

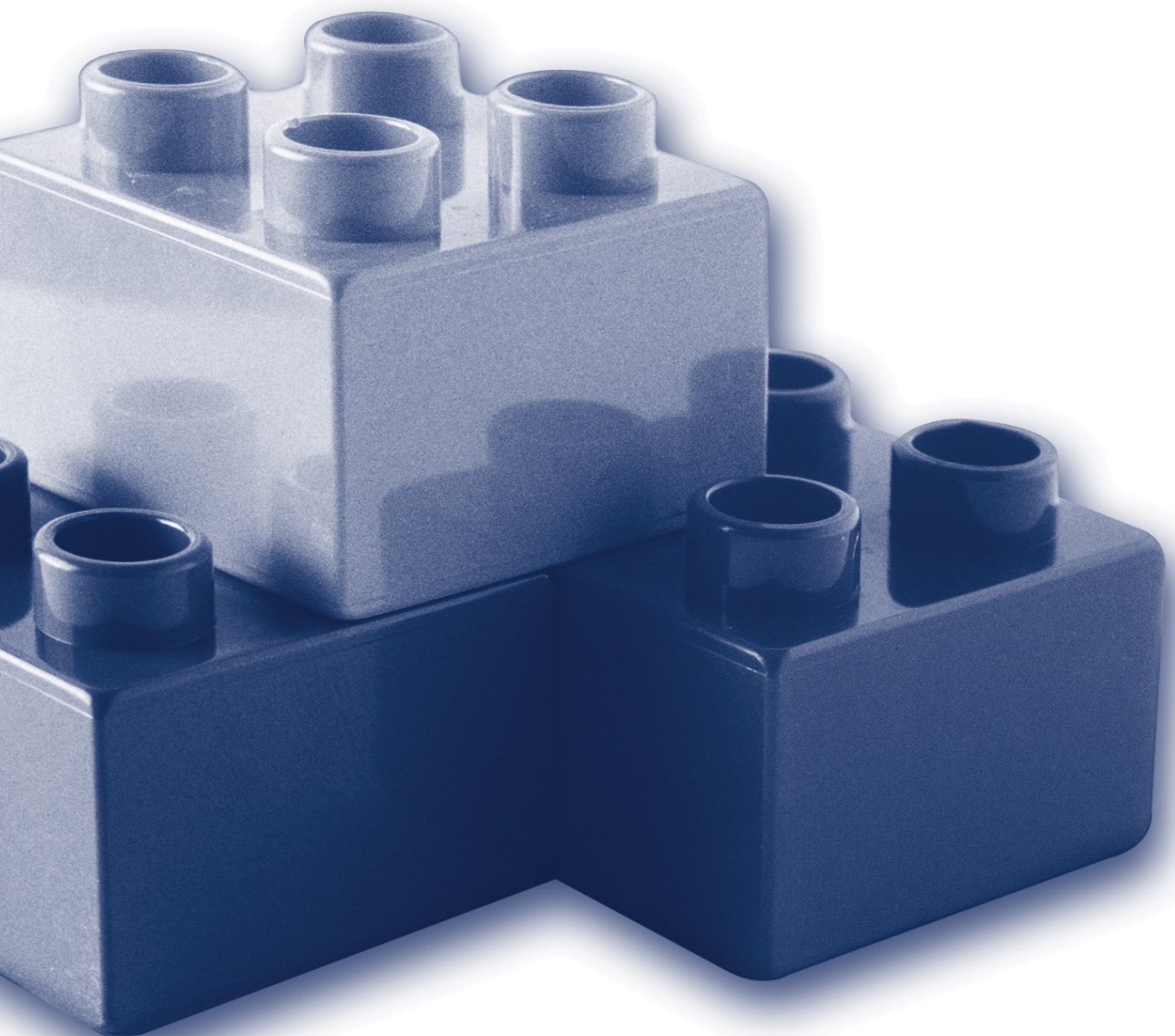
# Case Study: Administration



**zentec**

Process Consulting  
and Management

## Productivity, Capacity and Personnel Development



Leading through Continuous Improvement<sup>©</sup>

# Case Study: Administration Improvements

## Background

We are approached by a large, multi-national publisher who were searching for a new way to stimulate change in their organisation. Their key goals were productivity, capacity and personnel development.

They were searching for a consultant to support a program of change for a number of departments over a number of months. Ideally they wanted a solution that could be run at various time periods throughout their financial year to tie in with departmental workloads.

Some departments were available at similar times and had similar workload pressures so it made sense to keep them together as a workgroup.

We tailored the program to deliver a cost saving to the business, that would return the investment many times with the year, coupled with a step change in the behaviours of the personnel involved in the improvement program.

## Program Rollout Plan

The program we developed was one that extended over twelve weeks with clear start, activity and conclusion phases. Three departments were to be included in each twelve week program before it moved to the next three departments.

