

Productivity Scan

Process audit and productivity analysis

Offer from ICG Slovakia

OUR STORY: 'PRODUCTIVITY SCAN'

WE MEASURE THE CURRENT LEVEL OF PRODUCTIVITY/EFFICIENCY IN THE DEPARTMENT AND INCREASE IT BY LEAPS AND BOUNDS

If you feel that the productivity of the department and the workload of the employees fluctuates, or you find some employees overloaded and others underutilized, we can jointly carry out an analysis of the productivity of the department, the so-called "Productivity scan". Together we will select the department to be analyzed and prepare a process audit.

In the first step, we will map all process activities in the department and prepare a data and productivity measurement strategy. We do everything in an open way and include all representative participants in each process. Based on the inputs, we prepare a data collection plan and a snapshot of the distribution of activities during the day. Our experienced team of "data collectors" is very empathetic, observes processes and identifies sub-sequences. The team calibrates and begins to measure individual process times and other necessary information. In addition to data, we collect suggestions, opportunities for process and technical improvement.

After the detailed data collection comes the data analysis, which is created by our experienced Black Belts. We measure the capacity utilization of people (TTE index), the variability of performance, but we also take into account the added value of individual activities. We compile everything into an output with our recommendation.

The result of this process audit is a capacity study describing as true a picture of real performance as possible. In the form of small Kaizen workshops that are included, we look for ways to improve the process or allocate resources differently.

"We need to get a realistic picture of people utilization and increase the utilization (meaningful allocation) of capacity)"

"Our processes and facilities are currently not optimally utilised"

"Analyze the capacity utilization of our staff and identify inefficient activities in order to create cost savings"

Situations we deal with



THE GOALS WE WILL ACHIEVE TOGETHER

In each project, we will select the key objectives that we will guarantee for you at the time of assignment. Typical objectives from similar projects are listed below.

Main goals and benefits

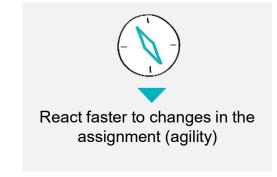






Additional benefits from the project







EXAMPLES OF BENEFITS FROM SIMILAR PROJECTS



To give an idea of the specific objectives and their achievement, we attach examples of real results achieved with a short description

42%

Redundant reports were deleted following a process audit in the Reporting Department.

Impact:

2 FTE reallocated from standard reports to Management and PowerBI reports where it was originally intended to be recruited. Impact in cost 1.8 million CZK + faster ad hoc report

Where:

Services, department that primarily dealt with standard impacts

+ 35%

Increase in daily productivity of contracts processed per person from 34 to 47 contracts.

Impact:

Reduction in contract backlogs that caused late responses to customers. Impact on NPS and overall acceptance of bids. Impact in sales of CZK 4.4 million.

Where:

Backoffice of the Telecommunications Company

- 4 FTE

Complete review of the Operations Administration department of a logistics company.

Impact:

6 departments reviewed, 12 key processes analyzed and 40 people imaged. Restructuring of work, elimination of redundant activities allowed reallocation of 4 FTE to other vacant positions in the company as agreed. Benefit 3.5 million CZK per year

Where:

Logistics Administration

70%

Up to 70% productivity gap found in Billing and Sales Support audit

Impact:

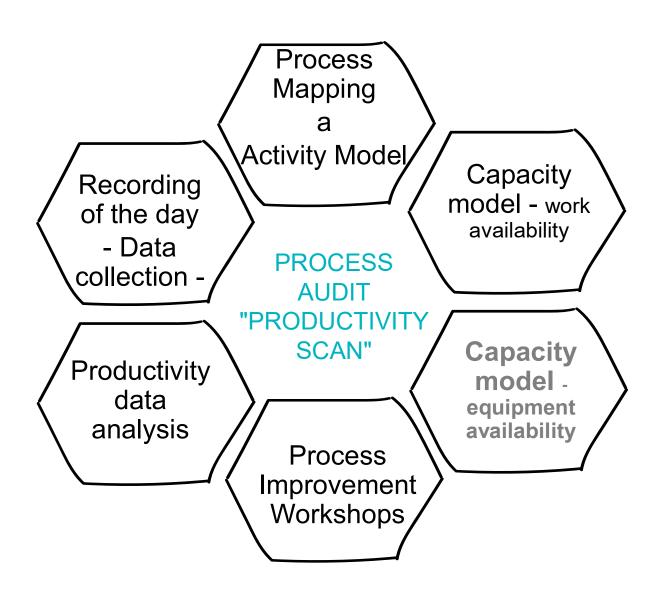
Identifying individuals with low productivity meant a complete review of work (12% of activities were redundant) and setting standards and benchmarks. A productivity alignment programme (mentoring, coaching) was set up. Total benefit of CZK 2.6 million per year (NPV)

Where:

Administration in a manufacturing company

MODULES AND TOOLS WE USE IN THE IMPLEMENTATION OF THE PROCESS AUDIT PROJECT





Process mapping and model

Understanding all the processes "flowing" through the department. The basis for capacitive scanning.

