

Gresham Considine

Better Outcomes



Sustainability Workshops

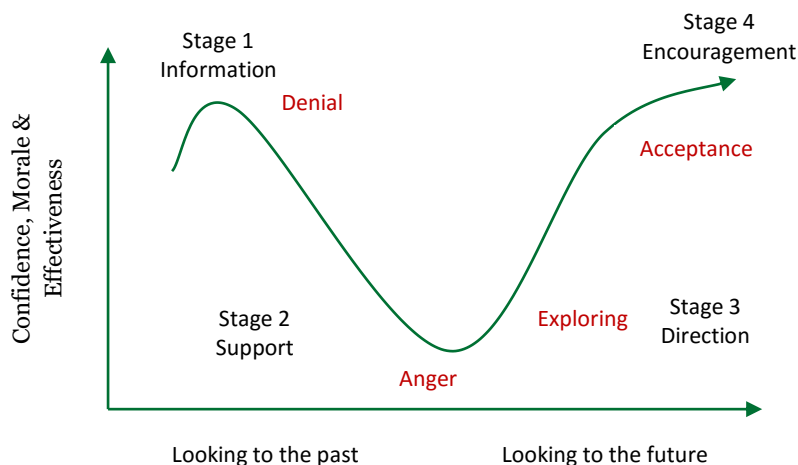
“Working with management to harness future potential”

Corporate Performance

Why is it that in situations where a company's performance is not improving and its stakeholders are starting to voice their concerns, so many executives find it difficult to challenge their existing business models and initiate change programs to transform the company's performance?

Management pride, guilt, denial, fear, failure, credibility or loss of control are just some of the issues which create barriers to taking those first steps to tackling the problems the business is facing. A third party perspective can help rationalise those concerns but often, when in a crisis, seeking external help is perceived by management as a weakness rather than the strength it is seen as by others.

The Change Journey



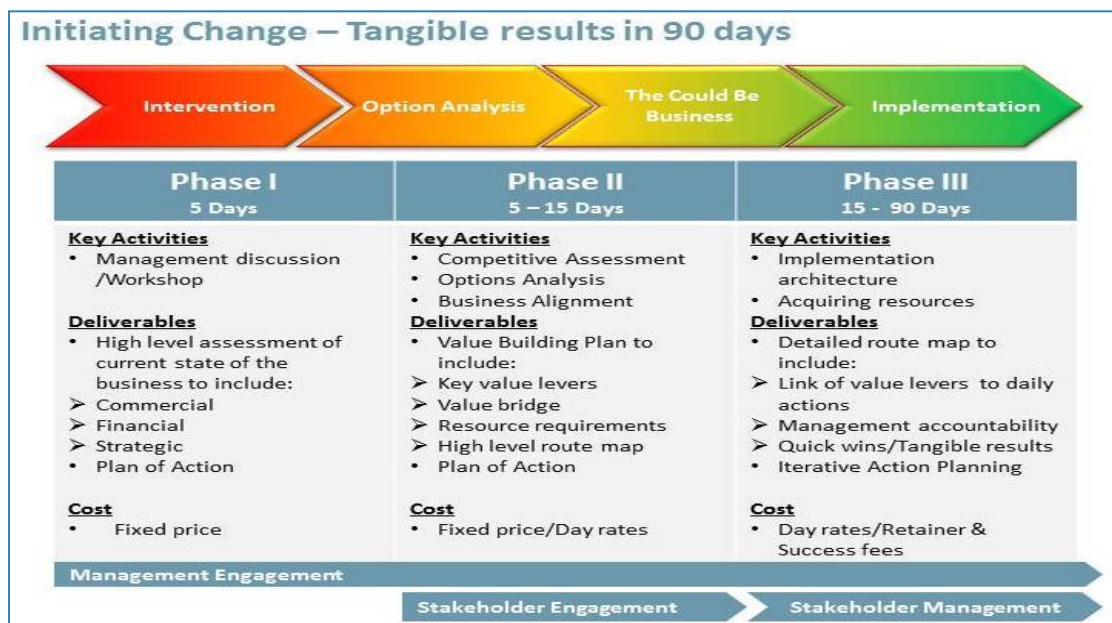
Much has been written about an individual's and organisation's resistance to change, we have our views(<http://www.greshamconsidine.com/Management%20Denial.pdf>) but do not enter that debate here, rather we set out how we can assist management teams deal with their concerns and dismantle the barriers by acting as a catalyst for change. Our phased approach to enhancing business performance, set out in the diagram below, can help management teams do things differently and achieve better outcomes.

