

Services Snapshot: Operations & Totality

Our IT enabling approach called Totality facilitates business focussed services and solutions, aligned to business needs, for People, Processes and Tools.

Challenge

Whenever change is addressed in organisations, or new directions are defined, technology is impacted in some way, or new technologies may need to be implemented.

Any successful implementation of change or direction requires a keen understanding of the technology impact as well as the interaction of people with it.

Factors in Technology Implementation Success

From our experience we know the following factors reduce the chance of success in any implementation:

- Lack of meaningful sponsorship
- Dirty legacy data
- Failed agreement on business processes
- Lack of formal and disciplined project management
- Project team turn-over of staff
- Inability to identify and mitigate risks or remedy incidents
- Excessive software customisation
- Insufficient training
- User adoption resistance
- Project viewed as an "IT" project

Business system implementations should be spearheaded and driven by business leaders. They should not be viewed as IT projects as they are in reality People projects.

User adoption of the change and the new systems is the bedrock of success. By empowering users to understand the new business environment and their place within it, they will be there to implement the systems, enable process

improvements and be ready to make further improvements over time.

Solution

We have over twenty years experience in operations and technology, with particular skills in identifying business needs and realising systems that meet those needs. We can provide the following services, amongst others:

- Custom Application design and development
- ERP Implementation Consulting
- Mid-sourcing partner

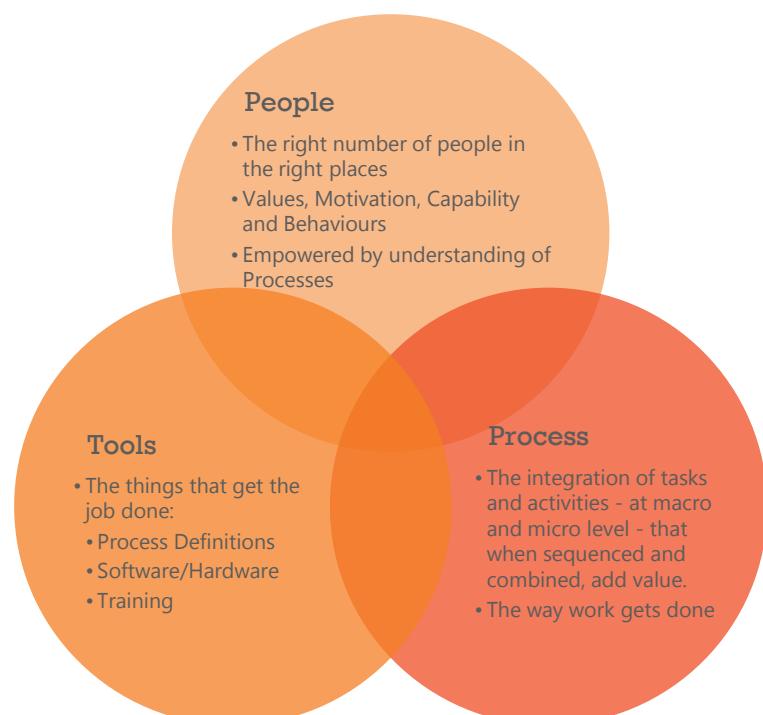
In addition, our business consulting experience has enabled us to develop customised solutions such as:

- Alchemy: Reverse Supply Chain toolset
- Interim ERP Systems
- Global Market Analysis and forecasting systems

People are the Key

It is people who will be working with any technology systems, so they are the key to mitigating any negative impact of change as well as being the driver for further performance improvement.

We use a change toolkit called **Eclipse**. This enables people to move to a position where they are ready to accept a new system. Our toolkit asks people what they think that they should be doing to improve their own performance in light of a new initiative.



Eclipse then enables users to set behavioural change targets that are clear, realistic and measurable.

Processes

Process design is a key part of any technology implementation from the blueprinting stage through to the implementation and quality review.

Our experience shows that many companies set a process design and stick to it, creating complex workarounds for the users with a system that does exactly what the initial design defined.

We use an iterative approach to process design, as we know that it is only when you get to grips with the reality of a technology implementation that all the nuances come to light.

Tools

We see software and hardware solutions as tools to support an integrated approach. They need to be simple and smart.

Our approach, from a consulting point of view, is to help the client keep focussed on the actual business requirements and how they are met by the technology. This focus can be easily lost over the life of a project. Using our **Balanced Dynamic** methodology (Snapshot sheet available), we can ensure that the business requirements are kept clearly in focus.

Our approach, from a practitioner point of view, is to keep our teams to the minimum size, avoiding over complication and unnecessary expense. We use lean and agile development and design methodologies, which are tried and tested methods for delivering cost-effective solutions.

Benefits

Delivers success

Success in systems design and implementation is a legendary goal. Stories of failure abound. We can help in an advisory role, or get involved right down to development to ensure that your business requirements are met.

Success however, is delivered by your people and, as such, it is possible to enhance the prospect of a successful roll-out, as well as further improvements by cost-effectively taking users through the change process in a way that is measurable and can be benchmarked.

To gain maximum ROI from your systems your people need to be able to minimise any negative impact and drive improvements as quickly as possible after start up.

A clear understanding that the design and review processes are critical right up to and after project delivery is fundamental to being able to declare success. Our **Balanced Dynamic** methodology ensures that this will be the case by guiding us as partners through the development and delivery cycle.

Mitigates Negative Impact

There are factors which can cause a dip in business activity and performance at or just after a launch. By enabling your people to know how they need to change ahead of this, they can help to mitigate these factors.

People empowered to behave differently within the organisation, under new pressures and constraints, will enable issues to be resolved calmly and efficiently, reducing double-handling and other hidden costs.

People who feel empowered also communicate with your suppliers and customers more positively about the change that they are going through,

which creates a sense of confidence in your organisation.

Drives Performance Improvement

People who feel that systems are there to support them rather than hinder them will feel enabled by technology. For this reason we involve your people in the full design and implementation processes.

People feel more secure in a new business environment knowing how they need to perform, will be more pro-active in driving further process and system implementation improvements soon after start-up.

Quantifies Outcomes

A technology system that matches and meets the business aims can be declared a success. However, it is only when all players involved feel this that success can be truly declared. Penumbra measures success with Key Performance Indicators, user feedback and other process alignment measures.

If the project involves large changes for the users, then Penumbra's **Eclipse** behaviour diagnostic allows you to measure and monitor the progress of the change programme in a way that has not been possible until now.

To start moving your people, processes and systems to perform better and make your roll-out, upgrade or even your business more of a success, contact us now.

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.

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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