



OPERATIONAL EXCELLENCE

HELPING YOU GET READY FOR TOMORROW BY WORKING BETTER TODAY

We know you need to enhance citizen engagement, digitally enable your operations and drive increased quality across your services – all whilst spending less.

Glue Reply is an **outcomes focused Strategy & Enterprise Architecture Specialist** trusted by public and private sector organisations alike to solve complex problems. We help **our clients succeed by turning strategy into tangible solutions and vision into practical outcomes.** We diagnose the challenges and advise on the way to make real impact – enabling you to deliver meaningful change.

A NEW DAY, EVERY DAY

Organisations that combine the right operating model with superior execution are winners - in good times and bad. It is no surprise then that superior execution is becoming an increasingly critical differentiator between those that thrive and merely survive.

Turning processes into long term performance drivers requires a combination of determination, discipline and dedication. For most Organisations, it also requires radical cultural change that few will find painless – but the rewards, in terms of effectiveness, efficiency and predictability, will be well worth the effort.

WHAT IS OPERATIONAL EXCELLENCE (OE)

Business processes inherently carry with them inefficiency and they force people to behave in specific ways. If these processes are complex and broken then the performance of even the best people will be heavily constrained. Operational Excellence enables you to better align how your people work, what they do and why they do it – enabling you to both keep your promises and greatly improve efficiency and productivity.

HOW OPERATIONAL EXCELLENCE (OE) HELPS YOU

Set Clear Direction



- When strategy evolves, or worse is unclear, performance suffers. Any misalignment in either ask or approach drives unnecessary work, blocks effective communication and reinforces functional 'silos'.
- OE helps challenge culture and change working practice – it encourages collaboration and eliminates waste.

Improve Decisions



- Technology isn't always the answer. Automation and digitisation rarely succeed if people aren't first working efficiently, or processes are not fit for purpose.
- OE helps you see where a technology solution will work best, but where the issue is more fundamental, we'll address that first - helping you avoid wasted investment.

Focus Actions



- Different services, customers and partners create differing value. Supporting each in the same way often drives excess cost.
- OE helps you better understand your current performance – helping you to focus your effort on those initiative's with the potential to add the greatest value.

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We transform. We deliver. Together.

HOW WE WORK WITH YOU

We **AIM, we deliver.** Our Operational Excellence engagement model is built around three key elements –

- **Assess** – Understanding your organization and its goals; completing audits & finding improvement opportunities;
- **Improve** – Identify, enable and execute initiatives that contribute to realising a step change in your performance;
- **Maintain** – Sustain the value gained; empower your people to achieve more.

FOCUS The right work



METHOD Done right



ENVIRONMENT In a supportive environment



ASSESS	IMPROVE	MAINTAIN
	Align	Shape
	Deliver	
<ul style="list-style-type: none"> Understand strategic objectives Identify performance issues Complete gap Analysis 	<ul style="list-style-type: none"> Agree focus areas Prioritise initiatives 	<ul style="list-style-type: none"> Customer Focus Metrics and Measures Benefits case Employee engagement
<ul style="list-style-type: none"> Observations and interviews Performance assessment Desk based analysis 	<ul style="list-style-type: none"> Workshops to drive different thinking and behaviours 	<ul style="list-style-type: none"> Case for change Training & development Project management infrastructure
<ul style="list-style-type: none"> Stakeholder analysis 	<ul style="list-style-type: none"> Vision alignment Comms plan Leadership support 	<ul style="list-style-type: none"> Roles Rewards Career paths
		<ul style="list-style-type: none"> Project Scope Resource Allocation Project Execution
		<ul style="list-style-type: none"> Leadership development See one, do one, teach one
		<ul style="list-style-type: none"> Benefit realisation Sustained change Lessons learnt
		<ul style="list-style-type: none"> Business process management Project, KPI and financial tracking
		<ul style="list-style-type: none"> Performance objectives Continuous improvement culture

A SAMPLE OF OUR TOOLS

LEAN Thinking SIPOC

In process improvement, a SIPOC (sometimes COPIS) is a tool that summarizes the inputs and outputs of one or more processes. In fact, it is a tool used to identify all relevant elements of a process. Improvement project leaders work begin.

It helps define a complex project that may not be well scoped, and is typically employed at the Measure phase of the Six Sigma DMAIC (Define, Measure, Analyze, Improve, Control) methodology.

It is similar and related to process mapping and 'fish of' tools, but provides additional detail.

The tool using process flow to consider:

- the supplier (the 'S' in SIPOC) of your process,
- the inputs (the 'I') to the process,
- the process (the 'P') you are improving,
- the outputs (the 'O') of the process,
- and the customer (the 'C') that receive the process outputs.

The SIPOC tool is particularly useful when it is not clear:

- Who supplies inputs to the process?
- What specifications are placed on the inputs?
- Who are the true customers of the process?
- What are the requirements of the customer?

Top Tip

- The focus is on capturing the set of inputs and outputs rather than the individual steps in the process.
- Suppliers / customers may be internal or external to the organization
- Inputs and outputs may be materials, services, or information.

- It isn't always clear where the boundaries of a process are. In many situations, processes appear to flow seamlessly from one to another.
- Creating a SIPOC with clear start and stop points quickly brings clarity to this question focusing effort, adding analysis and enabling improved stakeholder communication.

"Most people spend more time and energy going around problems than trying to solve them. By working together, we enable you to adopt and embed a wide range of business improvement tools across your organization.

By applying lean thinking, we help you avoid waste, improve standards and drive productivity – contributing to improved service delivery, a more engaged workforce and lower costs."

John Sidhu
Partner

- Typically done at the beginning of a Root Cause Analysis, Ishikawa diagrams help in finding out where a problem is and organising the causes for a problem.
- Using the data that is gathered from this diagram, you can find out where a process is faulty or underperforming, and see where you need to make appropriate changes for process improvement.

LEAN Thinking ROOT CAUSE ANALYSIS

CAUSE EFFECT

Root cause analysis is intended to reveal the relationship among various variables, and the possible causes provide additional insight into process behavior.

An Ishikawa also known as a "fishbone" diagram shows the relationship between an effect and perceived problem.

The causes emerge by analysis, often through brainstorming sessions, and are grouped into categories on the main branches of the fishbone.

To help structure the approach, the categories are often selected from one of the common models shown below, but may emerge as something unique to the application in a specific case.

Manufacturing	Marketing	Service
<ul style="list-style-type: none"> Machine Material Manpower Method Measurement Environment 	<ul style="list-style-type: none"> Product or service Price Place Promotion Process (process) Physical evidence Performance 	<ul style="list-style-type: none"> Service/age System Staff Supplies Support

Top Tip

- Make sure that everyone agrees on the problem statement.
- Carefully consider the actual, the best result.
- Do not try to explain the problem and
- Avoid using too many boxes under one main cause
- If the problem is too complex, draw more than one diagram.
- Keep it simple
- Keep going why? ask why 5 times.

Step 1 Agree on a statement that describes the problem.

Step 2 Write the problem in the head of the fish.

Step 3 Generate the causes needed to build up the problem.

Step 4 Interpretation.

