

All thoughts must be distilled into action and action that brings results.

IF YOU MAKE APPAREL FOR SURGEONS, YOUR OPERATION HAS TO BE ABSOLUTELY SPOT ON.

When Alexandra noticed a decline in profits and growing pressure to satisfy customer needs, Celerant was brought in to help.

The objective?

Improve the value chain.

And start to reposition Alexandra as the UK's No.1 Workwear Apparel company.

'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, however they ensured that we stay focused on our goals, even during tough times!'

Tim Gifford, CEO Alexandra

Wanting to be No.1 in any business is a powerful motivator for change. So Celerant's experts quickly diagnosed the main areas where Alexandra could improve, and then designed and implemented a comprehensive, rapid results Change Programme across all major business functions, including Sales, Customer Service, Purchasing & Supply Chain and Accounts Receivable.

A customer-centric programme to shape the future
Working closely with the client team, Celerant focussed the new programme on 3 areas:

One Shared Service Centre: To improve their interaction with customers, the Sales and Customer Service Teams needed to work together much more effectively. So 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 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.

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.

A Closework® Partnership

Celerant used Closework® to coach and train Alexandra's people in the new ways of working and to ensure they took ownership of the changes, so that together they could build a strong foundation for their 2010 strategic goals. The Client now believes it is ideally positioned to achieve its new performance targets and confident that its new ways of working are sustainable through any challenges that lie ahead. ■

SUCCESSFUL OPERATION SUCCESSFUL RESULTS

- Over £6.9m business benefits from a new Shared Sales & Customer Service design structure, reduced slow and non-moving inventory and a significant improvement in overdue debt levels
- A significant increase in customer satisfaction
- A reduction in support function volumes due to a 'Right First Time' mentality

