

# Operational Excellence

## *Statement of Capability*

ameo:



**a better way to deliver change and transformation.**

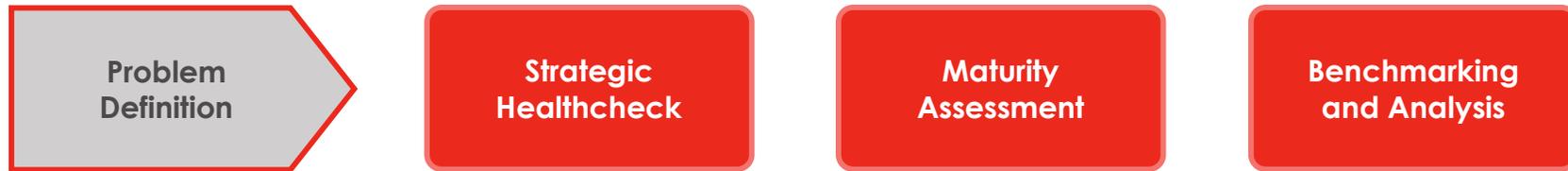
# Components of Change



**Operational excellence is well within the reach of most organisations.** Achieving it requires **honesty** (in admitting the need for change), **boldness** (to embark on a programme of transformation) and **determination** (to see the programme through). As components of change, these three qualities translate into **problem definition, redesign** and **delivery**.

The diagram below shows the main activities which stem from these components. Ameo has a strong delivery record across all these activities, and the following pages give a taste of our expertise and experience in each.





**Strategic Healthcheck.** Problems with performance can be hard to spot from within. Ameo offers an independent review and an honest appraisal of people, processes and performance. Our consultants spend time with senior staff and process owners to assess the direction of travel within an organisation and to identify workflows which could be improved. We can advise whether resources are being deployed to optimum effect, and can check that processes and operational structures are aligned to their stated purpose. Ultimately, our check will tell you whether the organisation is fit to deliver, and is confident in its ability to deliver.

**Maturity Assessment.** Comparing performance between organisations can help identify weaknesses and set priorities for change. Ameo assesses maturity and capability against competitors, market leaders and recognised examples of best practice. Our maturity models measure a range of functions and operations, using a mix of subjective and objective data to validate performance and form opinions.

**Benchmarking and Analysis.** Like a maturity assessment, a benchmarking exercise compares an organisation's performance to that of competitors and best practice examples. The difference comes in the depth of the analysis. Our benchmarking drills into elements of actual performance, rather than business functions, using the results to understand how competitors achieve their high performance levels, to determine where improvements are needed and to recommend specific improvements.

## Case Study: Commissioning Maturity Model

Our consultants developed a new commissioning model for a council in the North West, which fundamentally changed the way it managed its contracts. Our model looked at procurement and commissioning as a single, end-to-end business process, with outcomes clearly defined at each stage. It helped set a framework for benchmarking, both between internal functions and against other organisations.

## Case Study: Business Centre Benchmarking

Ameo performed a full healthcheck on a local authority's internal business service centre, which had been providing HR and transactional services for the past five years. We reviewed the centre's outputs and benchmarked costs against those of other authorities. We used the results of this exercise to make practical recommendations on how the Council could engage more effectively with its customers.



**Organisational Redesign / TOM.** Activities undertaken at the problem definition stage will provide an organisation's 'as is' scenario. The target operating model, or TOM, provides the 'to be' scenario, setting out the desired state for each area of the business. It typically covers topics such as people, assets, processes, technology, locations and partners, as well as the linkages between these. With the TOM in place, Ameo can redesign teams and processes in line with the 'to be' scenario, translating operating model principles into new workflows and structures.

**Process Improvement.** Ameo has an excellent record in the delivery of process improvement, both to young and expanding businesses and to long-established statutory organisations. Our consultants provide a detailed understanding of processes and procedures, mapping steps along the journey and realigning practices to meet current or future needs. Typical examples of process improvement would include financial change, performance uplift and team composition.

