Performance Improvement

Organisations are under increased pressure to improve operational efficiency, reduce cost and increase agility. Yet often constrained by legacy structures, ways of working and investment choices, limiting their ability to deliver strategy and respond to market changes.

Our solution and value proposition

We help our clients to remove complexity in their organisation through the simplification and standardisation of process and technology. This leads to more agile and customer focused organisations that have stripped out duplicate and fragmented ways of working to focus on the aspects that create value for their customers.

It starts with making performance visible where the work is done. This provides clarity about:

- What needs to be achieved.
- Facilitates the sharing of workload across individuals and teams.
- Enables us to support the improvement of staff utilisation, productivity and satisfaction.

This increase in productivity helps us create capacity for our clients which can be used to do more or reduce costs.

We help transform client cost bases and review revenue efficiency to deliver long term savings to achieve a sustainable cost reduction.

We enable our clients growth agenda to deliver long term profitability.

Our approach

We support the improvement agenda through the full lifecycle. Our approach works because it focuses heavily on building client capability and is multidimensional. This means it doesn't just look at process, it also addresses how organisations interface with customers, (internal and external), how performance is managed, what organisational shape and skills are required and embedding mind-sets and behaviours.

Why change?

Performance Improvement looks hard at new ways of working to improve operational efficiency, reduce costs and increase agility. Often people lack visibility of what needs to be done, managers adapt to 'firefighting', workloads are variable and problems are rarely fixed at the root cause.

Leading organisations are getting ahead by re-thinking and improving their processes, exploiting technologies, using partner capabilities and working across functional silos to share skills, capabilities and infrastructure. They need to challenge the norms and constantly evolve.

Here's how we will help

Information & Analytics Management

- Provide fact-based insight to your board members and executives that enables confident decision-making.
- Measure the performance and progress of your strategy across the organisation.

People Performance

- Improve your organisation's agility and flexibility through a common way of working.
- Create scalable platforms for growth.
- Ensure your staff are able to focus on their core tasks in the most efficient and effective way.
- Optimise how you organise your people and teams to encourage greater collaboration and efficiency.

Strategic Cost Reduction

- Improve effectiveness and decrease costs across the organisation.
- Review and design an optimised supply chain and procurement strategy.

Process & Operations

- Understand and optimise the performance of your end-to-end operating processes – optimising for the future.
- Establish fit for purpose systems and processes.
- Understand and improve service standards of your suppliers.

Our competitive advantage is our ability to combine our expertise and end-to-end integration capabilities to offer and implement real solutions - not just theories.

We are the partner of choice.

Beca's Performance Improvement service offering

To be competitive our clients need to re-think the way they work, creating flexible, scalable operating models that are capable of responding to new market opportunities and operate at a lower cost.

People Performance	Information & Analytics Management	Strategic Cost Reduction	Process & Operations
Helping our clients to review and improve how they manage and develop their workforce.	Helping our clients put information at the heart of their business to identify what they can measure - to understand the current state of their business and drive performance.	Helping clients to reduce their operating costs and transform client cost bases and review revenue efficiency to deliver long term savings.	Supporting our clients to remove complexity from client organisations through optimisation, simplification and standardisation.
Client challenge: A large portion of a major tertiary institution's HR processes were manual, leading to high costs and inconsistency in services provided across the organisation. They needed to make the move towards a more efficient People and Organisation (P&O) structure.	**Client challenge:** An International airport biosecurity processing area suffered from major delays, negatively impacting passenger journey times and experience. Improvements to the existing biosecurity processing system had to be made without increasing the existing floor area and with no interruption to passenger experience and the airport's operational performance.	**Client challenge:** The Technology & Digital Services unit of a major government department had been facing underinvestment in the face of growing demand for service delivery. Budgetary pressures meant a requirement to reduce expenditure while needing to determine and understand their exact requirements.	**Client challenge:** A road transport alliance responsible for maintaining a major road network was looking to identify improvement opportunities in their operational processes.
Beca's response: • Conducted a maturity assessment survey and one-on-one interviews to determine the current and desired state of the P&O function and identify opportunity areas. • Mapped the current P&O state against leading practices to identify crucial gaps, inefficiencies and highlight strengths in the current structure. • Co-designed a service delivery model and a future state structure with a staged roadmap to help implement the recommendations.	**Beca's response:** • Collected data in a fully operational airport environment to study passenger movement through the system. • Completed a data analytics study using data collected on passenger movement and timing. • Re-designed queue entrances making these customer friendly and less confusing.	**Beca's response:** • Evaluated the current state IT cost base and expenditure. • Conducted stakeholder interviews to understand their experiences. • Reviewed vendor/supplier contracts to assess current expenditure, and streamlining opportunities. • Analysed transactional data points to support findings from interviews and workshops.	**Beca's response:** • Interviewed key process stakeholders. • Mapped asset management and maintenance processes. • Provided Lean training and facilitated Kaizen workshops. • Led the working groups to identify and implement improvement changes.
Client benefits: • Co-designed a new service delivery model which led to: • Increased satisfaction and performance. • Improved value from technology. • Reduced manual workload. • Increased capacity to provide strategically focused support.	**Client benefits:** • New queue strategies and resource optimisation to reduce the time each passenger spends in the biosecurity process. • A 25% improvement in the end-to-end passenger processing time. • Positive passenger experience at the airport.	**Client benefits:** • Detailed assessment of the budget and spend within the department. • Highlighted a number of quick wins that could reduce the budget and IT asset costs by $3.8m in out years. • Opportunities to implement a transformational change resulting in significant and sustainable cost savings.	**Client benefits:** • A high performing team culture centred on having clear and shared goals, open communication, and self-directed motivated teams. • One of the key improvement initiatives resulting in a reduction of downtime from 45% to 12%.

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