

# Operational Excellence and Transformation Services

Transforming organisations by optimising processes, implementing innovative strategies and fostering continuous improvement culture, leading to increased competitiveness and sustainable growth.

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Our dynamic Operational Excellence offerings are customer-focused to unlock and optimise business value.

**Today's business environment consists of increasing complexity and demand for faster time to market. This dynamic environment may lead organisations to rethink their current ways of working due to challenges of technological advancements, global intensified competition and evolving customer expectations. As a result, organisations are continuing to experience a sustained need for operational excellence to help tackle these challenges and keep up-to-date with technological and business innovations while delivering on customer expectations.**

Organisational change is driven by customers, markets and technology across various operating dimensions. The evolving customer expectations along with changing economic conditions, supply chain disruptions and environmental sustainability are forcing business leaders to review their value chain and business operations to increase efficiency, market share and build a solid foundation to deliver on their strategic objectives.

To achieve these strategic objectives, alignment at an organisation, function and process level is required. Lesser quality outputs and process inefficiencies created by a lack of continuous improvement, can impede achieving strategic objectives. In order for leaders to effectively respond to the drivers for change, a holistic analysis should be performed encompassing the strategy, operating model, value chain and business capabilities.

Understanding how your organisation responds to changing business strategies requires deep industry expertise. Our operations excellence service offerings are holistic and can support our clients in addressing these challenges and achieving their aspirations. We can help you identify, assess and embed operational excellence improvements within your organisation to meet your business needs now and to sustain them into the future. Our delivery approach is customer focused, agile and flexible, accelerated through technology integration and outcome-driven.

Grant Thornton's operational excellence service offering provide businesses with the tools, methodologies and strategies to optimise their operations, enhance efficiency, reduce costs,

improve quality, manage risks, engage employees and deliver exceptional customer experiences. These services are essential for businesses aiming to achieve sustainable growth and maintain a competitive advantage in today's dynamic business environment.

**We understand that fostering Operational Excellence capabilities in an organisation requires bespoke expertise, encapsulating people, process and technology to enhance efficiency.**



Grant Thornton work with our clients as trusted advisors, partnering with businesses to optimise operations, increase efficiency and achieve operational excellence.

# Our Offerings

Grant Thornton's global experience and regional expertise enable organisations to quickly adapt to changing business environments by fostering innovation and enabling agility to drive business excellence.

Our operational excellence team focuses on building a strong foundation to take businesses through their transformational journey. The Operational Excellence service line within Grant Thornton assists clients in a number of key areas including but not limited to the following services:



## No. 1

### Organisation Review

- Organisation Strategy Development and Transformation
- Change Management
- Stakeholder Engagement
- Workshop Facilitation



## No. 4

### Lean Management

- Lean Six Sigma Principles
- Lean Learning and Development
- Lean Digital Value Stream
- Lean toolkit and process waste analysis



## No. 2

### Business Transformation

- Target Operating Model (TOM) design
- Business Process Reengineering
- Process Design services
- Process Maturity Assessment
- Cost Optimisation



## No. 5

### Digital Transformation

- Robotics Process Automation
- Enterprise Resource Planning (ERP) Implementation
- Rapid Application Development
- Microsoft Business Solutions
- Data and Analytics
- IT Strategy and Operating Models
- Artificial Intelligence



## No. 3

### Supply Chain Management

- Strategic Sourcing and improved Inventory Management
- Procurement Operating Model Design
- Supply Chain Performance Review
- Continuous improvement in Supplier
- Planning and Capacity Assessment

# Operational Excellence Service Offerings



# Our Team

Helping to generate value through delivering bespoke solutions to drive transformation by our Operational Excellence expertise

Our team is ideally placed to help you achieve your goals. It consists of qualified business process improvement experts and Lean Six Sigma practitioners. These experts have extensive experience, across a range of sectors, both in the public and private sectors, to deliver meaningful process improvements and have a proven track record of successful delivery.

We will work with you to deliver transformative programs that reimagine operations, improve customer service, realise sustainable operational and process efficiencies, enhance cost effectiveness, and increase productivity through deployment of insights and solutions. We draw on our experience to design practical and scalable operating models which minimise the cost and maximise returns based on our offerings across People, Process and Technology levers.

