



Delivering industry leading performance through the design and execution of a Leading through Lean Strategic Change programme.

Background

A decline in voice revenue combined with rapid acceleration in the commoditisation of data services created a strategic imperative to sustainably reduce enterprise wide operating costs. Following a number of failed cost reduction initiatives, – where costs were quickly rising above pre-intervention levels, following recommendations of our Transformation Lead, the UK board commissioned the implementation of a Lean Six Sigma driven strategic change programme.

Approach

Our teams initial focus was on the analysis of previously dispirit data sources – identifying addressable spend and it's segmentation across business capabilities. Armed with new insight, the team defined a 36 month transformation roadmap, with an equal emphasis on the implementation of short term tactical cost reduction opportunities and long term establishment of a Lean, cost centric culture. The deployment of Lean methods was accelerated through the design and implementation of a new lean training academy and the execution of multiple strategic process and organisation re-design initiatives.

Results

A step change in our client's performance – with operating costs reduced by c20% p.a. The up-skilling of over 750 staff and the adoption of a new process centric, cost focused culture, drove an on-going focus on operational performance – helping to mitigate future cost growth.

