

Has your Process Improvement got to the root of the issue?

You know when your back office processes aren't working. Functions grow so large over time they become unwieldy and expensive. The office environment feels noisy and chaotic; people are confused about their responsibilities; complaints increase; patched up processes become so complex you're concerned they could topple over at any moment.

The need for improvement stares you in the face. So it's essential you get it right.

While there's no shortage of consultants in this field, businesses often fail to realise sustainable benefits from an investment in Process Improvement.

This failure is often driven by a standardised and commoditised approach to Process Improvement that doesn't adapt to the very different challenges facing each client.

Change Associates' consultants have vast experience in a range of Process Improvement techniques. We approach your brief with an open mind, recognising that any solution needs to suit your specific needs and the culture of your organisation.

Some Process Improvement practitioners get stuck into a routine that forces your project team through an expensive and time-consuming analysis, which may not add any value.

We believe there's a quicker and more cost-effective way to deliver sustained improvement.

What we do

We work closely with your teams; we bring the approach and they bring the detailed knowledge of your business and its customers.

As well as producing highly effective solutions, this ensures that your teams feel a sense of ownership of the results, significantly increasing the likelihood of a successful implementation.

We assess the level of analysis required with a healthy combination of rigour and pragmatism. Then we take a principle-based approach to tailor what we do to the needs of your business within the following broad guidelines:

1 Start with the customer

Before recommending any process changes, we clarify precisely who the customer is and what they want from the process. By doing so we can maintain or even improve service levels, whilst achieving objectives such as reducing the cost of processes.

2 Use data to make decisions

We don't make recommendations for change based on opinion, gut instinct or what a methodology says should work. We collect data and information to enable effective analysis and support decision-making.

3 Understand the root cause of a problem before trying to solve it

'Sticking plaster' solutions will only take you so far and quickly reach breaking point. For a truly sustainable result we create a process that designs out the causes of the problems and is scalable as your business grows.

4 Be creative when designing solutions

We work with your teams to help them think beyond the solutions that have failed in the past. We have tools and facilitation skills that will bring out their creativity. We then use structured thinking to identify which solution is most effective and right for your business.

5 Embed ongoing measurement and management of the process

Without strong process management, the problems and behaviours of the past can repeat themselves. We make sure your business is left with the skills, tools and metrics to sustain the gains we make together.

Please turn over

Why Change Associates?

- ▶ Your in-house process expertise, combined with our tools and guidance, means you get a process that addresses your specific needs.
- ▶ You'll get more buy-in because your people are involved in the solution. Process improvement is done with them, not to them.
- ▶ You'll get a redesigned process – not just a patched up version of the one that's failed before.
- ▶ Your new process will focus on the needs of your customers while addressing the pain points in your processes.
- ▶ Your risk will be reduced because your new process will be pragmatic, uncomplicated and easier to manage and communicate.
- ▶ You'll be working with experts in change, with access to more than 250 experienced associates.
- ▶ You'll see measurable results. One recent client secured £400k savings in just eight weeks.

Case study

Zipcar, a subsidiary of Avis Budget Group, is the world's largest car sharing and car club provider with a network operating in 50+ countries throughout Europe and North America.

When the company wanted to improve processes within the North American Member Services team, they engaged Change Associates to help.

Working with a core team of five people, we identified 90 processes that needed improvement and prioritised them into three categories:

- ▶ Quick wins
- ▶ Longer term (12 months+)
- ▶ Changes requiring investment in IT

We used Lean Six Sigma principles applied in a way that fitted comfortably with Zipcar's entrepreneurial culture.

Within three months we identified Process Improvements that would deliver a 600% return on investment over 12 months. Zipcar's investment in Change Associates was more than covered within the financial year.

As part of our collaborative approach, we developed the skills of the Member Services team to ensure continuous improvement can be sustained.

We have subsequently extended this approach to the European side of the business, incorporating Fleet Operations as well as Member Services.

Contact

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