

# viewpoints

## Operational Performance Excellence

*Predictable and capable operations lead to competitive advantage*

**Kevin Nordt**, *Managing Consultant*, discusses how predictable and capable operations lead to competitive advantage.

Every day across the business world it happens. A mortgage lender, retail banking operation, insurance company or business publisher completes a major transformation program. The company has restructured various business units, or implemented new enterprise-wide technology in an effort to become more efficient across multiple business functions and to better respond to market forces.

Six months after going live, some gains have been made but the intended results have not fully materialized. Loan applications are not being processed quickly or efficiently. Worse, certain loan applications are being processed as exceptions. New product rollouts are hung up and many of the business case benefits that justified the investment haven't completely panned out. So, even though the company has made a sizable investment to get its people, processes and technology aligned, significant challenges remain. The question now is how do you take the new tools and capabilities from that investment and make them work?

### Which Way Forward?

You've made the decision to change. Multiple areas of the business needed to change and did. But now come more decisions -- about setting priorities and managing tradeoffs; creating win/win scenarios. Different opinions and projects are floated as solutions to current issues.

In trying to manage the assets of the firm, you face a series of questions. With limited resources, how do I engage a team, internal and external, to make needed improvements? How do I optimize performance across fiercely competing entities throughout the business? What do I do to stay competitive? Which decision aligns best with our strategic goals? What's my best move?

One approach is rapid, independent analysis. A consulting firm with a small footprint and deep industry experience can deliver big results quickly.

### Get There Faster

An OPE initiative designed by Dominion Digital is a specific, serious set of commitments to you; to rapidly bring you up the operational performance curve, while controlling your risk and maximizing your return on investment.

Our industry best practice methods for improving operational performance can handle every imaginable business issue. So, as you face numerous post-transformation issues and unplanned-for consequences, an OPE initiative provides specific solutions to fix your business. No more loan applications processed as exceptions. Key decisions get prioritized, new product launches are rolled out on time. Decisions are made that align with strategic objectives. Regardless of



where your company is in its evolution, a successful OPE initiative can quickly give you big wins.

## We've Been Here Before

Dominion Digital brings in-depth, real world experience and professional insight into understanding and identifying the challenges that you face. We rapidly gather relevant data and interview your key stakeholders. Using qualitative and quantitative methods, we identify root causes. We will measure the problem against your stated business objectives and finally, we will test, implement, and institutionalize long-term sustainable solutions.

## The Look of Great Performance

Successful operational performance improvement initiatives always have one common outcome for executives and managers alike: At the end of the day, you can breathe again. You can breathe because you have capable, predictable operations across every business function under your purview. You can breathe because your personal brand within the larger organization is strong. Your brand is strong because you have orchestrated solutions across diverse business functions and you can now act on rapidly changing market forces. You can breathe again because the silos are gone and people, process and technology are aligned. The business case that drove your transformation project is realized. Your operation is at peak performance.

In the final analysis, OPE results in some subset of the following: Increased revenue, decreased costs and improved quality.

## What Makes Us Different

We're thorough, we are hands-on and we partner with you. We're not going anywhere until we fully understand your situation, assess your options, analyze all relevant data and, working with your team, we design, prioritize and implement the right solutions for your operation.

At Dominion Digital, we focus on doing what is right for you and your operation. We integrate your operation's people into our working sessions and provide you with tools, techniques and templates so that at the end of the day, you are positioned for sustained operational improvement.

## Keys to Success

As in any complex undertaking, an OPE initiative depends on a measure of internal alignment to succeed. Change management initiatives need, above all, an executive champion: a senior manager or director who buys into the process, heads the effort, addresses resistance, creates teams and prioritizes. Key stakeholders should be alerted and informed about the reasons behind the change and the expected benefits. Within the business unit or division, key stakeholders should be in consensus simply because stakeholder alignment is a crucial piece in getting an OPE initiative off the ground.

Success also depends on an industry experienced leadership team who is well versed in operational performance improvement thinking and methods. All too often, operational management and staff are called upon to improve performance as a side of the desk responsibility, along with the fifty other responsibilities that are in their job profiles. And as a result, these initiatives lose focus, get delayed or become locally optimized. A focused OPE leadership team can rapidly assess the situation, identify and prioritize the opportunities, execute the mission-critical changes, and last, but not least, quickly achieve the business results.

## Why Work With Us?

Independence. We can be more effective because we're not subject to the same kinds of internal pressures or constraints. Beyond that, it's about speed and value. Time to value. Expertise. Teamwork and Passion. Rapid, dramatic results. Dominion Digital consultants are often called in after larger, more costly firms have delivered a bound report full of lofty and expensive

recommendations. That just isn't us. Dominion Digital's talent has a depth and breadth of experience in hands-on consultancy. Reports and recommendations are part of any OPE initiative, but we're after a lot more.

We're looking for results. We're after sustainable results that signal success. It's true that in the beginning, some of our clients were a little skeptical about working with consultants. It's understandable; bringing in people to work inside your organization isn't easy. What brought them around? They came to understand that we were interested only in helping them win. They saw it, felt it and when all was said and done, they experienced it.

We live a little smaller than the big firms, but a number of companies have found that we deliver big. They include Capital One, Bank of America, the University of Virginia, SunTrust Mortgage, PRA International, LexisNexis, CFA Institute, Shaw Systems Associates, GE, the Illinois State Board of Education, Plow & Hearth, Harvard University, Northrop Grumman, and the U.S. Navy.

As a Virginia-based consultancy we've naturally helped a lot of organizations in Virginia and Washington, D.C. Now we'd like to help you.

*For more information on our solutions, contact us at 1.877.334.4266 or [solutions@dominiondigital.com](mailto:solutions@dominiondigital.com). Or visit our web site [www.dominiondigital.com](http://www.dominiondigital.com).*