



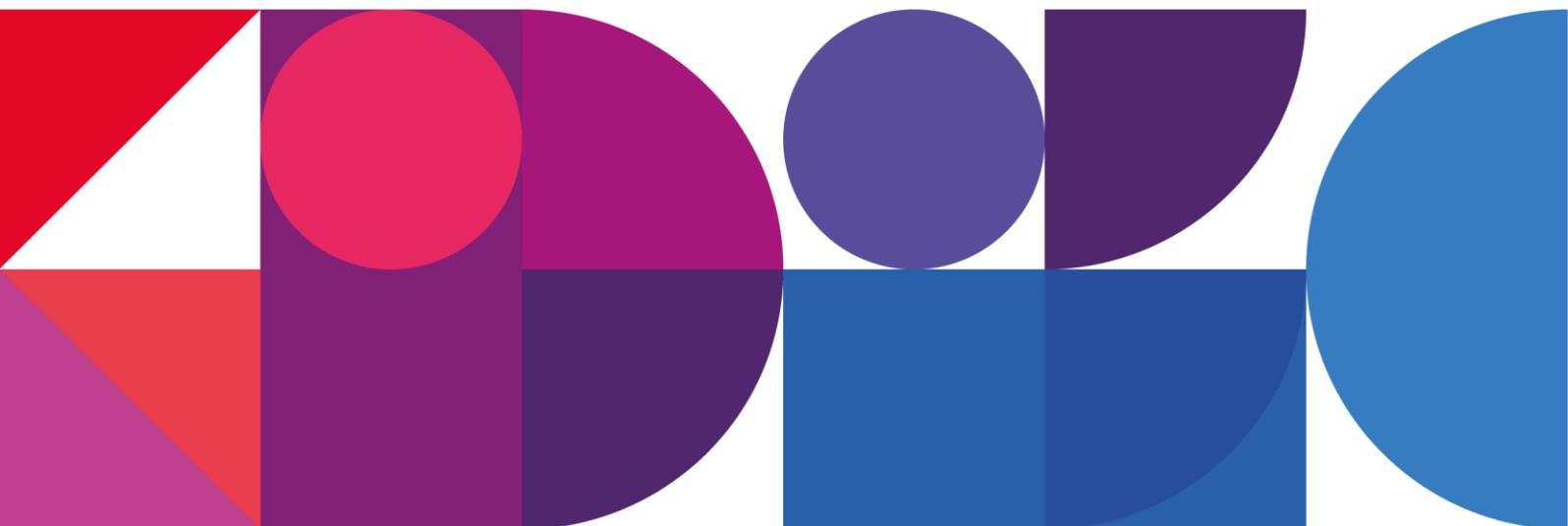
Your Business. Better.

Operations Resilience

Thriving in the New Reality

How businesses leverage their Networked Organisation to exploit the 'hidden' margin benefits in the value-chain and stimulate cashflows

Suk Virdee & Ken Powell – Operations Specialists



Introduction

For many organisations the pandemic has exposed a lack of resilience in their business.

Businesses are seeking 'Competitive Survival' in a rapidly changing environment, and the capability to manage disruption and uncertainty to mitigate risks and emerge stronger and more operationally resilient.

Our 5-STEP Strategy Review Framework enables the Operational Resilience you seek. It will assure your revenues and enhance margins through cost efficiencies, protect jobs and reduce future risks.

With our support to undertake an Operations Strategy Review, you will become a Networked Organisation. We will help you to create a roadmap of professional development, identifying the right people from your wider stakeholder resource value chain to make you a more agile business, that is resilient and profitable for the future.

Our paper aims to explain what a Networked Organisation is and how to leverage it. We explain the resources available to you from stakeholders and value chains while providing a structured approach to working collaboratively with these groups to enable an integrated and assured route to delivering organisation wide strategic plans.

Why do you need to act now?

Because the pandemic has forced the need to change current ways of working.

New ways of working are needed in order to stand up to the changes that are testing the resilience of your operations and maintain a level of business continuity during times of great market uncertainty and the threat of an upcoming recession.

There's a need to address key themes within Strategic Operational Reviews to refocus your Organisation on your business priorities, whilst also

planning 'how' to better manage current and future risks – providing 'Operational Resilience' across your value chain with margin enhancements.

To achieve Operational Resilience there are three key aspects to examine:

1. Fully utilising and maximising the performance of all resources and capabilities. This can be created through groupware environments and widening the pool of support available e.g. using your suppliers – we call this Leveraging the Networked Organisation.
2. Driving NEW Leadership Behaviours that reveal margin enhancements whilst increasing cash flow, supporting the reconfiguration of some work practices, and improving coherence between both the supply and demand changes that are at play across the business.

And,

3. Maintaining a relevant and purposeful Operations Strategy that matches customer requirements in terms of quality, price and delivery; and providing desired business outcomes for the stakeholders.

Key to the success of Operations Resilience is the ability to leverage the Networked Organisation.

