CUSTOMER CENTRIC AND PRODUCT OPERATING MODELS
Cloud Operating Model

G-Cloud 14 Service Definition Document

1 | ABOUT JCURV

JCURV OVERVIEW
Our mission is to sustainably increase the agility of organisations so they can thrive in an increasingly uncertain world

JCURV's EXAMPLE CLIENTS

LLOYDS BANKING GROUP

Dr. Martens AirWair

Sainsbury's

J.P.Morgan

Nike

Coca-Cola EUROPACIFIC PARTNERS

DirectLine Group

Schroders personal wealth

JLR

Adobe

Mercedes-Benz

SOCIETE GENERALE

JCURV's EXPERT INSIGHTS

RACONTEUR
ENTERPRISE

RACONTEUR
FUTURE OF DATA

THE SECOND ANNUAL
STATE OF AGILE CULTURE REPORT

The third annual
State of Agile Culture Report

BUSINESS LIVE

JCURV's INDUSTRY AWARDS

dataIQ AWARDS 2023 WINNER MOST EFFECTIVE STAKEHOLDER ENGAGEMENT

Coca-Cola

Agile Business Consortium 2023 Recognition for Overall Business Agility

News UK

MCA AWARDS 2020 WINNER

BEST NEW CONSULTANCY

dataIQ AWARDS 2019 WINNER TRANSFORMATION WITH DATA

Sainsbury's
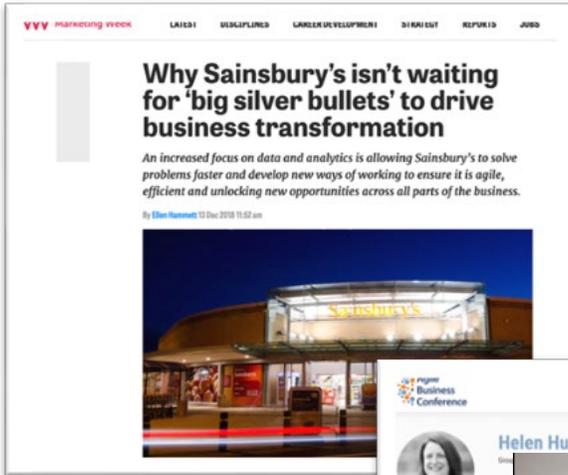
dataIQ AWARDS 2020 WINNER TRANSFORMATION WITH DATA (ENABLER)

DirectLine Group

MEDIA RECOGNITION

JCURV's client presented at the Agile Business conference about Sainsbury's Agile journey

Article on the Agile transformation undertaken in DACE in Marketing Week

Agile in Data conference presentation at the '2018 Women in Data' conference by JCURV's client
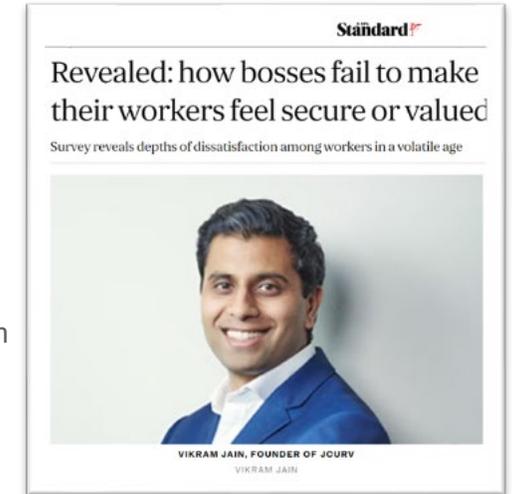
JCURV's Payal Jain recognised as an inspirational role model by WeAreTechWomen.

Article on some insights from our 3rd State of Agile Culture Survey, with perspectives from our Founder Vikram on how organisations and leaders can respond.

