

Say hello

Get in touch to discuss your organisation & a bespoke solution



# Develop your whole organisation with:

## Organisation design

### Your challenges



John,  
Executive  
Director

*"Customer demands have changed and we need to respond to updates in technology and legislation. I'm trying to propel my organisation forward, but something is holding up progress. We don't have a shared sense of purpose and our staff are not placed in the right areas or motivated to provide the best possible experience for customers."*

### How we can help you

*"Over time, it's easier to forget the customer as services become outdated and struggle to keep up with current customer needs. Sometimes it's impossible to move forward without first taking a step back to look at the fundamental setup of your organisation. This is the perfect opportunity to increase efficiency and improve customer experience; aligning your vision and strategic goals with the structure of your organisation to deliver the experiences that your customers expect. This also makes it easier for you to implement and sustain transformation programmes."*

*By uniting your organisation with a single clear vision and set of goals, your teams are able to efficiently provide the best service for your customers. That's why we bring executives together to agree on objectives and growth strategies; with clear priorities set at the most senior level, your frontline staff are in the best position for service delivery success.*

*Through assessing your organisation at a high-level, we identify waste to be cut and introduce new customer focussed initiatives, helping to ensure that time is only spent on value-added work."*



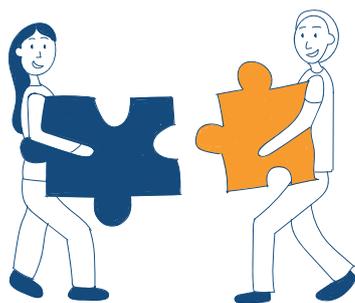
Rhiannon,  
Director at  
Ad Esse

#### Business benefits

- Improved customer & staff satisfaction; working towards a clear vision
- Improved service performance
- Sustainable benefits & continuous improvement culture

### Our methodology

We follow a proven methodology to ensure consistent excellence and help you get the most value from your investment.



1. Set up  
Engage top-level  
management

2. Design TOM  
Determine why & what you  
want, how to get there & where  
to place your people/office(s)

3. Diagnose  
Understand your current  
operations & how to achieve  
your TOM

4. Plan  
Develop an aligned  
transformation plan

5. Implement  
Deliver your plan to achieve  
your customer focussed  
operating model

#### Get in touch

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# Client Story



## Raven Housing Trust

Organisation design within a wider transformation programme

### The brief

Ad Esse were asked to help Raven Housing Trust achieve their strategy; increasing productivity and releasing capacity. Although the organisation had people who were passionate about creating great customer experiences, their services and processes were disjointed.

### Outcome

This project adapted Raven Housing Trust's structure (organisation design), so that customer-focussed changes could be applied more effectively and sustainably. This fed into their wider transformation programme for improvement.

### About Raven Housing Trust

With the aim of creating flourishing communities, Raven Housing Trust is a social business that invests in homes and lives across Surrey and Sussex. Established in 2002, Raven Housing Trust have built more than 1000 new homes and invested £170 million in upgrading existing homes.

### How Ad Esse helped

Looking at the bigger picture, we started with developing a 'process hierarchy.' To get a better idea of the current processes, we conducted one-to-one interviews and the findings included: little understanding of the customer journey; spending too much time on crisis management; and getting data off the system can be difficult. Also, new processes are required to support a new, customer-focussed way of working. This was followed by a half day workshop with Executives to develop:

- a clear and shared vision at a high-level for the organisation
- key and critical processes to better deliver current services and future aspirations
- priorities for the next phase of projects

To summarise, after agreeing the vision and strategy, we reviewed strategic objectives and how they translated into action. In other words, how they are going to be delivered through operations. Comparing this to the current state, we identified the gaps; what didn't currently exist and what wasn't performing well enough. This fed into Raven Housing Trust's improvement programme, continuing with projects such as redesigning services for business intelligence and customer relationship management.



**"I thought this was a very interesting piece of work, it made us step back and review what we were doing, even if we thought what we were already doing was good, this challenged us and made us think."**

Ian Thomson, Executive Director at Johnnie Johnson Housing Trust

### A basis for transformation activity

Due to a history of mergers, MHA had no clarity on service values and operating principles across teams. After a diagnostic across all operational areas, we helped the senior management team to develop a Target Operating Model based upon their vision, mission and strategy. This helped to redesign services and provided a single operational vision for leaders to use as a basis for transformation activity.

### Increased customer satisfaction with a dedicated customer service hub

A housing agency redesigned their operations to become more customer focussed; they created a customer service hub which involved moving staff with a change in job roles. Thanks to external expert advice, the move was painless for employees and customers.

### "We now have a safety net through which no client will fall."

Team Manager at London Borough of Barnet

### Why choose Ad Esse?

We're masters of change; helping organisations with a social purpose transform the way they work to create a long-lasting impact on the people who need it most. We are focussed on perpetual improvement and work with your frontline staff, as well as senior management. Our team have experience within the sectors we serve and we base all our work on Lean principles.