



White Paper

Planning for Success: Strategies to Improve Operational Efficiency

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Introduction: Changing mindsets to thrive in operations

As Operations Directors navigate through a rapidly changing working environment, being able to effectively manage people, processes, and performance is key to success of their organisations. Meeting the demand for a high-performing operations requires a change in mindset from the traditional, process-oriented approach to a more flexible and adaptable way of doing business.

As the business landscape rapidly evolves, Operations Directors face increasing pressure to find effective operating structures that deliver optimal results. Hybrid working conditions, accelerated adoption of automation, increasing attrition, and evolving customer demands are a few of the challenges they must manage.

Organisations that can quickly pivot to new opportunities and respond to changing customer needs will have a clear

advantage over their slower-moving competitors. In this white paper, we explore potential strategies and tactics Operations Directors, like you, can implement to drive your team's performance, agility, and adaptability in the face of change. By embracing these approaches, you can set your team up for success without compromising quality, efficiency, or profitability.

Get insights on:

- Common struggles Operations Directors face
- How to identify scenarios that warrant immediate action
- Why leveraging the expertise of operations consultants can help get you there faster

Find out how to stay ahead of the competition while implementing effective and impactful changes to your operations without compromising quality.



Choosing the Best Strategy That Aligns Goals and Optimises Performance

Deciding on the right system and operational structure for your organisation can be confusing and challenging, as new technologies and organisational challenges continue to emerge and evolve rapidly. That's why delivering an effective operational strategy with the right operating model and working practices is crucial for businesses looking to stay competitive and achieve long-term success.

While this task may seem daunting, operational leaders can often overlook certain things, making it difficult to identify and implement the best strategy that aligns with their goals. Here are six common barriers that operational leaders often overlook.

Six common roadblocks to achieving optimal performance

Here we discuss the six common roadblocks faced by operational leaders in their journey towards achieving an optimised and sustainable operating model:

1 Poor integration and management of a remote workforce

When the pandemic struck, organisations were forced to adopt remote and hybrid working conditions almost overnight. For some, this exposed significant gaps within the organisation on how to effectively manage teams, processes, and individual performance in a remote working environment. The lack of engagement, affirmation, and team-oriented problem-solving efforts can result in low morale and a lack of purpose among staff. Where teams were co-located, this was masked by physical exposure to the issues on a day-to-day basis, however teams still became disengaged with their purpose and how they contributed the organisations objectives and customer requirements. This can cause negative effects across your organisation, which in the long run, destroys operational efficiency and distances your team from their objectives.

2 Labour shortage and increasing attrition

Organisations who do not have a clearly defined strategy and use a rigid operational structure can end up driving talent away. Consequently, a shrinking team forces more responsibility onto other colleagues, piling on the pressure and workload to manage with very little reward or recognition.

With more organisations adopting a progressive approach to managing operations with new ways of working and automation, talented individuals seeking opportunities in more progressive organisations are now spoilt for choice.

3 Ineffective organisational structure and alignment

The success of your operations hinges on your workforce having a clear understanding of their purpose and alignment of goals and objectives across the organisation. Many organisations have found themselves handicapped in this area, especially if they choose to maintain a dated and rigid framework they are more familiar with.

This results in difficulties consolidating common objectives intended to drive desired behaviours and metrics. It can also lead to overlapping and repeated tasks being executed due to inefficient communication. Over time, staff struggle to understand and correlate how their roles contribute to your organisational goals.

4 Poor data visualisation of end-to-end processes

In the search for the most efficient solution, operational leaders often overlook the importance and benefits of incorporating data visualisation into their strategies. Operational decisions made without the backing and reasoning of quality data often lead to ineffective decisions being made and poor customer delivery.

Inadequate or lack of data visualisation deprives your organisation of the ability to track performance and KPIs and manage your resources to meet the demand levels effectively. This hinders your ability to elevate your operations as you fail to identify opportunities for improvement internally, making it virtually impossible to spot and troubleshoot problems that surface quickly.

This can ultimately result in your operations continuously executing low-value processes that steer your organisation away from your goals, bringing you back to square one.