JCURV's Vikram Jain discusses findings from our recent State of Agile Culture report on Ian King Live

JCURV's Payal Jain joined MPs and other female leaders at 10 Downing street for International Women's day

2 | CUSTOMER CENTRIC AND PRODUCT OPERATING MODELS

WHAT WE MEAN BY PIVOT TO PRODUCT
The key elements which support clients on their pivot to product

FROM . . .   **. . . TO**

Individuals, silos and hierarchies	**Organisation agility**	**Networks of cross-functional, autonomous, customer focused teams with a common goal**
Rigid processes, linear, standardisation, over documentation	**Ways of working**	**Collaborative, fast feedback, experimentative and continuous improvement driven**
Directive, task management, micro-management, positional authority, blaming	**Leadership & Culture**	**Culture and outcomes focus, shared vision, team empowerment and psychological safety**
Top down, opaque, rigid budgeting, controlling, backward looking	**Governance & Decision Making**	**Outcome focused, transparent, adaptive. Decentralised decision making with fast flow**
Legacy technology, inflexible, manual	**Data and tech agility**	**Flexible, modular, automated, intelligent**

HOW WE HELP ORGANISATIONS TO SUSTAINABLY INCREASE THEIR AGILITY SO THEY CAN THRIVE IN AN UNCERTAIN WORLD

STRATEGIC AGILITY: STRATEGY, OKRs & PORTFOLIO MGMT

Designing and delivering simplified strategy with OKRs and lean portfolio principles to ensure business results are achieved
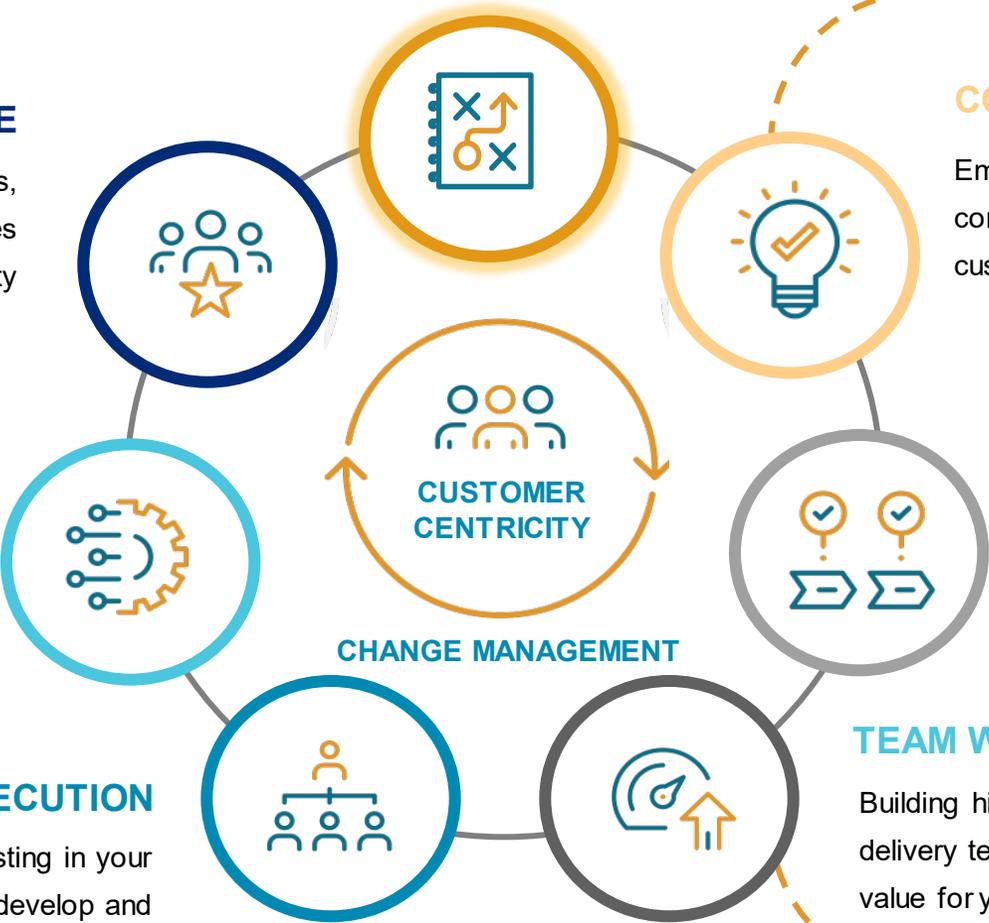
CONTINUOUS PRODUCT INNOVATION

