

## The Challenge

Following a period of sustained growth, this energy supplier engaged Ameo to provide structure and leadership to the operational side of its business.

Our remit was to address a number of matters which were threatening the company's future growth and performance. We identified particular challenges around talent recruitment, employee motivation, management of accounts and regulatory compliance with ELEXON and OFGEM.

## The Outcome

Ameo turned around an underperforming division of the business, revitalising its leadership and helping it set a vision to be the best in field. With our help, our partner:

- doubled the size of the team from ten to twenty
- developed a team structure in which each member had a clearly-defined, measurable role
- created communities around metering, regulation and credit control
- improved communications between the sales and operations teams

As a result of our engagement, overdue debt was reduced by 40% and unbilled sales were lowered by 80%.

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*Ameo brought expert knowledge of strategic management and organisational development. They led the stabilisation of our company and a turnaround in performance.*

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## The Engagement

Ameo conducted an all-round diagnostic of the company's operations.

As part of the new team structure, we designed and implemented an operations framework featuring 'pillars of success'. These focused on customers, people, sustainability, technology and financial performance. To help manage demand, all non value-adding activity was outsourced. This allowed operations to flex in line with demand, allowing for peaks and troughs across the year and for possible future automation.

To resolve non-compliance issues around P272 (a programme for the conversion of meters), our project team led a successful presentation to ELEXON's Performance Assurance Board.

To ensure buy-in from across the organisation, our team members set up an informal virtual programme team, comprising staff from operations, sales, HR and talent recruitment.

We used Prince and Agile project management methods to develop our solutions. These enabled us to conduct a swift, high-level diagnosis of the business to understand the root causes of problems. We then used 80/20 and Lean problem-solving to clarify the target state and to produce a risk prioritisation matrix. From this analysis, we delivered a timebound SMART action plan with full executive approval.