Capacity model - work availability

Analysis, where we find out what activities the employee performs and what % of time is allocated to them from the work pool.

Process Improvement Workshops

Together in structured workshops we look for solutions, new working models and evaluate process changes under the guidance of an ICG consultant.

Recording of the day - Data collection

Our consultants "shadow" employees to determine actual activity times and gather suggestions for improvement.

Productivity data analysis

Based on the collected data, we analyze the productivity of people, their variability and trend. We also analyze process time data.

Capacity model - equipment availability

For manufacturing companies, we analyze the usability of equipment.

DETAILED PROCESS - ROADMAP

1.

SETTING SCOPE AND OBJECTIVES

Selecting a department to audit

Setting metrics and targets

Together with the audit sponsor, we will select the departments to be included in the analysis. We form a project team and plan capacity and deadlines together.

We set objectives and success criteria for the project.

Outputs

- Selected departments to be included in the audit
- Proiect team assembled
- Timeline for each phase and estimate of required capacity
- Project objective set, including milestones for each phase

2.

ACTIVITY AND PROCESS MAPPING

Activity and process mapping

Identify process opportunities

For selected departments, we map individual processes, roles and responsibilities in these processes.

We identify the first opportunities for improvement (quick wins).

Outputs

- List of key processes to analyze
- Process maps with activities
- First set of "Process Opportunities"
- List of key metrics (KPIs)

3.

CAPACITY SCANNING

Preparation of the data collection plan

Client Data Collection

Directly at the workplace, we obtain information about times, allocations and process contexts - we scan the activities during the day, i.e. how much time is allocated to them from the work pool.

Outputs

- Activity time
- Time funds
- Process analysis (Lead Time of process units - how long each process takes and time alocation)
- Departmental analysis (distribution and allocation of time to employees, dep.)

4.

DATA ANALYSIS

Process data analysis (time)

Productivity and cost analysis

Based on the collected process data, we analyze the efficiency of the work. We divide the time pool into categories and diagnose the level of utilization in the categories. We define the areas with the greatest opportunity for optimization.

Outputs

- Data analyzes processed in graphical and numerical form
- Calculated work efficiency index (TTE index)
- Overview of areas with the greatest opportunity for optimization

5.

CONCEPT AND IMPROVEMENT PLAN DEVELOPMENT

Idea generation and idea action plan

Creating a capacity model

For areas of greatest opportunity, we identify a roadmap for future action. We generate recommendations for process improvements and create an action plan for each recommendation.

A new capacity model proposal can also be prepared.

Outputs

- Suggestions for optimizing processes with the greatest opportunity
- Action plans for individual proposals
- Future capacity plan (after implementation of optimization activities)

We tailor each audit to the client, but generally we always work in 5 basic steps.

1 SETTING THE SCOPE AND OBJECTIVES

WE IDENTIFY TEAMS AND PROCESSES TO DIAGNOSE

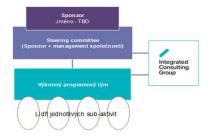
- We will define all necessary areas of cooperation. We will set roles and responsibilities for all participants, especially for the so-called Champions - project sponsors.
- We will prepare a detailed timetable for each phase of cooperation. We will estimate and confirm time estimates for all project participants.
- We will prepare a communication plan towards employees, including the form of communication and its timing. We always follow the principles of proper "Change Management".
- We present, discuss and address the most common project risks.



OUTPUTS

- Selected departments to be included in the audit
- Project team assembled
- Timeline for each phase and estimate of required capacity
- Set project objective including milestones for each phase
- Project risk analysis

Examples of outputs:



We set up project management



We will make a plan what to implement - according to priorities



We'll pick tools, teams, get to know each other.

