

Building Operational Resilience for Growth: Medical Sales & Distribution Company

Client Overview

A UK-based Sales and Distribution company supplying medical implants to trauma and oncology patients. With over 15-years in business, the company was experiencing significant growth and needed to scale operations without increasing headcount.

Challenge

The Operations department (11 team members) was tasked with absorbing growth while maintaining service quality.

Key issues included:

- Poor communication & quality issues
- Time pressures, unbalanced workloads and reactive working
- Lack of stock & consignment visibility
- Manual, paper-based processes & double keying
- Siloed information & inconsistent data handling

Objective

To build efficient, scalable operational foundations that support growth, with a strong focus on automation, process optimisation and behavioural change.

Two-Phase Programme Approach

The programme began with a series of collaborative workshops involving the full operations team.

These sessions:

- Created a shared vision and goals for the future state
- Encouraged open dialogue to surface pain points and inefficiencies
- Identified 48 improvement actions, which were then prioritised based on value vs. effort and grouped into Phase 1 (quick wins) and Phase 2 (strategic enhancements)



£150k in headcount saved



48 Improvement actions identified



85 hours per month of efficiency delivered



50% improved team satisfaction

Phase 1: Quick Wins & Early Benefits

Goal: Deliver improvements without significant capital investment.

Approach:

- Applied Lean and Kaizen principles to identify and eliminate waste
- Prioritised actions that could be implemented rapidly for early impact
- Increased process hygiene and compliance

Key Improvements (selected examples):

- Established digital-first behaviours, reducing reliance on notebooks and local files and leveraging existing systems
- Improved data quality and time, using batch system uploads
- Introduced structured meeting landscape and agendas to improve communication, prioritisation and workload management
- Renamed Non-Conformance Reports (NCRs) to Continuous Improvements (CIs) and embedded to shift mindset from blame to learning
- Reduced 'movement' in warehouse roles, through improved stock locations and assembly approaches
- Identified and closed competency gaps, upskilling existing team members and improving quality

Phase 2: Strategic Enhancements & IT Enablement

Goal: Deliver more complex changes involving wider stakeholders and third parties.

Approach:

- Managed cross-functional projects and vendor relationships
- Delivered IT enhancements using existing ERP systems and tools such as Power Automate and Power BI
- Supported behavioural change through coaching, effective communications and structured learning



**£150k In
Headcount
Saved**



**48
Improvement
Actions
Identified**



**85 Hours Per
Month of
Efficiency
Delivered**



**50%
Improved
Team
Satisfaction**

Key Improvements (selected examples):

Stock Management:

- Built new functionality into ERP for real-time stock visibility
- Implemented RFID for efficient stock intake and tracking

Process Automation:

- Automated invoice processing and logistics tracking via ERP and Power Automate
- Linked sales and back orders to eliminate manual Excel work
- Created automated expiring parts reports and email alerts

Business Intelligence:

- Developed operational KPI dashboard in Power BI to enable data-driven decisions

Results & Impact

- Increased throughput without additional headcount
- 50% improved team satisfaction
- Reduced manual processing and eliminated double keying
- Enabled scalability with no additional operational headcount required despite a 40% increase in order volume
- Improved communication, accountability and continuous improvement culture
- 100% of team members now input data into central systems, eliminating information silos

BPO Role

- **Collaborative Workshops:** Design and facilitation of collaborative discovery, scoping and planning workshops
- **Business Process Analysis:** Led root cause analysis and process redesign
- **Programme & Project Manager:** Oversaw phased delivery, stakeholder engagement and third-party coordination
- **Change Leader:** Drove behavioural change and team development
- **IT Delivery:** Worked with existing third parties and internal stakeholders to delivered ERP enhancements and automation.



**£150k 3-year
Headcount
Costs Saved**



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Actions
Identified**



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Here's what the icUK General Manager had to say:

"The Implantcast business model is evolving and I was keen to ensure the operational business systems and processes support our future growth aspirations. Heather at BPO led my operational team through an efficiency programme with the core objective of increasing capacity without increasing operational headcount, and without impacting employee and customer satisfaction. The results exceeded expectation with £150k savings banked over a 3 year period, employee satisfaction increased by 50% and positive impacts on customer experience through improvement of process quality and automation."

Here's what the HoD of Operations had to say:

"I have worked with Heather over the past five years and have consistently found her support to be both strategic and invaluable. She has played a key role in supporting my professional development and the broader growth of the business. Heather has worked closely with me and my team to streamline operations and effectively navigate periods of change. She has been instrumental in helping us establish structure, define clear timelines, and set achievable goals that align with our evolving needs. Heather is always approachable and responsive, she offers expert guidance and insightful recommendations and tools that help us move forward with confidence. I would highly recommend her consultancy services to any business seeking dedicated and results-driven support."



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