The start phase began with program outline briefs being delivered to the departments to prepare them for the changes and demands that would be placed upon them in the coming weeks. Several core personnel were selected from each of three different departments and all briefed about the commitment required as a core team member.

The start phase included a number of days of training for all of the attendees in core Lean tools such as Current State Mapping, 5s, 7 Wastes, Metrics and Standard Work.



## Training

Each participant in the Lean journey process must understand some of the core Lean tools if they are to apply the same in their work environment.

Working through the tools in group seminar sessions allowed for lots of questions and interactions from the audience. It allowed each person to explore how the tools could be effective at changing the current operating way.

All questions were encouraged to get everyone participating in the program and get over any preconceived ideas of how the program might unfold.



## Program Activity

Once the training was complete we led the teams into the activity phase based firmly in the real world.

Each of the three groups began to apply the lean tools in their own work area. The first activity was to list all of the tasks and their frequency along with any regular defects or issues associated with those particular tasks. Once identified, the task that occurs most often and with the highest number of issues was ranked as the first to be mapped. All of the tasks will be mapped during the activity phase but the most troublesome were selected first. These release the most amount of time back to the team once they have their waste activities eliminated.

As the program progressed we coached the teams how to identify and eliminate waste in their various tasks. All of the 7 Wastes were clearly identified and processes were modified to reduce the level of waste present. Preventing the waste returning is key and to that end we established clear Standard Work documents to define each process in as much detail as necessary to ensure complete compliance each time the process takes place.

# Case Study: Administration Improvements

## Challenging the Norms

One of our key themes throughout the time we were together with the various teams was to encourage each of them to challenge the status quo. There are no questions that cannot be asked and we fostered that behaviour in each of the attendees.

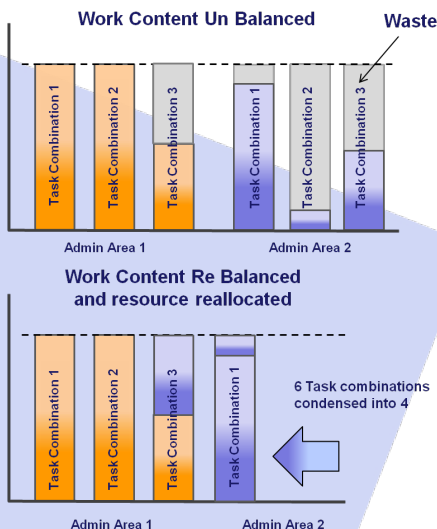
Just because something had always been done a particular way did not mean it was the best way it could be done. It may be true that it was the most effective way in which to work but each attendee was encouraged to ask for evidence that this was the case.

Revitalising the work team through a challenging and thought-provoking environment helped each of them to realise they were empowered to make positive change. No changes were ad hoc since each had to be qualified though the use of the Lean tools to clearly explain the benefit in productivity, capacity or cost reduction.



Once the team felt empowered, the rate of change accelerated such that all of the work tasks were mapped, assessed for waste, improved and standardised.

Any modified processes were secured through the use of Standard Work and subsequently trained out to the whole of the area work team followed by inclusion on the training matrix. Work rebalancing took place to release resource as appropriate.



## Program Close

From the outset, the program was time-bound with clear deliverables.

All attendees were briefed that a final report out at the end of the program was expected. This was in the form of a presentation by all the team that referred to their work over the twelve weeks.



All of the benefits achieved were clearly explained and any changes duly noted. Cost benefits, procedural changes, capacity increase and personal gains were highlighted.

The presentation report-out was to their senior management team who were involved at the outset of the program so each was keen to show progress.

Whilst this was not the normal type of presentation that they were familiar with, each of them presented faultlessly and with confidence.

## Outcome: Productivity and Capacity Benefit

On each occasion the program ran, several hundred thousand pounds of opportunity were identified that each of the participants could clearly explain.

Some of the improvements were easy to implement whereas others were achieved over a longer timescale.

Applying a 50% achievement probability to the headline number still left a staggering amount of financial gain from a scalable solution. Each cycle of the program generated similar savings.

## Outcome: Personnel Development

Changes in attitude and behaviour for all of the attendees was dramatic. They each moved away from accepting the way the business operated to being inquisitive and challenging of the operating norms. Each of them constantly looking for improvements.

# Case Study: Administration Improvements

## Productivity, Capacity and Personnel Development

### Conclusion

The pilot program and subsequent roll-out across all of the business services departments delivered exactly what the customer asked for; productivity, capacity and cost savings.

The cost savings proved to be significant and the change in their employee approach to continuous improvement was dramatic .

### Next Steps

Contact Zentec Limited to find out what you can do with Lean in your business.

Don't wait, contact us now.  
Our details are below.



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