Embedding the capability to design, deliver and continuously manage and improve products that customers love

LEADERSHIP & CULTURE

Supporting your leaders, at all levels, build an environment that enables greater organisational agility
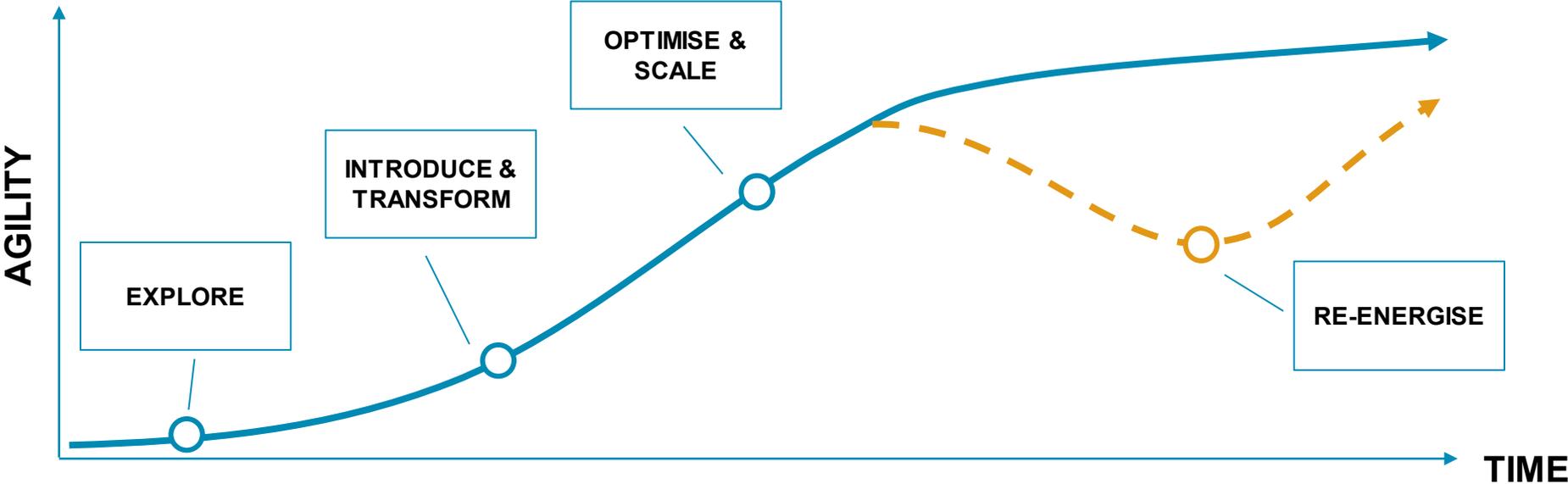
VALUE STREAM & PRODUCT OPERATING MODELS

Improving the speed, efficiency and effectiveness of how you deliver value by pivoting from being project to product aligned

TECH & DATA AGILITY

Maximising the value from your data and technology investments and capabilities

CUSTOMER CENTRICITY

CHANGE MANAGEMENT

TEAM WAYS OF WORKING

Building high-performing, cross-functional delivery teams, focused on maximising value for your customers

WORKFORCE DESIGN & EXECUTION

Structuring, optimising and investing in your workforce to effectively design, develop and deliver a future-proof strategy

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WE SUPPORT OUR CLIENTS AT ALL STAGES OF THEIR JOURNEY TO PRODUCT

AGILITY (vertical axis) / **TIME** (horizontal axis)

- EXPLORE
- INTRODUCE & TRANSFORM
- OPTIMISE & SCALE
- RE-ENERGISE

ENABLED BY

| TEAMS WAYS OF WORKING | LEADERSHIP AND CULTURE | PRODUCT INNOVATION | OPERATING MODELS | PORTFOLIO MANAGEMENT | TECH AND DATA AGILITY |

3 | WHY JCURV

OUR IMPACT
Our clients have achieved significant benefits from pivoting to product aligned ways of working

40%

MORE PRODUCTIVE

30-70%

FASTER TIME TO MARKET
AND URGENCY

21%

INCREASED ENGAGEMENT

45%

LESS UNUSED FEATURES / MORE
CUSTOMER-CENTRIC

30%

REDUCED RISK

25%

COST SAVINGS

100% of our clients who embarked on a product transformation using our approach are sustaining or improving their agile ways of working and product capability following our engagement.

