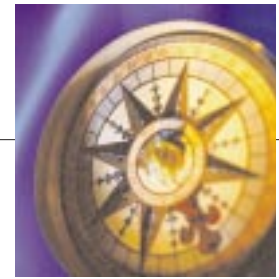


CHANGES FOR THE BETTER: BYWATER SAMPLE CASE STUDIES



■ LEVERAGING ERP INVESTMENT BENEFITS WITHIN TELECOMMUNICATIONS

Company: Orange

This client was concerned that after substantial investment in Enterprise Wide System software the planned business benefits would fail to materialize in terms of Return on Investment through improved efficiency and effectiveness. Bywater was appointed to carry out a review across the business to identify the actions necessary to address the miss-match between the EWS's capability and the company's operating practices. As a result of the review, potential process improvements valued in excess of \$30 Million were identified and realized over a two-year project period.

■ NEW PRODUCT DEVELOPMENT IMPROVES COMPETITIVE EDGE WITHIN CONSUMER GOODS INDUSTRY

Company: Schick Wilkinson Sword

New product development cycle time was too long and plagued with quality problems. Products were introduced late and often overbudget. We were assigned to review the new product development process including the analysis of leadership, process capability efficiency, structure, strategic alignment, and enabling technology. As a result of the review, the client was able to reduce quality problems, shortened the new product development process by 20% and increased the hit rate of new products introduced to market.

■ COST REDUCTION PROGRAM IN OIL & GAS MEETS BIG SAVINGS TARGET

Company: British Petroleum

One of this client's earliest and largest oil fields was perceived to be reaching the end of its economic viability. Bywater was engaged to undertake a fundamental review of the oil field operation and to implement a strategy that would deliver a step-change in the performance of the asset. Following the review, a strategic design phase including a number of elements was formulated to deliver a target of \$720 million NPD. The work focused on agreeing and mapping performance targets across the business processes of the field, then defining the process changes required to deliver the targets. In tandem with the process changes, extensive work was undertaken to develop and install a new organization structure designed to operate at reduced cost and with improved effectiveness.

■ HR RESTRUCTURING WITHIN MULTI-NATIONAL ORGANIZATION IMPROVES CUSTOMER SATISFACTION

Company: VNU

Within this multi-national company with businesses in publishing, event planning, and market research, We were appointed to review the HR function across four different operating companies within a large SBU. This included reviewing leadership capability, value of services delivered, structure, core HR processes, and enabling technology. As a result of the review the client achieved a net reduction of head count by 19%, reduced costs by \$2MM, and improved customer satisfaction by 50%.

■ ORGANIZATION RE-ENGINEERING WITHIN THE FOOD INDUSTRY DELIVERS SAVINGS

Company: British Bakeries

As one of the largest leading food producers, this client employs over 6000 staff at over 19 sites. Faced with having to operate in a highly competitive market, management needed to improve performance of key business processes, identify customer needs and link to company strategy, reduce cycle-time for new product research and introduction, and improve planning at both strategic and operational levels. Bywater was appointed to assist in a company wide business transformation and re-engineering. Services included redesigning the manufacturing footprint, redesigning distribution & supply chain, developing integrated end-to-end IT system, organizational redesign - functional to value chain, center of gravity analysis and system redesign, and product profile management. The client was able to achieve the following results; supply chain implementation delivered \$7.8M over 9 months, physical relocation of manufacturing sites delivered \$28.2M, the establishment of distribution as a separate delivered \$9m contribution from 3rd party revenues, product portfolio management - increased average margin by 1.5% in 6 months, new product development saw a \$60M incremental revenue from branded high margin products, integrated planning improved service level, and end-to-end KPIs were deployed from the strategy.

■ MANAGEMENT DEVELOPMENT PROGRAM FOR A UTILITY

Company: Wessex

As part of the regulatory framework defined through privatization, this utility had gone through two major cost reduction programs over five years. However, it had made little improvement in the underlying processes, or the attitudes of the staff. Bywater worked with the client over an eighteen-month period to improve the leadership competency, culture and management practice. Key elements of the program included strategy development and deployment; creating participation mechanisms to involve all staff; management and leadership development programs, and improvements to critical policies and processes.

■ STRATEGY DEVELOPMENT WITHIN THE OFFICE TECHNOLOGY SECTOR

Company: General Binding Co.

This organization was struggling to build an effective pan-European business. Bywater was invited to help the European Board develop a strategy to create a single integrated business. Through a series of Executive Workshops, Bywater enabled the Board to build a robust strategy, and to then deploy it across the client's major European countries. In addition, Bywater provided support in implementing the strategy through process and organization re-design work in the client's major markets.

■ FOOD AND BEVERAGE MANUFACTURER DRIVES PERFORMANCE IMPROVEMENT ACROSS ALL BUSINESS UNITS

Company: Motts

Senior management wanted to improve and increase customer satisfaction and retention, while continuing to build brand value in the industry. They wanted to drive performance improvement across all business units and improve productivity. Bywater provided the following services: process improvement strategy, redesign of key internal processes and implementation of a value-based management system. The organization was able to achieve a significant increase in customer satisfaction, improved productivity by identifying and eliminating non-value added activities and the establishment of a management system that drives improvement across all business units.

■ PERFORMANCE IMPROVEMENT WITHIN THE AIRLINE INDUSTRY WARDS OFF COMPETITION

Company: Aer Lingus

This client was facing intense competition and losing market share due to poor customer service. Bywater was contracted to help the organization focus on clearly defining its customer needs and developing a strategy to deliver those needs. A major part of the program was to create a business process based company and to ensure that the airline's staff were equipped with the skills necessary to assure that the processes delivered customer value at all times. As a result of our work, the

airline became the most punctual in Europe and was voted "Airline of the Year". Additionally, changes to the company's culture and significant improvements in processes delivered substantial bottom-line benefits.

■ TECHNOLOGY SECTOR SAVES MILLIONS WITHIN DISTRIBUTION

Company: RS Components

This Fortune 100 distribution company needed to improve performance through the creation of a new organization. Bywater has worked with this client to define and implement a new organization structure capable of delivering improved performance through re-engineered business processes, which link to the company's strategic objectives. As a result of our work, this client has seen a multi-million dollar improvement in profit performance.

■ TRANSFORMATION WITHIN MANUFACTURING INDUSTRY GROWS BUSINESS OPPORTUNITIES

Company: Zierick

The organization wanted to get greater value out of the existing ISO 9000 registration and give employees greater ownership and participation in improvement. Bywater was appointed to develop a Quality System Transformation strategy, train process teams, coach process teams and coach internal communication teams. As a result, the organization was able to rationalize their existing management system and gained QS 9000 registration on first application. In the same year the business grew 14% without need to add additional resources.

Bywater
Creating competitive advantage