What is a Networked Organisation?

A Networked Organisation is defined as 'independent people interacting to work together for a common purpose'.

But what is it really?

It is often assumed that the resources available to business leaders are bound by the organisation itself and appear to be relatively 'static'. In a Networked Organisation you are able to access the actual range of resources available to the business.

This is done by firstly determining the range of resources and capabilities of all internal and external stakeholders that make contributions to the processes in the value chain - known as a 'Stakeholder Resources Based View'.

Following this, the strategic objectives of the business are revisited and assessed for performance, based on the current ways of working. By integrating the appropriate stakeholder resources and capabilities into the work processes leaders can quickly address performance shortfalls and become more proficient at detecting and treating future risks.

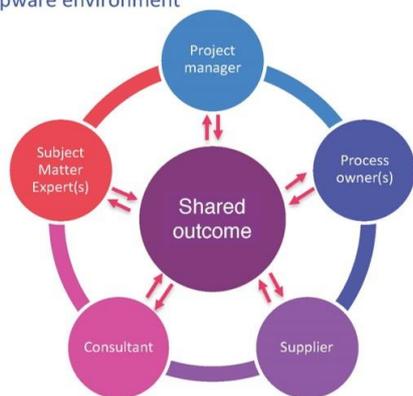
This new mindset creates 'dynamic capabilities' that can quickly be adjusted as the market evolves and will reveal new benefits opportunities for all the involved stakeholders.

Leveraging the Networked Organisation

To achieve this, we have already established the digital capability (Groupware) to bring key stakeholder groups together for enhanced collaboration.

Example "Networked Organisation" - focus is on a shared outcome

Groupware environment



In a Networked Organisation structure, team members are concerned about the outcome and since they are more involved in the process there is a much more integrative environment. All members have the opportunity to express ideas, therefore creating a more cooperative team attitude.

We will establish the groupware platforms and coach NEW Leadership Behaviours to enable discussions for team members to find effective roles and unlock the potential for a resilient future.

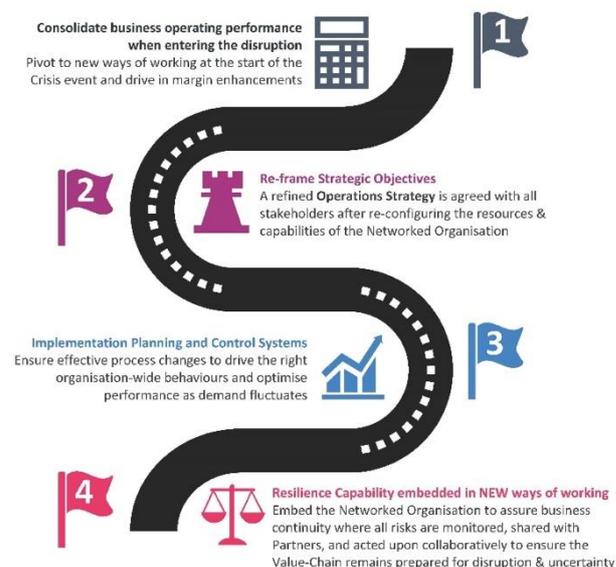
Some of the benefits of a Networked Organisation are:

- Improved performance when the task is complex and demands innovation
- Rapid adaptation to changing circumstances from the team thereby providing resilience
- Increased cooperation and a sense of mutual accountability
- Freedom of exploring effective ways to work instead of following pre-defined process
- Empowerment - authority is gained from individual's recognised knowledge and skills.

Roadmap delivery, thriving in the new reality

For many organisations the pandemic has exposed a lack of resilience in their business. The lack of both a business resilience plan and the capability to manage disruption and uncertainty puts your business at risk, and ultimately, for some impact viability.

Roadmap to a more resilient business



Our 5-STEP Operations Strategy Review framework supports a roadmap to a more resilient business which is embedded through 4-milestones of work.

By adopting this approach your business will gain **Cost and Working Capital Efficiencies**, a greater return on both Project Capital and Sustaining Capital expenditures.

Your Organisation will have more confidence to manage its business performance and any future uncertainties by leveraging newly connected resources and capabilities.

We have applied our **5-STEP Operations Strategy Review Framework**, with a wide range of businesses. We have helped them to re-purpose and leverage the benefits of the 'Networked Organisation' from within their value chains and in return realise the benefits illustrated below.

Our approach delivers a reduction in business wide operational costs, protected Capital Project schedules whilst substantially reducing rework costs, and has established a more reliable and flexible way of working through newly formed collaborations.

Some of the benefits our clients have achieved

If you're striving for greater financial strength by seeking the means to assure delivery of your strategic plans – then we can **guarantee results**.

Our typical return on investment is 6:1.

To discuss how we can help or to learn more about our 5-STEP Operations Strategy Review approach, please call us on 01926 633333 or alternatively email us at info@bourton.co.uk