5 Poor understanding of your customer's needs

Customers now want things done faster, cheaper, and better but are rarely willing to pay a higher price. With the accelerated adoption of all things digital, customer demands are also evolving with the times.

Organisations that fail to track and identify their customer requirements, including shifts in trends and new emerging demands, are missing out on potential revenue-making or cost-reduction opportunities. This often causes operational misalignment that fails to support your organisation's growth and brings your customers little to no value.

6 Lacking the internal capabilities to drive intended change

Once an organisation recognises the need for operational change, they face the next hurdle in building internal capability for delivering effective problem-solving. Some operational leaders fail to recognise the critical skills and knowledge required to deliver change and are inadequately resourced to deliver.

In the long run, this can cause your organisation to get left behind while you hesitate to engage external experts to help develop your team. Without a clear indication of what your capabilities and limitations are, you run the risk of managing your resources inadequately or ending up setting unrealistic goals.

Warning Signs: Situations That Can Derail Your Operations Strategy

Neglecting to adopt an effective operations strategy can impede your ability to provide your customers with the quality of service they require and, limits your opportunity to grow. Identifying the risks in delivering the operational strategy must be addressed to avoid the misalignment of objectives and critical priorities. Such misalignment could lead to operational challenges, including disengaged teams, poor customer service delivery, and impacts on quality and performance.

We recommend avoiding the following situations, but if you encounter any of these warning signs, quick action is necessary to rectify the situation.

1 Increase in attrition rate and difficulty in attracting new talents

One thing that drives people away from their current employer is the lack of a robust operational management that allows for growth, development, and recognition in a hybrid working environment. Staying still, with outdated manual processes and a lack of clear direction could demotivate your employees. Effective team problem-solving becomes more difficult to conduct and manage, resulting in poor colleague engagement. Word will soon spread that your organisation's practices are dated and will appear as an unattractive employer for job seekers looking for a progressive place to work

2 Increase in customer complaints

Customers will not pay for goods or services that do not work well or fail to deliver the value they expect. Customers are often forthcoming with their suggestions, inputs, and especially complaints, so taking these suggestions and complaints into consideration is the hallmark of a forward-thinking organisation. In contrast, if customers' feedback is ignored and not integrated into your operations, be prepared to see a significant drop in your customer base.

3 Increase in operational costs

As you try and solve critical issues and problems within your organisation through trial and error, competitors are leveraging tried and tested methodologies with the support of innovative new digital solutions, including data visualisation and automation, to help them identify and solve these problems. Over time, using inefficient ways to solve the problems within your organisation will drive up costs. This is because more effort is required to carry out everyday tasks, and only tactical 'sticking plaster' solutions are in place to resolve issues. Soon problem-solving will become financially burdensome for your organisation, made worse by the lack of internal capability.

4 Every goal or objective appears unfeasible

Moving forward without optimising or upskilling your staff often results in stagnation. As you chart out more ambitious objectives and goals for your team, it's important to know their abilities and if they can achieve those targets. Without proper visibility into your operational capabilities, every target you set will appear unfeasible. Seeing these unrealistic objectives will demotivate your workforce as well as leaving them unconfident in your decision-making. As a leader, you are unable to achieve the desired performance and will impact the quality of service or product provided to the customer.



Unsure about where you should start with your transformation strategy?
Still trying to figure out the most effective way to drive change within your organisation?

Talk to our Expert Operations Consultants to get started on the right path toward an impactful transformation.

[Explore Expert Operations Consulting](#)

Five Vital Components of a Successful Operation

Achieving optimum operational performance for your organisation does not have to be difficult if your strategy contains key elements that set you up for success. When done right, designing, implementing, and maintaining robust and efficient operations can help boost productivity and overall motivation.

Here are five vital components you can incorporate into your operating model to overcome common roadblocks and remain relevant in today's business climate.

1 Decentralised decision-making that empowers your staff

Leadership and management styles that rely on strict, hierarchical top-down decision-making are limiting and are no longer effective. Delegating problem-solving responsibilities to your staff can bring positive effects on your operations. Getting staff involved will make them feel engaged when their input is factored into decisions. This form of empowerment for staff, operating both in a remote working environment and face-to-face, can be a great motivator for your team as they feel and observe their value in the company. This also allows for more creative and innovative problem-solving by consolidating your team's abilities.