EXAMPLES OF OUR IMPACT – THINK BIG, START SMALL, SCALE FAST

FTSE100 Financial Services Company

- Ambitious growth agenda
- Operated in Silos
- Poor prioritisation
- Hierarchical and bureaucratic decision making
- Introduced and embedded agile ways of working initially in Pensions, Operations and Savings
- Onboarded over 10% of the entire organisation into agile and product ways of working.

Key Results:

- 5x faster **time to market** on new changes to product and operations
- 30% reduction in **customer call-in queries**
- 19% increase in **staff engagement**
- 3% increase in income and achieved **operational cost reductions.**

Global Investment Bank

- Part of the Investment Bank getting slower as a result of high growth
- Hierarchical, bureaucratic, directive leadership, siloed and weak prioritisation
- Upskilled 250 leaders globally
- Designed and transitioned to a new outcome oriented operating model, moving teams from being organised by capability to being organised by value streams.

Key Results:

- 73% increase in **flow velocity**
- 3x faster **time to market**
- 60% reduction in **team dependencies**
- **80% of decisions devolved to the teams.**

Wealth Management Bank

- Identified it needed to be stronger at prioritisation and reducing siloed working
- Organised the business into a value stream structure
- Mobilised 5 cross-functional product teams initially
- Rolled out the approach across the broader organisation within 6 months.

Key Results:

- 41% **re-engagement** of previously lost client prospects via CRM initiative
- 300% increase in **flow velocity** over 6 months
- 36% improvement in **staff engagement.**

EXAMPLES OF OUR IMPACT – THINK BIG, START SMALL, SCALE FAST

Global #1 Soft Drink Brand

- European data and tech team facing above average attrition issues, poor prioritisation and siloed delivery

- Impacting service, speed of strategy and low value delivery

- Worked with 100+ leaders to define intent, trust and empower the teams

- Introduced a transparent approach to manage delivery portfolio

- Designed a new outcome-oriented operating model

- Established self-managing teams in new ways of working.

Key Results:

- 22% increase in **time spent on strategic initiatives vs BAU**
- 2x faster **time to market**
- 39% increase in **engagement levels.**

Iconic Footwear Brand

- Supported the ambitious global growth strategy through building digital capability

- Designed and implemented a product operating model, bringing together the business, digital programme, and traditional technology delivery capability

- Mobilised cross-functional teams to deliver in an agile way

- Evolved the traditional PMO to an Agile Portfolio Office (APO) to focus on the business's strategic priorities and deliver more predictable and incremental value.

Key Results:

- **9** cross-functional product teams mobilised
- **Reduced cycle time** from ideation to execution **down from 3 months to 2 weeks**
- **70%+** planned and committed **outcomes delivered** through PI Planning**.**

One of UK largest Supermarket Chains

- GM Trading teams were struggling to improve their sales performance

- Teams were misaligned, operating in functional siloes and being overly tactical

- Developed a "Playbook" to introduce good practice ways of working to transform trading team performance

- Designed and mobilised 300+ colleagues across Commercial, Digital, Marketing and Data into cross-functional teams to embed good practices and agile ways of working.

Key Results:

- 7.7% increase in **revenue** in 12 months
- 4x faster **lead time**
- 18% increase in **employee satisfaction.**

EXAMPLES OF OUR IMPACT – **THINK BIG, START SMALL, SCALE FAST**

Uk Largest Healthcare Charity

- Large healthcare charity, with slow delivery and difficulty gaining funding for new customer contact centre

- Worked with Leadership to set intent and role model Agile behaviours

- Rapidly mobilised cross functional delivery team to create a prioritised roadmap and business case

- Gained business sign-off and coached the delivery team through an agile approach to technology, people, and customer change

Key Results:

- 25% uplift in **revenue per agent**

- 35% uplift in **calls answered** annually

- 9% reduction in **cost per call**

- 40% uplift in **team spirit and engagement**

Global Pharmaceutical

- Innovative medicines business challenge with growth

- Required a shift in speed and effectiveness in how it delivered its strategy

- Teams felt unclear on their business direction and not empowered to deliver it

- Onboarded Executive leaders in agile& teal principles through a series of workshops.