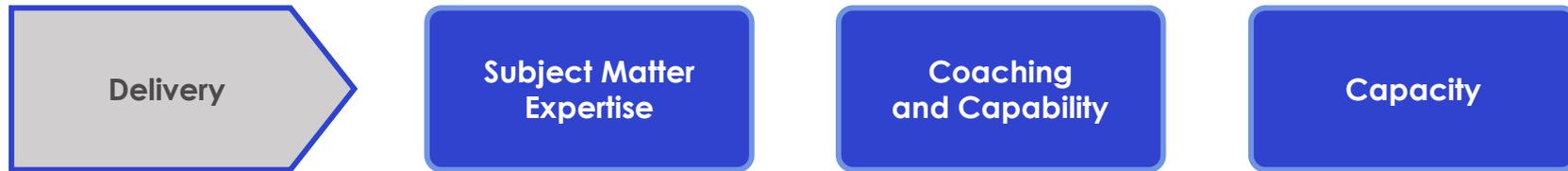
**Lean Six Sigma.** This is a combination of two powerful process improvement tools. Used together, they can deliver greater results than if run separately. *Lean* is essentially a workflow streamlining process, while *Six Sigma* is used to ensure product consistency. We use the range of techniques they offer to eliminate waste, to promote stakeholder participation and to embed an ethos of continuous improvement.

## Case Study: Operational Improvement

Ameo helped an energy company turn around an under-performing division of its business, setting a vision for it to be the best in field. We conducted an all-round diagnosis of operations and developed a team structure in which each member had a clearly-defined, measurable role. As part of this structure, we designed and implemented an operations framework focused on customers, colleagues, sustainability, technology and financial performance.

## Case Study: New Onboarding Process

A Midlands university engaged Ameo to showcase how a *Lean* systems approach could be used to deliver benefits to its HR service. We deployed a specialist to progress a pilot project for the redesign of the university's casual worker procurement process, and to encourage local ownership of the delivery phase. We designed a 'perfect' end state and an 'interim' state' that would maximise short-term benefits without compromising the optimum end goal.



**Subject Matter Expertise.** Where organisations face a specific technical challenge, Ameo can deploy experienced consultants with hands-on, practical expertise. All our consultants have knowledge and experience of overcoming similar challenges in comparable organisations. Subject matter experts are typically deployed for short, focused periods on time-limited tasks and activities, or are engaged to share their experiences through workshops and feedback sessions.

**Coaching and Capability.** We bring experienced people to shape, define and deliver packages of work where the client may not have the knowledge, skills or experience to undertake them. Our consultants bring experience not only of their own subject areas, but of working within local authorities and large organisations, where chains of command may be long and procedures may be entrenched. Coaching may be provided where there is a need to pass on skills and knowledge to clients' own staff to ensure a continuing legacy of change.

**Capacity.** Alongside programme-specific advice and expertise, we are able to offer resources to bolster or complement existing client teams. Our resources may be deployed for long periods, or for short bursts, at pinchpoints and critical junctures during the delivery of a programme.

## Case Study: Smart Metering Programme

Ameo helped an energy provider migrate its business systems in readiness for its transition to smart metering. Our subject matter experts mapped out the process of migration, made arrangements for its delivery and secured buy-in from the company's directors. We also provided advice on the potential impacts of the change, along with a RAID log and a framework for governance arrangements.

## Case Study: Target Operating Model

A council in the North of England had identified an £80m budget shortfall over the coming three years, and wanted a partner who could bring additional skills and capacity to identify savings, drive delivery and build capability within the existing team. Our consultants developed a new target operating model and an integrated approach to service commissioning, embedding learning within the organisation.



01923 537 740



[info@ameogroup.com](mailto:info@ameogroup.com)



The Grange, 37 Alcester Road  
Studley, Warwickshire  
B80 7LL

ameo:

Change Management Consultants