



## Company Profile



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Enzyme has built a strong track record working with organisations taking a Systems approach to successfully addressing complex problems of sustainable quality service and productivity.

Grounded in the science of Systems Thinking, the methodologies come from years of formal research and alliances with numerous academic institutions, decades of on-the-ground experience across the globe and a very pragmatic desire to achieve real, sustainable results quickly.

Applicable in a wide range of circumstances, cultures and jurisdiction, there are some fundamental features in common which consistently deliver results:

- **Discovery** – new insight, stakeholder engagement and lasting change come from providing the tools and the opportunity for those in the organisation to discover for themselves the issues and the relevant solutions.
- **Focus** – building genuine consensus around priorities for action is key to mobilising talent and effort effectively.
- **Speed** – our clients typically achieve in days and weeks what has taken months and years in the past. The results are just as robust, our proven approach is simply much more efficient at getting there.

The most common feedback we get from our clients is that they have achieved far more in the short time than they ever thought possible without the apparent need for a major transformation program and an army of consultants. They have results they can action, a significant lift in the organisational capability and very high value for money.

Most often clients engage Enzyme to:

- Discover and agree priorities whilst building consensus and momentum for action – policy, strategic and business planning; major issue or crisis response; budget priority setting. – **Accelerated Business Focus**
- Customer or stakeholder value discovery; what do they really want, what are their priorities and what do we do to address them? How do we deliver most “bang for our buck”? – **Stakeholder Value Discovery**
- Strategy and policy options testing and simulation using interactive Systems Dynamics models where the complex interplay between both hard and soft variables (eg community wellbeing and cost of programme delivery) can be examined. – **Systems Simulation**
- Map, analyse and transform processes extremely quickly. Our systems thinking approach to process improvement generates results in days and dramatic improvements in weeks. – **Ultra-Rapid Process Improvement**

What distinguishes Enzyme most, however, is the way we engage with our clients.

We do not employ a large number of general consultants to develop and deliver a solution for the client to implement. Increasingly we find that our clients want a more collaborative approach. Enzyme brings very high levels of expertise and experience, but our aim is to share our intellectual property and transfer those skills, building the capability for our clients to do this for themselves. Our clients have very real challenges they need addressing, but they also want to build the confidence and capability to address similar issues in the future. The primary focus is still to address a pressing concern, but in the process we use a combination of expert consulting, facilitation, formal training and on the job mentoring and support to achieve a lasting result.

This consistently delivers a much higher quality result in a shorter timeframe – immediate value and effective skill transfer.

Founded in Australia in 1994, Enzyme has extensive experience across many industries, countries and cultures. We have worked in Australia and New Zealand, Europe, UK, US and Asia. Clients include major corporations, not for profit and many public sector organisations, federal, state and local.

For example, in the private sector:

- IBM - key account retention strategy
- Westpac - customer value discovery, financial control processes
- Alliance, QBE, IAG, OneSteel, Optus - customer experience transformation
- Liverpool Victoria - claims process transformation
- Lloyds TSB - customer experience transformation
- API Pharmacists Advice – store experience transformation

...not for profit:

- International Standards Organisation - transformation of end to end process for standards development

...and public sector:

- University of Canterbury, NZ - post earthquake recovery planning
- Deakin University, Melbourne and Nottingham Trent University UK – library service transformation
- University of Canberra – joint venture to deliver executive courses in Systems Dynamics and modelling, Communications planning and Student Administration
- Australian Federal Government:
  - Department of Education, Employment and Workforce Relations – response to significant budget reductions and process transformation
  - Department of Health and Ageing – organisational design, process transformation
  - Department of Immigration and Citizenship – process transformation
  - Department of Foreign Affairs and Trade – APEC Capability Building
- Australian State Governments:
  - Department of Human Services, Victoria – client experience transformation for housing services
  - Department of Health and Human Services, Tasmania – review of the Tasmanian Health System to determine opportunities for efficiency gains and structural and process improvements.
- Health:
  - Royal North Shore Hospital – antenatal and ED patient flows, perinatal research coordination strategy, organisational planning
  - Northern Sydney Local Health District – Rehabilitation patient pathway modelling and strategy; hospital avoidance strategies; ambulatory care centre models of care
  - Kolling Research Institute – strategic planning; ethics and governance process
  - Oncology clinics – patient experience and process transformation

Managing Partner and Founder, Dr Kevin Austin is a highly regarded consultant with wide experience gained over more than 30 years in practice with large and small organisations of all types around the world. With a PhD in clinical pharmacology and computing science, he has held senior roles in CSIRO, IBM, PA Consulting and NSW Department of Health.

He has gained an international reputation for innovative ideas and practical, down to earth solutions that get results. He is a sought after speaker and adviser to many of the world's leading organisations.

### **What some of our clients have said:**

The relationship with Enzyme, and the processes used by Enzyme in a variety of workshop, team and process mapping forums, has resulted in:

- a focusing of staff attitudes and culture towards client needs. The cultural change has been developed over the 5 years we have been working with Enzyme.
- improved communications both within the organisational unit and with the wider University community. Morale is improved and our external reputation is also high.
- improved general management practices: Strategic Plans are "strategic"; operational plans link to the strategic plan; performance measurement tracking is used. The net result is that we enjoy a good reputation within the University for financial and staff management.

