

## Totally redesigning an organisation to become the UK's No.1 Workwear Apparel Company

**Company:** Alexandra PLC

**Country:** UK

**Sector:** Retail

**Function:** Sales, Customer Service, Purchasing & Supply Chain and Finance

**Business Challenges:**

Reduce costs and improve inventory management to increase revenue and customer satisfaction

**Consulting Services:**

Performance Improvement, Strategic Operations, Change management

**Capabilities:**

Process Excellence, Organisational Effectiveness, Revenue Growth, Integrated Supply Chain, Business Turnaround

**Client Quote:**

*"People within the business have been well engaged throughout the project and their opinions and ideas have frequently been incorporated. The Celerant team were very flexible in their approach and ensured that we stay focused on our goals!"* Tim Gifford, CEO.

**Situation:**

Alexandra Plc is a major player in the UK and European workwear apparel market, servicing some of the most popular consumer industries from fast food to travel. Over recent years it has lost market share and its No.1 industry ranking. A new management team has taken over with the aim of rebuilding the reputation for operational excellence and customer service that Alexandra once enjoyed. To help them achieve this, Celerant was brought in to design and implement a comprehensive, rapid results Change Programme across all major business functions, including Sales, Customer Service, Purchasing & Supply Chain and Accounts Receivable.

**Approach & Delivery:**

Wanting to be No.1 in any business is a powerful motivator for change, so working closely with the Client Team, Celerant Consulting focussed the new programme on 4 areas:

**Sales Force Effectiveness:** Increasing productivity and performance of desk based and field sales teams through the implementation of a new management system (Sales MCRS®). Improved visibility on total cost of sale and new sales processes. Reduced the customer response time through the tender response and quotation process with better integrated pricing and purchasing functions. Gave the sales teams the ability to make pricing decisions at the point of sale.

**One Shared Service Centre:** To improve their interaction with customers, the Sales and Customer Service Teams needed to work together much more effectively. Celerant consolidated 5 sites into one Shared Service Centre and completely redesigned their organisational structure, management systems and operating procedures.

The improvements were immediate.

**Improved Supply Chain Management:** To get things moving more smoothly across the entire supply chain, Celerant designed and implemented a new Production Management Forecasting System that included a new organisational structure and clear roles and responsibilities. It rapidly led to a clear visibility of business performance across all major functions.

**Improved Cash Management:** There was also a strong need to reduce both outstanding debt and slow and non-moving inventory, so a Rapid Cash Release programme was set up and a working capital management process designed and implemented.

**Results:**

Over £6.9m business benefits have been achieved from the new Sales & Customer design structure, reduced slow and non-moving stock inventory and a significant improvement in overdue debt levels.

A "Right First Time" service mentality has increased customer satisfaction and decreased support function volumes.

On time, in full orders have increased through enhanced visibility of customer order status and improved order management and tracking processes.

**Client Satisfaction:**

Celerant used Closework® approach to help Alexandra's people in the new ways of working and ensure they took ownership of the changes. The client now believes they are better positioned to achieve their new performance targets, confident that the new ways of working are sustainable through any challenges that lie ahead.