



Dear Readers,

Welcome to this larger format Atmaana Connections and our refreshed branding. We continue to enjoy busy times delivering important benefits to our clients and this newsletter provides a brief insight into some of those projects. Previously, we mentioned our intention to work with the emergency services and herein you will find two articles that testify to our early impact.

I am delighted at the appointment of John Russell as a Non-Executive Director and he features on page 2 in his normal office attire! I hope you enjoy browsing 'Connections'; and as always let us know your views, or if an article sparks any ideas.

Harish Natali, CEO



next issue

Serco and Atmaana collaborate to create and deliver enhanced Aviation Safety Management Systems for clients in the UK and mainland Europe.



shared services



For the last 3 years, Atmaana has been helping the international utilities organisation RWE improve its UK operations through the set up and operation of shared services in a range of support functions including Finance, HR, Procurement and IT.

With two major subsidiaries, npower and Thames Water, over 20 locations and more than 1000 directly-affected staff, the decision to set up shared services was not taken lightly. Adding to the complexity of the programme, SAP would also be implemented across the organisation.

With our experience of successfully managing similar programmes, Atmaana was a natural choice to conduct a detailed risk assessment of the programme before the start of implementation. Our findings and recommendations were so well received that we were asked to stay on as independent project assurance specialists, throughout the lifecycle of the programme. Once the core programme was complete, we continued our involvement by managing a challenging project to roll-out some of the new processes across the business.

According to Shared Service Finance Director, Nick Fisk, "As independent QA specialists, Atmaana's approach was consistently professional and of the highest standard, yet its recommendations were always pragmatic and reflected a real understanding of our business and the challenges we faced in such a demanding programme. Whilst rightly maintaining their independence, the Atmaana team developed an excellent working relationship with our own staff. They were a natural choice to take on project management responsibilities once the initial programme was complete. In this role, they have brought the resolve and sensitivity necessary to bring together the requirements of disparate stakeholders and help us deliver real business benefits"



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wild side

John Russell - Harley Davidson (Europe) MD joins Atmaana Board.

John's decision to invest in, and become a Non-Executive Director of, Atmaana was a personal one and unconnected with Harley-Davidson. He sees Atmaana as an interesting, highly capable organisation, ready to accelerate its growth. John believes he can help Atmaana grow by applying his broad experience to the strategic issues facing the company and by advising its high calibre team.

A Leicester graduate in engineering, John began his career at Unipart. Initially he worked in development roles, but achieved his ambition by moving into Sales and Marketing. In the early eighties he joined Peugeot's Parts operation and progressed to Marketing Director for Peugeot Cars UK. Headhunted by Land Rover, John's initial focus as Marketing Director was to improve its brand image and help launch the new Discovery model. Again he advanced through a number of key roles, culminating in his appointment to Rover Group's Board at the time of the BMW takeover. Although initially positive, the relationship deteriorated and in

1995 John left, as he says in a disagreement over strategy. "I had a strategy of continuing to work for BMW/Rover, whilst their strategy saw me leaving." Wanting to stay in marketing, John began consultancy work, which included being Director General of the Walpole Committee (a confederation of great British brands) and an 18 month assignment as interim CEO of a textile company in Mumbai, India.

In 1998 John became Managing Director of Harley-Davidson Europe and has overseen a doubling of the European business for Harley-Davidson, one of the most successful consumer products companies in the world. John believes business success lies in staying close to your customers and staff, and by ensuring the organisation's direction is clear and well understood.

John lives near Leamington Spa with his wife Norma. They have four grown up sons and a grandson. John's busy schedule includes a lot of riding based events with Harley-Davidson customers, but in his free time he likes walking and power boating in Devon.



Atmaana sponsors Chief Fire Officers' Association Conference

Atmaana's first newsletter announced plans to create a new sector capability focusing on the Emergency Services and Public Safety. An early initiative to increase Atmaana's market presence occurred earlier this year at Warwick University (HRI). Atmaana sponsored and assisted in the running of a CFOA conference and workshops, aimed at evaluating progress on two of the workstreams, which form part of the regional modernisation agenda: Procurement and Human Resources.

The event was well attended by over 50 regional representatives, who reported patchy progress on procurement and HR. Many Fire Authorities are finding progress difficult owing to their limited resources, budgets and lack of wider

management expertise. Atmaana, is well placed to assist with its knowledge of best practice from working with 'blue chip' companies and from years of successful projects in the public sector. In particular, our experience with the Ministry of Defence, introducing technological innovations, process improvement and management of change.

Atmaana's Chairman, Vice Admiral Sir Jeremy Blackham (Rtd), shared his thoughts and experiences about embarking on major organisational change and the importance of a good communications strategy. He reinforced his message with a case study of a large MOD procurement project from his time as Deputy Chief of the Defence Staff. The final Q&A sessions of the day were lively, but produced well informed answers and overall the delegates felt that they had benefited from attending the event.

Virgin Atlantic

Virgin Atlantic is always striving to enhance customer satisfaction and so called in Atmaana to help develop their five year strategy on airport development.

The Virgin Atlantic brand is exceptionally strong and the airline's on-board service and product offerings are industry leading. However, Director of Customer Services Paul Dickinson recognised that it is often difficult for managers to interpret this strong identity at the operational level. Paul wanted to provide a clear direction for the service the airline provides to passengers on the ground. Accordingly, Atmaana's starting point was a workshop to define the structure and

headline objectives for the strategy, together with a clear mission statement to drive communication of the strategy throughout the airport management organisation. Atmaana produced a summary of the vision, objectives and justification for the strategy. This document was adopted by the Virgin team and formed the basis of the analysis phase of the strategy development process.

