

# 17 Executive Tips for Supporting Business Strategy from an OPEX Perspective

"Set targets, measure and constantly repeat the key messages."

Isabelle Hannedouche, Global VP – Business Improvement and Growth Support, **Sodexo**

"We must try to ensure that we have the right people, with the new skills needed to support business strategy. People matter and we have to train them in order to have the necessary skills for their future roles."

Virginia Andrade, Associate Director of Organization Management and Development, **EDP Distribuição – Energia, S.A.**

"Find what's right and suits your business don't follow one approach just because it worked for one organisation."

Simon Evans, Continuous Improvement Director, **Vitality Health**

"Value Stream Thinking – Focus on managing and improving the end-to-end value stream of your organisation on an ongoing basis."

Luis Moutinho, Director, Global Quality, **NOV Rig Systems**

"Base everything in real business problems, don't get lost in the theory."

Daniel Holladay, Head of Transformation and Continuous Improvement, **Vodafone Group**

"Be agile and make sure you always focus on the outcomes and not just outputs."

Dr. Janne Ohtonen, Head of Customer Experience and Engagement, **Avios.com**

"Through strategy deployment establish a clear line of sight between business strategy and OPEX improvement programme outcomes through a robust benefits realisation plan. This helps to ensure OPEX investments deliver the required business benefits and if the strategic direction changes, redirect programmes to maintain alignment with the strategic plan."

Marc Gray, Operational Excellence Programme Director, **Imperial College London**

"Do not forget the people. Respect them, listen and communicate openly and cross train your employees."

Elke Hollmann, Head Of Process Engineering, **Stratec Biomedical AG**

"Be clear what your customer needs are and what it is you want to promise them."

Alison Johnson, Director – Operational Excellence, **Vattenfall**

"Understand the business case – Involve necessary people and spend enough time to really understand the key challenges to make sure you set the right focus and priorities of your OPEX programme."

Kai Johansen, Director Operational Excellence; **Glencore Nikkelverk**

"Convince managers to look across their borders."

Guntram Koller, Head of Operational Excellence, **Merck KGaA**

"Compliance and operations need to operate in synchronicity; as the compliance landscape changes proactively embrace what positive operational improvements (and maybe even products) that can drive."

Dean Nash, Head of Legal and Compliance, **Monzo Bank Avios.com**

"Make OPEX an integral part of your business strategy and turn it into a clear competitive advantage, to best respond to your customer's needs."

Alessandro Prandi, Global Head Continuous Improvement, **Sandoz International**

"Combine customer experience practices in operational levels to reduce customer effort and cost to serve. Increase in CX and reduction of cost at the same time."

Jarkko Vuorikoski, First Vice President, **Danske Bank**

"Relentless focus on customers and entrepreneurial thinking of the execution teams."

Elena Skvortsova, Senior Vice President and General Manager, Business Unit Head, **The Linde Group**

"Be flexible, and work with new suppliers. It's kind of amazing what is now on offer. If you don't embrace these tools, others will and they will offer the same service as you with a radically smaller cost base."

Will White, Operations Director, **Loot**