

# IT Company Lean Transformation Case Studies

How FlowPlus helped a UK based public sector organisation transform their operations to work in a smarter, leaner way.



# INTRODUCTION

While offices have long been seen as vastly different to production environments, they do share a lot of similarities, and the principles behind lean improvements in manufacturing can be transferred into office environments with surprisingly large benefits. Although there is not a product being physically created, a “work item” is being processed and moving through a system and as such, improving flow and removing waste can have vast benefits to productivity, cost and customer value.

Having helped many organisations with their Lean & Continuous Improvement journey, we have selected a IT firm to use as a case study to demonstrate our process and the typical results we achieve.

The nature of our work is determined by our initial assessment phase, where your improvement potential is uncovered and an improvement roadmap created. Ultimately, every client is unique, which is why we don't use a 'one-size fits all approach', every solution is tailored to each client.



# THE SOLUTION

## THE FLOWPLUS TRANSFORMATION PROCESS

The 3-step FlowPlus transformation cycle is a tried & tested way to achieve sustainable, long-term results. Following the transformation cycle, FlowPlus & our client worked as one-team on the journey towards Operational Excellence.



### 3 Sustain

In order to improve & imbed a lean culture, a bespoke lean training package was created and trained across the organisation. Continuous improvement infrastructure was implemented with all teams partaking in a daily 10 minute meeting to discuss KPI's and voice improvement opportunities. Further weekly problem solving meetings allow all staff members to be involved in the design & implementation of solutions and improvements.

### 1 Assess

Our journey started with a thorough assessment phase where we uncovered the organisations potential and conducted a 'gap-to-potential' analysis.

Over the space of 5 days, we observed operations, collected data and gained an in-depth understanding of their unique challenges. By the end of the 5 days we knew where they were on their operational excellence journey and what needed to be done to become best-in-class. The assess phase concluded with a report outlining the transformation roadmap and their journey to excellence.

### 2 Implement

Working as one-team with our client, we followed the roadmap and started by launching the most impactful initiatives aligned with the organisations strategic aims. Benefits included; improved service levels, reduced delays & queues for services, cost savings & the development of a continuous improvement culture.



Assess



## IMPROVEMENT STARTS WITH DATA.

We make data-driven decisions, using facts and insights to guide our solutions. That's why we have confidence we can make such a big impact.

## WORKING AS ONE-TEAM

The transformation process started with a thorough assessment phase to uncover areas for improvement and gain insight into current practices.

Working with a team at the organisation we first collected data; service levels, waiting times, service capacity, cost etc. The team mapped the process for some work items through different value streams, observed work being processed and spoke with the people who were closest to the processes. Areas with large amounts of waste were highlighted and problems that hindered flow identified.

The FlowPlus Lean Maturity Audit™ reviewed operations in 25 categories across the whole organisation, enabling priority to be focused on the areas with greatest improvement potential.





Assess



## PAVING THE WAY TO OPERATIONAL EXCELLENCE.

The assessment identified end to end testing as an area with large improvement potential as waiting times were large, costs for the department high & large variation was leading to inconsistent results from the testing. The implementation roadmap was created with a focussed improvement workshop in E2E testing as the first pilot project, followed by improvements in other areas.

The audit identified significant scope for improvement across the organisation in the following areas:

- Flow
- Efficiency
- Continuous Improvement
- Culture

### INITIAL STATE PERFORMANCE (BEFORE):

**E2E DEPARTMENT LABOUR RESOURCE: 68**

(The Full Time Equivalent number of employees it requires to keep up with demand of end to end testing)

**E2E LEAD TIME: 19**

(The time between a customer requesting and E2E test and the test being completed)

**VALUE ADD PERCENTAGE 1.75%**

(The percentage of the lead time that the is spent on value adding tasks [the testing])

**OPERATIONAL EXCELLENCE**





Implement

Following the transformation roadmap produced in the assessment phase, we facilitated problem solving workshops focused on reducing waste and improving flow in the E2E testing department. Redefining the process to minimise the number of process steps and cut down the amount of waiting time allowed the lead time to be dramatically reduced. Planning was improved with the use of digital Kanban boards and work was balanced to ensure that queues did not build up at any stage of the testing process. Communication between customers and the department was improved so that future releases could be planned into the work schedule in advance, and an easy-to-use dashboard was created to allow the customers to see problems identified in testing and allow both the customer and the department to track the progress of the solutions. Individual and team KPI's were introduced to allow the team to track the performance as improvements were implemented. With the results evident in the E2E testing department, similar workshops were conducted across departments at the organisation.

**REAL RESULTS MEASURED**

We don't count our days on-site; we judge our success by our results.

**FINAL STATE PERFORMANCE (AFTER):**

<b>E2E DEPARTMENT LABOUR RESOURCE:</b>	<b>44</b>	<b>-24</b>
		<b>FTE</b>
<small>(The Full Time Equivalent number of employees it requires to keep up with demand of end to end testing)</small>		
<b>E2E LEAD TIME:</b>	<b>8</b>	<b>-57%</b>
<small>(The time between a customer requesting and E2E test and the test being completed)</small>		
<b>VALUE ADD PERCENTAGE</b>	<b>4.1%</b>	<b>+134%</b>
<small>(The percentage of the lead time that the is spent on value adding tasks [the testing])</small>		

# DEVELOPING A CONTINUOUS IMPROVEMENT CULTURE

Improvements can only occur once performance can be measured. That is why we created digital & automated KPI dashboards for all departments in the organisation.

A bespoke lean training package was created and trained to all staff, teaching basic lean principles and some of tools used to reduce waste and improve flow.

A 10 minute daily Continuous Improvement (CI) meeting was set up for each team, allowing teams to voice problems, share improvement ideas, track KPI's and track ongoing projects.

Each team has a weekly problem solving meeting; using a structured approach to find solutions for problems identified in the daily meetings.

Sustain



## AUTONOMOUS PROBLEM SOLVING

Within the first month of introducing daily CI huddles with team KPIs, 5 initiatives have been launched and results are already improving.

# WE BELIEVE EVERY ORGANISATION CAN BE IMPROVED

Right now, within your organisation, there are complex and apparently insurmountable challenges to solve.

Equally, there's hidden opportunity to tap into. If you're going to overcome those obstacles, unearth that potential and keep on improving as an organisation – change is essential. But where to start? How do you make the right changes? And how do you make them stick?

That's where we come in...

Contact us;

[enquiries@flowplus.co.uk](mailto:enquiries@flowplus.co.uk)