Enhancing the customer experience on the ground is a key strategic objective and Atmaana was tasked with analysing the customer journey through the airports, for example looking at transfer passengers and how lost baggage is dealt with. The findings were benchmarked and analysed against the customer journey provided by key competitors and industry leaders. Atmaana's report and recommendations were well received and are currently being integrated into the final strategy.



Knowledge Management

Knowledge Management and Communications Project At The Home Office's Drug Interventions Programme



In order to drive performance improvement, I invited Atmaana to undertake a review of communications and the way knowledge is managed and shared internally within the Home Office Drug Interventions Programme (DIP).

The aim of the project was to improve the Programme's capability to access, share and exploit information. My sense was that as a team we knew much more than our systems and practices were allowing us to share with each other and we needed to exploit that knowledge for performance delivery in the field and central policy development. The objectives of the project were threefold: firstly to find out what the DIP Team's outstanding needs were, secondly to establish why current information management practices might not be working, and thirdly to determine what could be done about it.

The review enabled us to capture the current state of the way we worked as a team and it also provided a measure of how well information is accessed, shared and exploited. This is a vital step in determining whether the Programme is making the best use of information in its efforts to reduce drug related crime.

The review's findings and recommendations – which received a very positive response from staff as well as the Senior Management Team - are now being taken forward, with atmaana's help, as part of an internal Communications Strategy to ensure that these benefits are realised.



Peter Wheelhouse, Programme Director, Drug Interventions Programme

The Fire and Rescue Services are presently going through a period of rapid change. Atmaana is currently working closely with the nine Services in the South East Region to help them meet these demands, as set out in the new national modernisation agenda.

Learning and Development plays a huge role in maintaining the operational capability of the Fire and Rescue Services. To get it wrong could cost lives. It is in the area of Learning and Development that the South East Regional Management Board has set two aims for Atmaana: firstly, to review the current provision of activities within the South East Fire Authorities; and secondly, to prepare a strategy for improving the effectiveness and efficiency of its provision in the region.

Atmaana's appointment by the Management Board was based on their confidence in our ability to deliver "Evidence of a thorough, objective review of, and a recommended strategy for, Learning, Development and Training for the Fire Services in the region."

Atmaana is covering every aspect of Learning and Development, conducting a detailed analysis of the requirements for a diverse range of topics including: governance arrangements, administration, finance, quality management systems and training facilities and content. The project is on track to identify the potential to achieve improved efficiency and facilitate harmonisation of Learning and Development across the region. This is especially important at a time when the Fire and Rescue Services are being encouraged to collaborate more at a regional and national level as part of their modernisation programme.

Atmaana's work with the SE Fire Services provides further evidence of our successful strategy to expand our consultancy services to include a specific focus on the Emergency Services. Atmaana's team combines the best of applied management consultancy practice with extensive 'Blue Light' Service expertise, and is supported by a strong track record of delivering similar projects involving strategic reviews, requirements definition and performance improvement across the public sector.

south east
fire



in-house connections



We are Sailing

Tack, jibe, jibe... Oxford Sailing Club on Farmoor reservoir, was the venue for Atmaana's July team meeting and a chance to escape the office. The aim of the event was to have a good time (of course), but also to encourage some collaborative working. Many of our consultants do not interact on a regular basis because of working with different clients.

Following the morning's team meeting, we took to the water. Fortunately, each boat had an instructor on hand to help everyone learn the ropes. It was a steep learning curve for most! Once everyone was familiar with the basics of tacking and jibing, a race was set up to put the new skills to the test. The teams set about the task like well oiled machines and without a single "man overboard"!

Atmaana gains competitive edge in Automotive Sector

Gentlemen start your engines...Atmaana personnel entered the fiercely competitive automotive sector for a petrol-fuelled Grand-Prix at the local Go-Kart track. Each individual's determination to win was tremendous and thus the event 'backfired' as a team-building exercise, at least until we reached the pub, but everybody had a great time!

1st - James 'Raikonen' Radford. 2nd - Jim 'Montoya' Matthewson - nothing could split them, 3rd - Richard 'Fisichella' Fleming. Fastest Lap - Jonathan 'Jenson' Woolley. Dirtiest Driver - Steve 'I'll cut you up' Clews - reprimanded by the management. 2nd Dirtiest Driver - Richard 'Basher' Bruges - bringing serious disruption to the final. The Bernie Ecclestone Award - Harish Natali - for negotiating a future discount.

GO!

...Vroom, vroom

atmaana goes green

Atmaana has committed itself to a best practice sustainable business model. We are convinced that this approach is not only the right thing to do for the environment, but also the right thing for our business.

Some of the first tangible steps we are taking include:

- Planting native trees in UK forests to offset our carbon emissions. We are conscious, that as a professional services company, our biggest single impact on the environment is the business mileage undertaken by our consultants. We are taking steps to minimise unnecessary travel, particularly by car, and thus continue to invest in new telecommunication technologies. However, we recognise that there is a limit to how far we can progress in this regard. Hence, the offsetting of unavoidable emissions through long-term tree planting at Northcombe Wood in Devon.
- Sponsoring Warwickshire Wildlife Trust. The Wildlife Trusts in the UK manage more than 2500 nature reserves, campaign for the protection of wildlife and invest in the future by helping people of all ages gain a greater appreciation and understanding of wildlife.

This is just an initial start and we will continue to review and develop our sustainable business model as new ideas and technologies become available.

No1. in Japan

Atmaana's IT support helpdesk is bolstered by a student each year. Lee Jackson is our latest recruit and plays guitar in a band called Fast Reaction. They were No1. in Japan earlier this year. Our thanks to Darren McDowall, who is going back to Coventry University in the autumn.

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