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Our Approach

Most issues are best tackled one step at a time and our approach to helping management is similarly broken down into distinct steps, assisted self-assessment, setting strategy and objectives and, finally, mobilisation and reassessment.

The breaking down of the initial barriers to change and the taking of those first steps begins in “Phase I” of our approach where we look to support management in starting the process to transform business performance.



The Workshop - facilitating self-assessment

Over a short period of time, say five days, we will work with the management team to:

- undertake an independent and objective high-level review of the financial, commercial and strategic position of the business
- identify the issues the individual members of the management team consider need to be addressed
- assess the positions of the various stakeholders particularly lenders

This phase culminates in a management team workshop at which we will feedback our analysis of the challenges facing the business. We will also introduce, on a non-attributable basis, the issues the individual members of the management team have raised.

The workshop is facilitated by our experienced senior professionals together with input into the high level business review from both functional and sector experts as appropriate.

Through the workshop process we:

- address individual or collective management concerns regarding change
- facilitate the management team in developing a consensus for change to drive an improvement in business performance.
- encourage management to test the sustainability of their business model.
- produce a first cut route map to commence the process of addressing the issues agreed at the workshop.

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Workshop Deliverables

A key deliverable from the workshop is the production of a “next stages” route map to capture the agreed outputs, the responsibilities for delivery of the actions and a concise mechanism for on-going review. An extract from a workshop route map is set out below.

	Person Responsible	Status %	Weeks:	1	2	3	4	5	
			Date W/C	10-Apr	17-Apr	24-Apr	01-May	08-May	
<u>OPERATIONS</u>									
<u>WAREHOUSE OPERATIONS</u>									
OBJECTIVE									
1. Improve picking throughput against customer demand									
2. Install a robust replenishment system prior to WMS implementation									
3. Increase internal inventory control through cycle counting and query resolution									
4. Continuous review of slow moving / non moving stock, including identification of disposal 'routes'									
5. Objectives and actions culminating in improving customer service and OTIF to 98%									
MEASURES									
1. OTIF (Customer service level)									
2. Warehouse pick accuracy (by period - day / week)									
3. Incomplete V completed work (pick notes carry over to next day - %)									
4. Daily lines picked - Value, etc.									
5. Products as a % not found									
6. % of product available against daily demand									
7. Number of cycle counts planned / completed, including stock adjustments									
Staff training to produce a multi skilled work force	PT/HH/MF								
Reduce picking errors	PT/HH/MF	On-going							
Determine physical product grouping in warehouse 3	PT/HH/MF								
Determine pallet pick area in warehouse 3, (configuration moved to phase 2)	PS/PT/MF								
Transfer all physically relocated stock within Control Erp - Ongoing	JW/DL	On-going							
Progress cycle count procedures	PT/HH/JW	On-going							
Introduction of WMS Project	PS/DL/PT/MF								
Ensure completion of daily work to achieve service levels	PT/HH/MF	On-going							
Quality personnel to check all shipments despatched (on-going)	QC	On-going							
Quality to install system for checking receipt of product ref. quality	QC	On-going							
Warehouse quality audit system to be introduced and scheduled	QC	On-going							

Having a common framework and a disciplined process to drive agreed actions within a business is essential to get the change progress moving. The route map not only provides direction and milestones but also accountability and ownership.

- The various route map work streams contain clear objectives and specific measures to ensure the process is robust.
- Actions are allocated to individuals and progress, monitored, say, weekly by the management team at a specific meeting called for that purpose.
- The process serves to build consensus and team cohesion, providing clarity, momentum and a clear sense of direction for the business.

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Costs

We will undertake the workshop phase for a fixed price of between £5,000 and £10,000 depending on the complexity of the organisation.

Whether assistance is required with Phases 2 & 3 will be a matter for the management team and the level of confidence and discipline they collectively feel they have to see their plans through.

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