2 MAPPING ACTIVITIES IN THE DEPARTMENT

WE IDENTIFY PROCESS ACTIVITIES AND OPPORTUNITIES

- Using a workshop with department members and process observation (GEMBA), prepare an overview of the processes/activities in the department. We will map all process activities in the department and prepare a data and productivity measurement strategy. We implement everything openly and try to include participants in a representative way.
- To understand the processes, we use a Process Overview (Process Model of the department) and process cards called SIPOC - a detailed description of each process, inputs, outputs and suppliers or customers.
- The goal of this phase is to prepare activities for time-consumption analysis and at the same time to understand the continuity of activities and immediately look for inefficient activities.
- Prepare a plan to capture the activities.

Examples of outputs:

1. Vývoj produktu a služeb	2. Hledání zákaznika	3. Prodej smlouvy	4. Sepsání smlouvy	5. Servis smlouvy	6, Změny na smlouvé
1-1 Marketingové výzkumy	2-1 Leads Management	3.1Prodej pres Direct online	4.1Zpracování nové smlouvy (vč. ztarvect)	5.1 Rizeni zakaznických plateb (priotrec vedebar)	G-1 Rizeni zakaznických změn na smlouvé (zmání pojiden, změna vyše)
12 Rizeni produktového portfolia (rozdmapy)	2.2 Rizeni marketingových Kampani	32Prodej pres Obchodni služby	4.2 Medicinská kontrola smlouvy (vc. ntervence)	5.2Rizení zákaznických dotazů (sel smal neb)	62 Rizeni zakaznických stižnosti
1/3 Vývoj produktú a služeb	2,3 Rizeni obchodních kempaní	3.3Prodej pres Externi partnery		53 Rizeni výročního procesu (evce únkové sachu nízání proces rovce smícum)	6.3 Blokece úctů z důvodu Insolvency exekuce
14 Cenotvorba produktú 8. služeb		34 Prodej přes Speciální externí partnery		54 Zasítání vyptsů a potvrzení (odní výpis, potvrzení na dané)	
		35Prodej pres Telesales		5.5Likvidace pojistných události	
		36Prodej přes pobotku		5-6 Vymáhání pohledávek (Collections)	

Basic summary of key processes

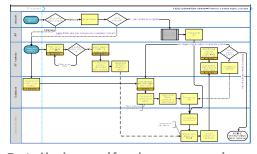
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Hi-level process map of activities - SIPOC



OUTPUTS

- List of key processes to analyze
- Process maps with activities
- First set of "Process Opportunities"
- List of key metrics (KPIs)



Detailed map (for key process)

3 CAPACITY SCANNING

DATA COLLECTION IN THE DEPARTMENT FROM INDIVIDUAL WORKERS

- Přímo na pracovišti získáváme informace o časech, alokacích a procesních souvislostech – tzv. snímkujeme rozložení aktivit v průběhu dne. Používáme software, který zjednodušuje práci a následné vyhodnocení.
- The team calibrates and collects individual process times for each worker and activity on a daily basis. In addition to data, we collect suggestions, opportunities for process and technical improvement.
- Our experienced team of "data collectors" is very empathetic and observes processes in a way that does not interfere with the work and openly explains the reasons and approach. Change Management is part of our work and we try to break down resistance to this as much as possible.
- We also use self-measurement for validation.

Examples of outputs:

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3 A	Uctovani_LLRP	Zpracování LLRP papírově	9:40:17	9:43:10	0:02:53		DL chybi	
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9 A	Uctovani_LLRP	Zpracování LURP papírově	10:59:46		0:01:50		astatní chyby	
10 A	Uctowni_LLRP	Zaúčtování_hotovosti	11:02:12		0:03:03		OK	
11 A	Uctowni_LLRP	Zaúčtování_hotovosti	11:05:02		0:02:23		OK	
12 A	Uctovani_LLRP	Zpracování_LLR9_papírově	11:54:50	11:57:48	0:02:58		OK.	
13 A	Uctowni_LLRP	Zpracování LURP papírově	11:58:10		0.08:58		Palety chybně	
14 A	Uctovani_LLRP	Zpracování_LLR9_papírově	12:07:11		0:01:59		OK.	
15 A	Uctowni_LLRP	Zpracování_LLR9_papirově	12:09:15		0:03:29		OK	
16 A	Uctovani_LLRP	Zpracování_LLR9_papírově	12:12:46		0:04:14		OK.	
17 A	Uctowni_LLRP	Zpracování_LLR9_papirově	12:17:06		0:01:29		OK	ľ
18 A	Uctowni_LLRP	Zpracování_LURP_papírově	12:18:38		0:01:01		OK	
19 A	Uctowni_LLRP	Zpracování LUSP papírově	12:19:42		0:00:26		OK	_
20M	Uctovani_LLRP	Zpracování LURP papírově	12:20:11	12:20:55	0:00:48		OK.	