2 Embracing technology and automation for manual processes

Deciding to automate laborious manual processes could be the defining factor that elevates the productivity and efficiency of your operations. With data collated on a digital platform, as opposed to physical documents, the latest information from your database is readily accessible in real-time. By digitising repetitive tasks and manual processes, you allow your staff to engage in more rewarding, high-value work that helps enrich their experience at the workplace.

3 Prioritising data visualisation for performance and resource management

Once you get started with automation and digital collation of data, the next step is harmonising that data using applications like Microsoft Power BI. Data visualisation through metric dashboards gives you visibility into the health of each department and the processes being undertaken. This allows you to prioritise opportunities for improvement throughout your organisation in a way that was previously impossible through manual collation. Data visualisation will enable you to manage resources in line with demand volume and plan future optimisation.

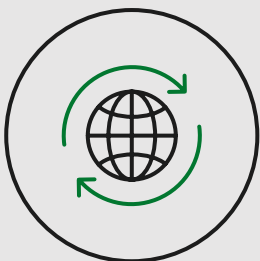
4 Paying attention to what brings value to your customers

Through the power of data visualisation, you now have visibility into customer-facing areas of your organisation. This allows you to measure the performance of your service offerings to existing and potential clients. With the collected data, you can identify weak points and bottlenecks within your operations that could be affecting customer satisfaction levels and focus on areas that require optimisation to improve customer experience.

5 Engaging operations experts to assist in building a robust operating model

Many Operations Directors can visualise the changes they require to optimise their operations to deliver the strategy. But, a number of organisations and leaders lack the technical capabilities to build and formulate an effective operating model internally. This is where forward-thinking leaders have started to leverage the expertise of operations experts to guide them along the development and implementation phases.

Tapping into the wealth of experience from these experts allows you to optimise your operations and achieve your objectives faster by avoiding common pitfalls and mistakes.



Are manual processes and costly errors holding your business back? Say goodbye to outdated methods and hello to Digital Operations Improvement.

Our point-and-click approach provides a step-change in customer experience and business performance in your organisation.

[Tell me more](#)



Unlock Your True Potential with Expert Operations Consulting

Establishing an effective and meaningful operating model can be accomplished internally, albeit potentially taking longer than through the support of external experts.

Nonetheless, it is achievable.

However, partnering with operations experts to support your efforts in creating and implementing your model can yield substantial benefits in terms of time, resources, and effort required. With their extensive expertise and experience in operations optimisation, operations experts can help circumvent common obstacles while providing you with the most effective and impactful solutions and strategies.



Raising the Performance of Your Operations with the Right Experts

The success of your operating model design and deployment hinges on several factors that, if completed with internal resources, require painstaking and time-consuming research and effort to design the best operations for your organisation. Having experts guide you along the journey ensures you start with the right approach in delivering the operations strategy through the creation of a future state based on the requirements for change.

Building a customised operating model ensures your organisation is set up effectively across Processes, People, and Technology to deliver the customer requirements and achieve your operations strategy. By engaging experts like Reinvigoration—a leading expert operations consultancy—organisations can benefit from their expertise, innovative solutions, and best practices. This can lead to a more successful and efficient organisation.

Benefits that you set to gain from the help of operations experts include:



A 15%+ improvement in efficiency by optimising the way that people undertake their work

This benefit is achieved by improving the way work is done by teams in your organisation. Implementing a structured way of working and providing your staff with clear visibility of their role to will achieve optimum performance. Teams have the skills to review daily performance and identify risks, issues and opportunities for improvement. They have the skills to deploy new ways of working and deliver tangible benefits, raising morale and motivation.



An additional 20%+ improvement in efficiency from End-to-end Process Improvement

Through a structured end-to-end review of all processes (or value streams) within your organisation, operations experts can identify bottlenecks, redundant process steps, and inefficient uses of resources. Reengineering these processes to remove waste, remove the causes of failure demand, and harnessing innovations in the way of technology will create a step-change in efficiency and performance.



