

Operational Excellence in Financial Services

*For the frontrunners,
operational excellence has
moved from a **nice to have** to
being **business critical***

- Consumer pressure to improve Service Levels
- Need to eliminate root cause of complaints
- Further cost reductions
- New business models
- New competitors emerging



Operational Excellence is business critical for our clients in Financial Services

The Financial Services sector has been through a period of unprecedented change over the last few years. The global financial crisis has had massive effects on how Financial Services organisations operate at the highest corporate level and there are huge pressures at the operational frontline.

Key issues that are creating these pressures are:

- Ever more demanding customers who expect excellent fast service. The rules on customer service are being rewritten by disenfranchised customers who increasingly will change their brand allegiance when given the smallest prompt
- A high level of customer complaints, not just confined to the well reported mis-selling areas. There is a big pressure to understand and eliminate the root cause of these problems. We frequently find these problems are rooted in over complex operational processes
- There is perpetual pressure to reduce operational costs and this is all too frequently achieved via (arbitrary) headcount reductions. Without changing ways of working, this will certainly reduce customer service levels
- New business models are being created to meet the demands of being faster, better, cheaper. These models, whilst heavily dependent on technology for their USP, need excellent robust processes in place
- New competitors are emerging, without legacy issues, and this enables them to make a major leap in terms of customer focus and responsiveness of service

These pressures dictate that for those organisations that consider themselves (or aspire) to be Frontrunners, **Operational Excellence** is business critical.

What does this mean?



Operational Excellence

“Operational Excellence” demands every employee should be able to recognise value and flow to the customer, improve it, and prevent it from breaking down; it must recognise the sometimes conflicting demands of **Customer**, **Employee** and **Company**.

What is clear is that **Operational Excellence** is NOT just a Process or Skills orientated approach to business improvement. Bourton’s outlook and approach to achieving Operational Excellence covers the many and diverse facets necessary to achieve this goal.

What type of benefits can you realise? We have a long and successful track record in the Financial Services sector. The table below provides you with a snapshot of the typical benefits we deliver for our clients.

Operational Excellence Model



Productivity benefits	£1.35m delivered
Working capital	reduced by £60m
First time payout	improved to 85%
Process time	shortened by 45%
Cycle time	shortened by 68%
Rework	reduced by 12%
Project investment cost	annual savings 9 x cost
Lead time	reduced by 92%

Some of our service based clients

- Halifax Bank of Scotland
- HM Revenue & Customs
- Lex Autolease
- Lifestyle Services Group
- National Savings & Investments
- Nationwide Building Society
- Post Office
- Vodafone

About us

- Founded in 1968
- Experts in Lean Sigma operational process improvement
- Employee-owned, private limited company
- Process improvement expertise in Construction and Infrastructure, Defence and Aerospace, Financial Services and Manufacturing across private and public sectors
- Consulting staff are all experienced line managers
- Professional memberships and accreditations: Management Consultants Association, ISO 9001, Institute of Leadership and Management accreditation, Lean Learning Academy
- National Training Award winners 2002, 2004 and 2006
- Sister offices in Europe, USA and India
- Parent company of The Six Sigma Group

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