We collect data on activities



OUTPUTS

- Duration of individual activities
- Time funds
- Process analysis (Lead Time of process units - how long each process takes and time alocation)
- Departmental analysis (distribution and allocation of time to individual employees, departments)

DATA ANALYSIS

PROCESS AND CAPACITY DATA EVALUATION AND VISUALIZATION

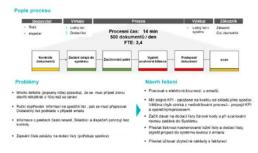
- Our consultants analyze data from many perspectives (e.g., volumes, time allocated, response or wait times). We use Minitab statistical software for the analysis. Primarily, we perform two basic types of analysis:
 - Process analysis where the primary unit is the process itself and we look at how it is implemented. We identify non-value-added activities and analyze Lead Time - the total time of the process and its utilization.
 - Time Utilization Analysis The primary unit is the employee's time utilization through individual activities. The goal is to create a snapshot of the day and month where we analyze what activities take up what % of time. We are analytical and look at aspects of means, medians and variability (standard deviations).
- The output is a robust time analysis. According to the customer's wishes, we can convert it into a cost view. We quantify the total amount of wasted and lost time.



OUTPUTS

- Data analysis with explanation
- Capacity model capacity distribution
- First ideas for solutions workload distribution concepts + cost perspective

Examples of outputs:



Process view with value

Celková kapacita	360
Kontrola fa	20
Cestovní doklady	20
Externí fakturace	145
Třídění dokumentů	18
Zapisování a kontrola faktur	70
Archivace Ext	4
Archivace interni	2
Vytvoření potvrzení	1 3

Time allocation into activities with activity value

SOUČASNOST NAVRHOVANÝ STAV

Aktivita	čas netto	FTE	Aktivita	úspora	čas netto	ETE
AKUVIIA	cas netto	FIE	AKUVIIA		cas netto	FIE
Kontrola dokladů	20,5	0,17	Kontrola dokladů	8,90	11,55	0,10
Zpracování dokladů řidičů	19,9	0,17	Zpracování dokladů řidičů		19,91	0,17
Externí fakturace - kontrola	144,5	1,20	Externí fakturace - kontrola	49.20	95.34	0.79
Třídění fakturačních dokumentů	17,9	0,15		45,20		
Zapisování a kontrola faktur. dokumentů	70,4	0,59	Reporting nákladů dopravců		13,34	0,1
Archivace Externí	4,0	0,03	Speciální ext. faktury		20,00	0,17
Archivace Interní	2,0	0,02	Podpora Spedice		15,00	0,13
Vytvoření účetního dokladu a smlouvy	13,1	0,11	Volná kapacita		64,86	0,5
Ostatní činnosti	67,7	0,56				
Celková kapacita	360	3	Celková kapacita		240	2

We get a picture of the capacity - we design a new set-up

5. DEVELOPMENT OF A CONCEPT AND IMPROVEMENT PLAN

1

WE MAKE SUGGESTIONS, BUT VALIDATE THEM IN WORKSHOPS TOGETHER

- We will describe in detail the Capacity Models of the department -Distribution of time between activities and employees with a comment on the (non-)added value.
- We will create a proposal for a new efficient process flow if it is a key process (based on the scope of the project).
- Prepare an Audit Report (presentation) standards, measured activity times, process maps and opportunities collected.
- Each opportunity will be evaluated in terms of benefits and cost of implementation. We do not have exact cost items, which is not technically possible. We are evaluating implementation on a scale of 1 -9 and dividing all ideas into 4 quadrants based on benefits and effort.
- We create an Action Plan what we recommend as changes and pass on all the know-how to the client.

Examples of outputs:



List of improvements



Evaluation of ideas in terms of difficulty and benefits



OUTPUTS

- Final Audit Report
- Workshop Outputs (Kaizen Process Improvement)
- Capacity model capacity distribution and suggestions for change
- Prioritized ideas (we use the Benefit and Effort Matrix)

About us: ICG Integrated Consulting Group

ICG INTEGRATED CONSULTING GROUP



We are a consulting company operating in 12 European countries with more than 35 years of experience. We focus on process improvement using methodology of Lean Six Sigma, business innovations and change management. We deliver particular projects, trainings and combined programs to our clients in both service and manufacturing organizations.