Key Results:

- Rolling out a new agile delivery approach globally accelerating the **speed of delivery**

- Greater **customer centricity**

- Increased **engagement levels.**

Global Bio-Pharma Company

- Siloed global Bio-Stats team operating top-down, poor prioritisation and hierarchically

- Helped leaders understand their new role and defined behaviours to role model

- Upskilled 150 global leaders in empowerment and attributes needed to lead autonomous teams.

Key Results:

- 20% increase in **engagement levels**

- 2x faster **time to market**

- Leaders feel 25% more **confident to empower** their teams.

EXAMPLES OF OUR IMPACT – **THINK BIG, START SMALL, SCALE FAST**

Radiology Services Company

- Needed a case for change to seek approval for the transformation of their current customer contact centre managing high quality diagnostic imagining services

- Ran an initial workshop for key stakeholders and leadership helping them understand agile ways of working

- Ran a follow up workshop to help develop the vision, high level roadmap and business case to inspire the organisation and exec

Key Results:

- **Defined vision** for AM Customer Centre including the key initiatives

- A **high-level prioritised roadmap** with agree support required to deliver centre

- A **case for change including benefits and investment asks** to take to the board and seek approval which was successful

Energy and Utilities Company

- Ambitious growth plans meant that a clear and prioritised change roadmap was needed

- Teams had been working independently without an aligned view of strategic goals and initiatives

- Identified business priorities through individual interviews and multiple leadership workshops

- Sized and value scored all outcomes to check alignment with strategic and growth goals

- Designed governance approach which prioritises new initiatives based on value

Key Results:

- **One-year roadmap of change initiatives** created and communicated to employees

- **Enhanced governance** ensured that only strategic priorities were taken forward, funded and adequately resourced

- **40% reduction in non-priority initiatives**

Iconic Energy Drink

- Due to the dynamic and fast-paced nature of Red Bull their management teams sought training in best practice change leadership approaches

- Leadership teams facing challenges ranging from system and process change to M&A activity

- Designed and created a comprehensive change course focused on the role of leaders as change sponsors as well as change recipients

- Built in interactivity and case study enabling delegates to solve their real-world challenges

- Delivered training to in-country leadership teams throughout Europe

Key Results:

- Participant satisfaction scores ranged from 4.8 to 5 out of 5.

- Highest scoring pilot course ever with participants praising the practical applicability and relevance of the content

HEAR FROM OUR CLIENTS ON WHY THEY CHOSE JCURV

CDO – Nicky Klein explains why they selected JCURV as a transformation partner

CCEP leaders and colleagues explain why they selected JCRUV as their transformation partner and what makes JCURV different.

CLICK HERE

CLICK HERE

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HEAR ABOUT OUR CLIENTS' TRANSFORMATION JOURNEYS WITH JCURV

SPW colleagues, discuss how an Agile approach can bring business and technology teams closer together to help solve the key challenges faced by the industry.

CCEP leaders and colleagues explain why they selected JCRUV as their transformation partner and what makes JCURV different.

CLICK HERE

CLICK HERE

MENCAP WORK
JCURV supported Mencap introduce and embed agile ways of working in several areas including in Advocacy, fund raising and Data

MENCAP – SOCIAL CARE FUNDING

- Jackie O'Sullivan – Interim CEO and Executive Director of Communications, Activism and Advocacy at Mencap explains how Mencap used Agile ways of working to drive social reform, learnings and deliverables.

CLICK HERE

MENCAP – DATA TRANSFORMATION

Head of Data, Victoria Pike explains why they selected JCURV as a transformation partner to transform their data capability

CLICK HERE

Mencap's data transformation programme was recognised in Data IQ's 2020 award for the best data transformation in the third sector.

HOW TO GET IN TOUCH

Contact Us

Email
info@jcurv.com

Call
07843242464

Website
jcurv.com

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LinkedIn
https://www.linkedin.com/
company/jcurv/

YouTube
https://www.youtube.com/
@jcurv8118

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