**Grant Thornton will provide you with access to highly skilled and experienced Operational Excellence experts to help you gain competitive advantage.**



# Client Success Stories

## Operational Excellence in Transforming Finance Functions for a Manufacturing firm

Grant Thornton were engaged by one of a large Agri-food manufacturer to advise them on how to implement a centralised accounting hub for their finance functions. Grant Thornton conducted a thorough process review and incorporated our expertise to drive Operational Excellence.

### Key activities included:

- Process assessment workshops to identify areas of improvements to foster Process Excellence and Automation, Centralisation and Standardisation across business units.
- Prioritisation workshops with key stakeholders to identify “quick-wins”, as well as high and medium priority initiatives for the organisation.
- Incorporating change management expertise to manage resistance to change, conducted change assessment surveys, business readiness assessments, developed communication plans and created common communication methods to ensure the right information flowed through right channels.
- Reviewing the organisation strategy and fostering improved communication by publishing monthly newsletters to help promote the upcoming changes for the organisation.
- Helping the organisation to achieve its vision to bring in automation, implement standardisation, build stronger governance and achieve transformation objectives.

### Key benefits delivered included:

- 60+ process assessments exercise conducted to review finance functions to obtain deep dive insights.
- 40+ stakeholders consulted from different business units at different levels and 15+ Finance processes mapped for different business units.
- 35+ process improvements recommendations identified.

## Operational Excellence support in Life Science Sector

Grant Thornton provided Operational Excellence support to a client in the Life Sciences industry. This included incorporating a large number of manufacturing systems and processes. Our team conducted a current state assessment by identifying and analysing impacted systems, the current architecture and the current data format. These were translated into business requirements and technical requirements.

### Key activities included:

- Clear understanding of SAP data formatting and integration requirements.
- Identification of impacted systems in the business.
- Development of project charters and project plans.
- Alignment of global SAP and local site project teams
- Technical advisory support during development and documentation validation.
- Change control activities and GMP compliance.

### Key benefits delivered included:

- Current state process and architecture analysis.
- Technical solution design and analysis.
- The implementation of multiple systems including automation in existing systems.
- SAP data integration and alignment within the business with other systems.

# Client Success Stories

## Operational Excellence in Supply Chain Management

Grant Thornton were engaged to conduct an improvement review within an organisation's supply chain team, with a specific focus on tracking transport movements for invoicing purposes.

### Key activities included:

- Conducting a process review for 'as-is' assessment to outline the established procedures, the time taken to complete the associated tasks.
- Identifying the key challenges to completing this process task and taking into consideration the key findings from the 'as-is' review.
- Designing a robust 'to-be' process landscape. The newly designed 'to-be' process assigned key stakeholders and teams with defined roles within this process to ensure it flowed efficiently.

### Key benefits delivered included:

- Creation of process maps for 'as-is' and target operating model design / future landscape.
- Detailed Standard Operating Procedure (SOP) for key procedures and processes.
- Stakeholders metrics alignment and fostering process improvements.

## Process improvement in assurance reporting for a public Healthcare organisation

Grant Thornton undertook a comprehensive review of assurance reporting processes. Key findings from this review identified various inefficiencies in the legacy process, such as the requirement to extract information from 50+ data files within 10+ sources to create 85+ graphs and tables.

### Key risks identified in the process included:

- Room for human error (copy & paste errors, typos, etc.);
- Timeliness of receiving the data;
- Inconsistent calculations;
- Missing data; and
- Delayed reporting.

### Key benefits delivered included:

- Redesign the structure and governance of the report to reduce risk and streamline the process of assurance reporting. The new process was developed to ensure greater efficiency in capturing and presenting KPI's.
- The legacy process took approximately two weeks for the assurance team to complete each month with the new process reducing this to two hours a month. Grant Thornton worked closely with the Head of IT, the corporate assurance business manager and the national director on this engagement.
- Training sessions on the process were held to support the roll out of the new changes. SOP's, process maps and guidance documents were created to support the end users.



# Meet some of our team



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