



Davies Consulting

Creating an operating model that can embrace innovation and change

A more agile approach to building new capability

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With the pace of external change increasing, many organisations are moving away from large-scale transformation programmes in favour of a more agile approach to building new capability and optimising their operating model, that allows them to embrace innovation and implement change more effectively. Our consultants and change specialists can help you reshape your operations and culture to build in that flexibility.

According to the old saying, the only constant is change. But in today's business world, that's not true: the pace and scale of change are far from constant. They're accelerating, beyond anything previous generations had to manage. By this time next year, today's emerging channel may be an established method of doing business – or consigned to history. The competitors you've always benchmarked yourselves are being overtaken by energetic disruptors, more attuned to evolving customer demand.

In such a landscape, large-scale transformation programmes no longer make sense. By the time they're complete, the world around you has evolved; the target operating model of three years ago is no longer relevant.

Focusing on agility to embrace change at speed

Instead of this outdated approach, forward-thinking businesses are looking to move to a more agile way of working. They want an operating model that can evaluate and embrace change at speed. Our experienced team can help set you on the right path.

Drawing on our extensive experience across a wide range of industries, we'll examine your current operations to provide you with a clear understanding of your readiness for change and what might block innovation. We'll challenge legacy thinking and provide you with practical recommendations to reshape your operating model to today's opportunities. Our input could include:

- Highlighting where the technology you currently use may be a barrier, and recommending more modern, open alternatives
- Considering where you could use partners more effectively to increase your agility
- Advising you on cultural and structural change, to help you assess and assimilate new ideas faster.



We're committed to providing our initial recommendations fast – typically within just weeks of being engaged.

Our Approach

Our robust commercial focus means that we'll be open and frank with you about the current barriers to change – and the impact they could have on your ability to capitalise on opportunities. We'll then support our recommendations with a clear business case, as well as a practical roadmap to help you evolve your operating model at a speed that suits your business. We'll deliver our recommendations fast – typically within just weeks of being engaged.

In practice

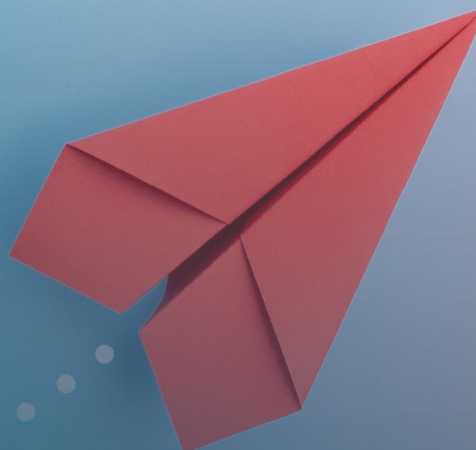
Designing a flexible global service model for an IoT leader

In just a few years, our client – a leader in the Internet of Things sphere – had gone from a UK launch to becoming a global name. But while its products were proving popular in all markets, the operating model was harder to replicate. Some territories were far more advanced than others, enabling more of a self-service approach; in others, there was a need for greater support. These factors were accentuated by cultural differences and the business models of key partners in different countries.

The client wanted to develop an operating and service model that was as digital as possible, but that could be readily adapted to different markets. It also wanted to ensure that as the younger markets matured, the operating model could flex.

We provided a detailed analysis of different ways to deliver key tasks and functions, which we then built into a set of options for the overall operating model. We identified the right technology to put at the core – standardising the client's internal processes, while providing the foundation for a more flexible front-end service model that made use of intelligent automation in mature markets.

We also made recommendations on the enablement process that the client is now taking forward, across its global operations.



Get in touch

To find out how we can help you become a more agile organisation, contact us today.

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