Opportunity for continuous improvement through Lean Competency System (LCS) certification and accreditation

As operations experts, Reinvigoration can also provide training and coaching for your colleagues to achieve **LCS certification**, and help your organisation to become accredited with Cardiff University to certify your own colleagues internally. This unlocks the potential for everyone in your organisation to become lean experts to optimise operations. This allows continuous development that, over time, raises the overall effectiveness of your organisation.

What Success Looks Like with Reinvigoration

Elevating the capabilities and efficiency of your operations can be achieved quicker with the help of Reinvigoration's operations experts, guiding you along the way and making sure you make the right decisions. Reinvigoration uses innovative approaches to support your organisation through our hands-on delivery, solving problems together with you. Although Reinvigoration have tried-and-tested methodologies, they understand each organisation is unique and will use tailor-made approaches to address problems specific to your organisation to deliver tangible benefits and drive a culture of continuous improvement.

In these next two case studies, discover how Reinvigoration helped guide clients in different sectors to drive internal improvements and achieve optimum operational productivity. Despite the separate organisational goals and business directions, Reinvigoration was able to chart a similar path to success for both clients by identifying pain points and curating solutions that fit their needs.



Case Study 1: Reinvigoration Delivers Benefits for AstraZeneca Through End-to-end Process Review

AstraZeneca had received negative internal feedback on the process for employee expense reimbursement and needed to find a way to resolve the issue whilst also seeking efficiency and cost-reduction opportunities. Their China office had retained their audit services, while other offices had begun using the shared service based in Kuala Lumpur, Malaysia. The leadership team also wanted to leverage its shared service centre expertise using artificial intelligence and automation to improve efficiency and productivity. It was clear they needed some expert support to resolve all these issues.

AstraZeneca then approached Reinvigoration to review their expense audit service. Through process mapping and data analysis, Reinvigoration was able to identify areas for improvement and helped AstraZeneca transition their audit service into a shared service centre. Read the full case study on how Reinvigoration helped AstraZeneca's Finance Services deliver on several improvement projects.

[Read the full story here](#)



Case Study 2: How Reinvigoration Saved NatWest Millions of Pounds Through Elimination of Unnecessary Projects

In a period of rapid change, NatWest was under increasing pressure to deliver effective operational performance. There was no clearly articulated strategic plan in place, creating a significant disconnect between the strategic intent of the executive team and the change activities being led further down the organisation.

Reinvigoration worked with the executive team, helping them to define breakthrough strategic objectives through a series of workshops and discovery activities. All current change efforts were assessed, and resources and investment were redirected toward projects that contributed to the achievement of the new objectives. This process saved NatWest millions in redirected resources and ensured that change activity aligned with strategic direction.

[Read the full story here](#)



"We are the experts in operations consultancy, and this allows us to analyse your business processes, and customer needs as trusted partners, unlike anyone else. We're not generalists; we're the experts."

Graham Turnbull,
Reinvigoration Managing Partner - Expert Operations Consulting



Conclusion: Deliver Excellence with Certainty

Achieving optimum operational performance doesn't have to be a daunting and difficult task. With the right experts there to guide you, effort and resources can be utilised efficiently.

When resources are managed efficiently, surplus energy can be channelled towards efforts for continuous improvement, top-down training cascades, and expansion plans that were never before able to become a priority.

Reinvigoration's operations experts aren't like other consultants who watch from the side lines while you attempt to effect the recommended changes. Instead, we get our hands dirty alongside you, making sure you achieve the targets, goals, and benchmarks you desire.

When your operating model has been successfully deployed, we don't just pack up and leave. Over the next 100 days, we will ensure that implemented changes are sustained to keep on delivering the intended performance levels.

We're in it for the long run.



Ready to deliver excellence with certainty for your organisation?

[Talk to our experts today.](#)



About Reinvigoration

Reinvigoration is a leading expert operations consultancy and enterprise platform solution provider based in the UK. Founded in 2010, Reinvigoration has helped organisations worldwide to achieve strategic operational transformation. We use our passion and deep-rooted expertise in operations management best practices, transformation and capability building to help our clients deliver excellence with certainty, every time.

To learn more about how Reinvigoration can help you, visit Reinvigoration.com



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