

Successful Delivery

From diagnosis to implementation BeeAgile consultants enable organisations engaged in complex change to deliver the intended outcomes and benefits, whether it be setting up a new or restructuring an existing organisation, beginning a new initiative, or assisting in the turn-around of a failing programme or project.

Pace and Results

Progress depends on the successful delivery of change. Yet, despite best efforts, change is often disruptive, less effective and takes far longer than expected. It results in failed improvement initiatives, projects running over time and budget, and disappointed and stressed employees. There seems to be a choice between pace of delivery and results.

BeeAgile believes in pace **and** results. The main reason why some organisations are able to adapt relatively easily and rapidly, whilst others cannot, lies in their ability to manage change alongside their day to day business. This frees managers from the dilemma of whether to devote time to building the future or keeping the show on the road – as they can do both together. They understand that changes in customer demand need a concerted response not just from the front line service departments but from other parts of the organisation as well. They ensure the different parts of the organisation join up to deliver what the customer needs.

Agile and Lean

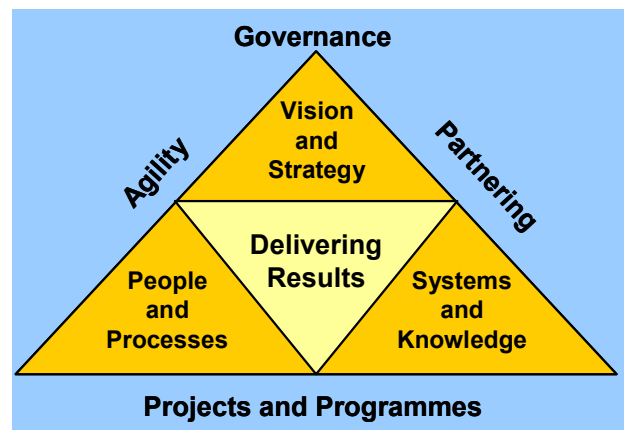
Fast delivery should not have to mean inefficient delivery although it can sometimes seem that way. An Agile response to market demands combined with Lean operational thinking has been applied to great effect in a number of industry sectors. It can also help deliver change both quickly and efficiently by eliminating waste from the “delivery system” while re-enforcing those things which are critical to effective action. For example projects and programmes that are very clear about their purpose, only include elements needed for delivery of results, and have streamlined decision and governance processes based on “good enough” planning detail.

Stakeholders First

The starting point for effective delivery has to be the stakeholders who benefit from or are affected by the change. This starts with customers and those who commission improvements. It also includes staff, suppliers and others who are critical to successful delivery. Understanding stakeholder interests early and building them into the design are critical to

success. Stakeholder consultation can seem to delay things at the start, but if well done it avoids delay or even complete derailment later. This is especially so in large organisations where delivery requires common understanding and teamwork across different functions.

Success4Change® framework



In the past few years BeeAgile has developed unique models, approaches and capabilities to help our clients to deliver successful change fast and at the same time develop their own capability to cope with continual change. Our **Success4Change** framework is based on the premise that, to cope with continual change, organisations must become:

- **Agile** in responding to changes in their environment;
- effective at **Partnering** both internally and externally to the organisation;
- efficient at operating **Governance** mechanisms to prioritise and ensure results; and
- strong at delivering **projects and programmes**.

The framework includes our **Organisational Agility Model®** which helps build agile equipped high performance leadership

Private Sector Prospectus

and teams. Our focus on **Lean Planning**[®] ensures projects and programmes are designed (or reviewed) to remove everything except what is necessary for success. Also included is our **Organisational QFD**[®] approach which is a proven and systematic approach to creating successful, winning partnerships. And making up the final framework component is our **Agile Governance**[®] capability which not only applies the right degree of governance oversight at the right time, but also involves the key stakeholder groups in the development of plans rather than simply informing them after they have already been agreed.

The overall resulting framework comprises a set of elements that can be used together or separately as needed to deliver the required results.

BeeAgile – knowledge in depth

BeeAgile is made up of some of the UK's foremost independent management specialists, each with many years' organisational, management and delivery experience. We use our wide array of skills and experience to apply approaches such as the following within the overall context of our **Success4Change**[®] framework:

- Stakeholder surveys, assessment and management
- Vision, strategy, goals and values development
- Innovation management and product / service creation
- ABC based cost reduction process
- Lean / Agile enterprise techniques
- Outsourcing / multi-sourcing relationship building
- Management education and training delivery

BeeAgile people

The key people behind the BeeAgile concept – 10 highly experienced senior executives and leading professional consultants - include former directors of Dixons, Marconi, Tektronix and Unilever, and senior managers / consultants from Accenture, PWC, Ernst & Young, KPMG and PA Consulting. BeeAgile is also supported by the extensive resources and business expertise of many of the UK's leading independent management consultants.

Selected case studies

Computing Firms

Following the global merger of two computing firms they wished to integrate their operations. Providing support to the joint board and programme director the consultants supported overall planning and execution of post-merger activities and provided specialist input in skill areas of product innovation and

supply chain management. The merger was completed successfully resulting in harmonization of 30-40% of their product lines, moving two manufacturing facilities to Eastern Europe and the Far East, reducing total headcount by 20% and succeeding in meeting 10% per annum market growth targets.

European Service Organisation

Working with the Managing Director, Quality Director and project team of the UK subsidiary of a Major European multinational service organisation, assisted with the development of a business process transformation affecting 18 Regional Operations Managers and 240 Centre Managers on the introduction of a new system of Best Practice. The programme radically changed the business systems and approach for servicing major logistics organisations.

Food Group

Our consultant was appointed to improve working capital levels for a food manufacturing client. The work entailed a review and analysis of working capital. Workshops were conducted for appropriate personnel across the separate companies' business functions, to facilitate solution development and the setting of actions, targets, responsibilities and timeframes. The assignment identified change projects to release £6m of working capital within the group.

Our clients

Our consultants have delivered results successfully in partnership with:

AA, American Express, Atkins, Barclays Bank,
British Airways, CERN, Compaq, DEFRA, DTI,
DuPont, Employment Service, Ericsson,
Fujitsu-Siemens, General Motors, Gillette,
GlaxoSmithKline, Hitachi, Home Office,
Inland Revenue, London Underground, Mars,
McAlpine, Microsoft, Metropolitan Police, MOD,
National Power, Office of Deputy Prime Minister,
Philips, Rolls-Royce (Aero), Shell, Tate & Lyle,
Unilever, Uniq, University of Salford

For further information please contact Steve Kerzman (Mob. +44(0)7786 314 398) at:

BeeAgile Limited, Business & Technology Centre, Bessemer Drive, Stevenage, Herts, SG1 2DX

eMail: steve.kerzman@beeagile.com www.beeagile.com © Copyright BeeAgile Limited