#### **SUE MCKNIGHT**

EXECUTIVE DIRECTOR, Learning Services & University Librarian  
Deakin University

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I have partnered with Enzyme over the last 10 years in many contexts. What I have found that to truly build great results you need to ensure your team has a strong customer and stakeholder focus, the business needs to be founded on customer insight. The Enzyme Customer Value Discovery process elicits deep insight into the key focus areas that matter most and strengthens the business planning and strategy development. It creates a compelling reason for management and staff in the business to engage in the journey for change.

I find that executives from other areas of the IAG business, whom I also involve in the Enzyme Customer Value Discovery process, immediately begin feeding the insights they gain into the build of their businesses. Enzyme has very strong support throughout the business because you end up with useable data – not drowning in it.

Enzyme are exceptional in delivering on what they are preaching – customer value. When you work with Enzyme, you are listened to and they deliver what you want and need to address your business turnaround. They deliver outstanding professionalism, flexibility and personal support. In my view, there's no competitor in terms of the Customer insight methodology and the people within Enzyme who deliver results.

#### **JACKI JOHNSON**

CHIEF EXECUTIVE OFFICER, E ventures  
Insurance Australia Group

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I wasn't very popular with consultants at Telstra, as I generally found them of little value, trying to do things that management should be doing. I only hired a few of them, and one of the most effective was Kevin Austin.

Kevin had a very practical commercial approach, and was right in line with what we needed to do at Telstra, which was to find ways to make the customers' experience with the people representing Telstra a totally positive one. The people at the front line... the coal face, as we say in Australia, knew what irritated the customers, and most of the time they knew how to fix it. Moreover, the front line employees also wanted to please the customer because that made their jobs more pleasant and rewarding. So we instituted a program called "My customer, My job" and established 117 teams of front line people to identify the irritants, prioritise them, and then develop on their own the means for removing them. My job was easy. All I had to do was to say "Go ahead!" and they did!

The result was a marked improvement in customer service, a reduction in costs (many of the irritants were costly processes that caused unnecessary and repeated work functions), and a more satisfied work force. Higher retention rates allowed better experienced people on the firing line. This was a win win win all the way!

Now this may sound easy and maybe I should have been able to do it without a consultant. But Kevin had the insight, style and methodology to bring results about quickly and with the full cooperation and enthusiasm of the people. They all realised that THEIR customer and THEIR jobs had been made better.

#### **CHARLIE ZOI**

GROUP MD FOR BUSINESS, International, Wholesale and Regulatory  
Telstra (5yrs) under CEO Frank Blount

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We have achieved more in the last two days than we have been able to do in the last 4 years (in terms of agreeing the focus and building consensus within the senior management team).

#### **DIRECTOR OF A MAJOR UK INSURER**

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"The piece of work was to help LV radically review and change its working practices and to concurrently reduce our cost base. The approach is completely different to any method I have seen previously and my belief is that we will realise a significant improvement both in terms of the customer experience and the associated costs. The financial analysis which underpins the methodology has impressed our Chief Executive".

"The financial benefits are likely to be in the region of seven figures".

#### **KEVIN DURKAN**

GROUP DIRECTOR MEMBERSHIP SERVICES, Liverpool Victoria

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No other business consulting process I have experienced is so engaging for participants. In our case, the participants were our staff. Enzyme's techniques required our staff to be engaged the whole way through. As they are the people who had to implement the resulting strategies, they understood how important the CVD process was, and so they became incredibly focused on customer service. Even employees who were tough nuts to crack can hear what their customers say, and so they immediately understand the need for change and accept and work towards this."

**PROFESSOR SUE MCKNIGHT**

PRO VICE CHANCELLOR LEARNING RESOURCES, University of Canterbury, New Zealand

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"Without Enzyme's qualitative and quantitative modeling, we would not have had the insights we needed to develop a compelling customer proposition. When we launched, the response from customers on how our proposition meets their needs was overwhelming."

**JACKI JOHNSON**

NEW ZEALAND CEO, Australia Insurance Group [from 1 November 2010]

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"All Enzyme services are underpinned by the high level of expertise in facilitation and design which permits a very flexible response to organisational needs. For example, it is a sophisticated range of facilitation tools and methodologies which permits the radically fast mapping of processes and modelling of fully automated interactive model simulators with which to test a variety of strategy options. Participants inevitably are fully engaged, feel engaged and cannot help but take ownership of the outcomes."

**JOHN TUCKER**

CEO Standards Australia

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This is just a quick note to let you know how thrilled everyone has been with the workshops that your organisation recently ran across DEEWR. The workshops were extremely successful in engaging DEEWR staff and generating some wonderful ideas to position us as we move forward.

The workshops have been pivotal in identifying a plan of activities to convert into "whole of DEEWR" actions which underpin the launch of our new tag line - Shaping DEEWR's future.

At Secretaries' Board I mentioned how delighted I have been with a small consulting firm called Enzyme, who used an evidence based method to elicit 9000 ideas across DEEWR of what work we could stop or change in the light of budget reductions.

They hosted more than 100 workshops (every branch) as well as all SES and the Executive, they shared their IP, they trained our people to facilitate the sessions. The sessions are very interesting – much work is done in silence and then they use voting technology for fast prioritisation.

They also do BPR in a very fast way and we have done it for recruitment and will now do it for ministerial correspondence.

**LISA PAUL AO PSM**

SECRETARY, Australian Government Department of Education, Employment and Workplace Relations

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