

Case Study

Software Development Co

Problem

The company was keen to roll out a company-wide Process Simplification Programme, building on the initial work undertaken by a small team of Process Simplification Experts. In the short term there was a need to demonstrate the benefits of the approach, at the lowest cost, and with a project that delivered a quick payback in terms of reduced cost and / or increased revenue.

Approach

Awareness Training:

We developed and delivered a half-day workshop for 7 members of the Process Simplification Team. The workshop introduced an outline of the revised process improvement process we recommended, the project approach and an overview of the main improvement approaches to be used.

Process Improvement:

Over a four week period we worked with members of the project team on the process improvement project. The project focused on four separate sub-processes:

- Renewals cycle notification process
- Renewals forecasting process

- Cancellation / credit process
- Renewals MTD process

Each of these sub-processes was simplified / re-engineered by applying the revised improvement process. Key stages included:

- Drafting Current State maps using Data Flow Diagrams
- Constructing a SIRPORC analysis of each sub-process
- Defining current state measures
- Agreeing appropriate Future State measures
- Analysing strategic objectives to understand how they could be met in the Future State process mode
- Creating a Future Logical map that takes account of the strategic objectives
- Creating two Future Physical maps ("Tomorrow" and "3 year" for each process), allowing a staged approach to implement the necessary improvements.

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Outcomes

The following outcomes were successfully achieved:

- A clear, documented process was developed for Renewal Notification, Forecasting and Cancellation processes.
- Duplicate and wasted effort between departments was removed
- Four sub-processes were consolidated into three
- The creation of common shared databases and common process eliminated key man dependencies.
- The processes were documented, simplified and clarified
- Two Future State Maps were created for each process – one that could be implemented the next day, and another which represented an ideal future state.

The ideal future state envisaged one central database for both data capture and manipulation.

Results

Members of the Process Simplification Team were trained in the improvement process and followed a "live" project from beginning to end, giving them the skills and confidence to work in their own areas on improvement projects.

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