



Global Management Consulting Services

## ***Commentaries and Insights from Allawos & Company***

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### **“The Struggle to Achieve Enterprise Excellence – Part 1”**

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Since business began, companies and their management have been working to improve their management practices, striving for Enterprise Excellence. These efforts have gone through many stages, including attempts to adopt management styles from other cultures and industries. The efforts really took off at the dawn of the computer age in the late 1980s believing that it was technology that would help speed the optimization of how companies were run.

In the 1990s companies followed “Re-Engineering” gurus like Peter Drucker, James Champy, James Collins, Tom Peters and others. Executives brought in large consulting firms who would spend months with companies advising them on how to improve their management and operational styles. These efforts cost millions and, from personal participation and observation on the client side, they were marginally successful if that.



A typical engagement would go something like this:



Executive management would see performance and earning under pressure.



Executive management would engage one of the top tier management consultants.



Management consultants would send consultants, each with years of business experience in a specific business function, in to work with employee teams to assess how the business runs.



Management consultants would lead the business teams in determining how best to optimize each function within the organization.



Once the processes for each function were “brown papered” the Management consultant would bring in less experience members to facilitate implementation of the new processes.



Usually about half way through this process the consulting company would be fired and the employee team members laid off to reduce costs for the organization.

This process would happen within a company over and over with some variation. The company might focus on a consulting solution where the consultant would assess the company and advise executive management on how they should change and manage their company. Alternatively, their IT groups, pushing IT solutions would introduce new technology that was developed to help manage business processes. For the most part, all failed and failed primarily for four reasons.



Executive management knew what they wanted the answers to be going in and those expectations were not met.



Solutions included reducing management and executive management staff which was mostly unacceptable to Executive management.



The process dragged on for months.



It was recommended that new technology be implemented and that was typically unacceptable from the financial perspective.

This has been the model now for decades, with few exceptions. Companies have spent millions and millions on consulting and technology. They’ve seen improvement in functional management and operations but not as much in enterprise excellence. What is typical is that a company will find a technology solution that if focused on a specific function within the business, financial management, collaboration, etc. Or they will implement an ERP solution from someone like SAP or Oracle, but because of cost, they don’t purchase all the modules. And, then the implementation takes years and cost millions and it still will not do quite what they had hoped.

Companies continually buy targeted solutions and try to unsuccessfully modify it to do what it really wasn’t intended to do. After doing this numerous times and suffering the frustration companies become very wary of new solutions. They’ll suffer along with what they have, trying to modify for unintended purposes, and waste valuable time and money. They’ll also try to take a consumer solution and make it fit for their commercial purposes.

Effective solutions to achieve Enterprise Excellence are surfacing though. Allawos and Company is working with a leader in this area to optimize performance within organizations. The focus is on optimizing repeatable processes within and across the organization.

To achieve success, we combine, what to this point has been, mostly separate approaches and apply an additional significant component to ensure accountability across the organization. Our solution helps companies identify their key repeatable processes, how they actually work (it’s amazing how when the management team sits down together they find they don’t necessarily know “all” the steps

involved in a given process), who is responsible for each step and what the task duration is to meet a given timeline.

Our approach and another key to our success is that we do not take a lot of time to get this done. We also implement in a way to insure employee buy in and participation and integration with existing functional solutions.

We will get into the nuts and bolts of how Allawos and Company and our implementation partner approach delivering Enterprise Excellence in Part 2 of this newsletter.

## About Allawos and Company, LLC

In our experience by far the most challenging aspect of successful employee relations is to simply start. That's why Allawos & Company is here, to help you start on the road to success and be there every step of the way with executive coaching, employee surveys and other services that will draw on our vast experience.

Allawos & Company is a comprehensive global management business-consulting firm, tuned to enable organizations to identify and exploit opportunities through creative engagement built on a foundation of decades of senior management experience.

We are a global management consulting firm specializing in business plans, business development, corporate development, contract negotiations, employee surveys, strategic planning and turnarounds.

We service the aerospace industry to healthcare, semiconductor to farming and most industries in between.

Our comprehensive consulting services improve the client's condition and leaves behind the tools for growth.

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