it in a way that reduces negative impact and derives maximum value.

This may involve defining change programmes for service centres, manufacturing sites, logistics centres or administrative departments. Each has their own culture and norms that can be challenging and require a different approach and emphasis.

Our understanding of the cultural and environmental factors in organisations derived from a very broad experience base makes us very aware and respectful of each individual organisation that we work with.

Our unique and validated eclipse approach will help guide your people in the right directions for change, asking them and showing them what they need to do to perform better within their role.

Our internal communications specialists work to define the correct messages at the correct level for each part of the organisation.

We monitor and manage the progress via constantly updated research, keeping the client aware of progress at all times.

Our operational group will work on process and role change definitions, defining new practices and

approaches, based on clearly defined business needs.

Tying everything together to create a holistic and achievable approach for your people is fundamental to an organisations success.

At Penumbra we have a unique and empowering way to do this for organisations, which does not rely on teams of consultants. We work discreetly within organisations and capacity-build for positive change.

Benefits

Using Penumbra's services gives our clients measurable results. We do this as we:

- Understand where your people are and give them a road map for positive change
- Value the importance of good clear communication
- Work to maximise value within the existing structure of an organisation by harnessing strengths and developing weak areas
- Understand the importance of measurable results
- Fundamentally understand that the strategic business aims must be met

We hope that these are your aims too.

So to drive realistic programmes for change which bring a strategy to life, contact us.

strategy people performance

Penumbra is a strategic business consultancy. We bring clarity by using research to drive understanding and direction. We deliver success by balancing experience and innovative thinking.

Whatever your aspiration, we'll provide the tools, information and analysis to turn your strategy into operational reality, in a way that motivates your people to outperform the market.

Overview

Our expertise lies in helping our clients to execute robust strategies and deliver results.

We achieve this by combining a robust management planning system with a focus on people which drives alignment and commitment

We work in partnership with talented and committed leadership teams to help organisations build corporate value with a wide range of customised, cross-functional advisory programmes and services delivered from four complementary service groups:

Strategy

(Development, formulation, implementation and alignment)

Our innovative **Penumbra Balance** approach creates dynamism, drives and sustains momentum and makes strategy real for stakeholders

Organisational Development

(Behavioural issues)

We call our holistic approach **Balanced Motivation** which encompasses activities that improve performance both for the organisation and the individual

Research and Insight

Our stimulating **Clarity** approach draws on our business consulting skills to deliver a mix of business analysis and market research which provides compelling insights for winning decisions.

Operations

The Operations group brings all of our hands-on practical experience to bear on execution and delivery of results.

Our technology enabling approach called **Totality** facilitates business focussed services and solutions, aligned to business needs, for people, processes and tools.

Why Us?

Organisations turn to us when they:

- Want to find a new strategic direction
- Have created a strategy and now need to execute it
- Need to drive more value from existing initiatives
- Have a big issue to resolve, usually dependent on lasting employee buy-in
- Need to explore new ways to drive value
- Need a breakthrough result
- Are seeking measurable results

Our Experience

We have real world experience spanning 20 years with our clients. This includes working with:

BP, Citibank, Morgan Chase, WestLB, RBS, UBS, Bankers Trust, Kleinwort Benson, Coutts, Natwest, Intel, Nokia, Adobe, Kall-Kwik, Glaxo Smith Kline, Dupont, Pfizer, Savills, British Council, Clifford Chance, British Airways, Gillette, Unilever, Shell, Volvo,

Vauxhall, British Gas, TradeStation, MWB Business Exchange, Investors in People, University of Cambridge

On projects such as:

Strategic Planning, Strategy development and implementation, Culture change, Post-Merger Integration, Vision, Purpose and Values, Current State Analysis, Organisation Re-design, Transformational Change, Client Focus Strategies, Perception Studies, Client and Staff Engagement surveys, Global Rebranding, Know your Customer, Market Forecasting, Consumer Insight, Market Segmentation, Process optimisation, Lean/Six Sigma, Project Management, ERP Systems Roll-out, Market Research, Financial Modelling, Franchise Start-up Evaluation models, Cost Benefit Analysis, Implementation Alignment, Strategic Alignment, Complex Database development, Custom Application development, Supply Chain Optimisation

Covering diverse sectors such as:

Financial Services, Pharmaceuticals, Manufacturing, Energy, Mobile Telecoms, Travel and Tourism, Aviation, Property, Hi-tech and Business Services