



# CASE STUDY

## MANUFACTURING

### CASE STUDY

#### Manufacturing

**How do you implement a new operating model, reduce manufacturing costs and increase competitive advantage?**

## 01

### THE CHALLENGE

Our client, a mid-size manufacturing firm was in trouble, they needed to significantly reduce costs and increase their competitive advantage.

They saw the need for a new operating model and implement new Enterprise Resource Planning (ERP) system but couldn't see how to implement these without destroying their business.

## 02

### THE SOLUTION

- First, we ran Agile workshops with the business leadership to map the processes and productivity metrics that would be required to meet their goals
- Then we mapped the supporting organisational design.
- We created the Target Operating Model and developed the right change management approach to land it safely.
- We procured ERP and worked with vendors to configure it to meet the business' needs
- We implemented the new organisational design and managed the exit of surplus staff
- We designed and implemented a comprehensive training and communication program to support the entire business.
- We created new service functions and a customer service proposition.
- We reconfigured procurement, sourcing, manufacturing through to warehousing and supply chain management processes and supplied all change management collateral for these functions.
- We agreed and measured success criteria and reported regularly on progress.

## 03

### THE RESULT

As a result of the new processes, organisational design and way of working, our clients experienced:

- 10% decrease manufacturing costs
- 15% improvement in customer sentiment
- Improvements in employee engagement scores across the business.