140

CONSULTANTS

12

COUNTRIES

35

YEARS



Global Partnerships





change factory
EUROPE

7 values of our company

- The customer is always our top priority.
 We build long-term relationship based on trust.
- 2. We deliver more than the customer expects.
- 3. We are committed to results. We are rewarded for the supplied value.
- 4. We fully adapt to specific needs and requirements of the client.
- 5. Positive feedback from the customer is the main indicator of success for us.
- 6. Whatever we do, we want to do it as the best one in our field.
- 7. We do, what we enjoy, and we want you to enjoy it as well.

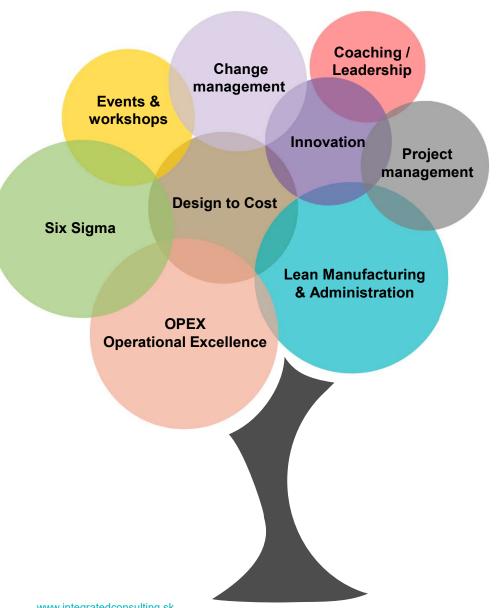
WAY OF OUR WORK: CO-CREATION



- In our work, we effectively combine expert project knowledge with soft techniques to work with people and develop people. We offer and combine tutorials, training and coaching.
- Our work is based on engaging people and using innovative approaches. Consultations and analyzes are combined with group workshops to ensure the necessary commitment to change.
- We implement the projects together with the client. This will make it easier to accept the proposed changes and help transfer knowledge and methodology to the organization of the client.
- In case of interest from the client we provide detailed certified internal staff training for selected methods and procedures for process management, improvement or change management.

We transfer our know-how to your employees so that you stay in your company after the project is over

OUR SERVICES



Operational Excellence

Process optimization | Identify opportunities - Process Audits | Process mapping | Process design | Cost reduction | Business process management

Lean

Training of Lean techniques and tools | Value Stream Mapping | SMED optimization | Lean Culture | Simulation for Lean Tools Exercise | KAIZEN workshops | Lean Administration

Project Management

Project support | Project management | Strategy of PMO Project office | Project management training

Workshops & Events

Increase the efficiency of internal workshops | Mobilizing Large Groups | Specific problems solving | Training of workshop facilitation | Outdoor Training Programs

Six Sigma

Certified Lean and Six Sigma | Training | Six Sigma coaching | Implementing Lean Six Sigma into an organization | Interim Six Sigma Black Belt | Data analysis

Change Management

Change management | Changes with rapid results | Culture Diagnosis| Communication of changes | Change management training | Motivation and goal setting training

Innovation & Creativity

Innovation of products and services | Innovation workout | Strategic innovation | Innovation trainings | Creative problem solving | TRIZ | Design Thinking

Design / Design to Cost

Design for X | Design to Cost Academy | Development of new products and services | Developing new "Business Model"| Total Costs Management

Leadership / Coaching

Coaching | Presentation skills | Right communication | Conflicts and how to deal| Sales skills| Mentoring | Trainings

A TEAM OF PROFESSIONAL PERSONALITIES

- Our team consists mainly of experienced consultants and some high potential junior consultants
- Our ambition is to have a good mix of different personalities, women and men, old and young, with different nationalities and academic backgrounds
- Every consultant has strong process competences and appropriate social skills
- Every consultant has know-how in at least one of our key competences: strategy, innovation, organization, controlling or leadership
- We all enjoy our work and engage ourselves fully in our projects there are no strict management functions, all consultants are key persons
- For each core competence we have at least 5 in-house top professionals with a strongly established market position
- It is important to maintain the variety of different personalities in preferably hierarchy-free environment we are all vivid personalities of different age





Make an impact.

Your Partner in Change.

