

Project Title:		Contacts: ●
Sector/Business Unit:	Date:	
Original State: ●	Goals / Objectives / Planned Benefits: ●	
What We Did / Tools / 'How-to' s / Building Blocks Used: ●	Pictures	
Final Results / Achieved Benefits: ●	Lessons Learned: ●	
	Who are you planning to communicate / share / feedback this to: ●	

Project Title: Efficiency and Effectiveness of Commercial Services Team

Enter details of the project in the four boxes (what / where / who / when).

Contacts:

Karen Coomber
CS Team Member – 01332

Example

Sector/Business Unit: Commercial Services Team

Date: 17/02/2019

Original State:

- Buyers all e-mail Commercial Services (CS) with their requirements / updates
- 50+ e-mails/ phone calls a day being made to CS to find out when work will be completed wasting time
- Frustrated buyers at lack of response from CS and having to chase progress – more wasted time
- Frustrated and stressed CS team members due to heavy e-mail traffic / phone calls and having to answer queries rather than completing their jobs
- Work not flowing evenly as no priority agreed between the buyers – ‘who shouts loudest’ syndrome
- 24% of working day consumed in wasteful activities

Detail description of problem and how it affected the business

Goals / Objectives / Planned Benefits:

- To have an effective and efficient way of working with the CS team to ensure our contracts are produced & signed in a timely manner by end of October 2014
- Reduce non-value added time to less than 1%
- Build a relationships between CS and Buyers which allows some flexibility depending on the requirements of the businesses represented
- Service Level Agreements developed and in place

Describe the target situation, eg. Performance objectives/ description of future aims. What were you trying to achieve?

What We Did / Tools / ‘How-to’s / Building Blocks Used:

- Regional Purchasing Manager (RPM) met with Head of CS to discuss overall issue (*Leadership & People*)
- Proposal submitted by RPM to CS
- Meeting held to discuss proposal, how it would work, any changes required and overall relationship changes required going forwards.
- Final Proposal agreed and both parties issued with new standardised process to work from (*Standard Processes*)
- Spreadsheet developed with all requests being added to it by the Buyers (*Workplace Organisation*)
- Buyers and RPM discussed priorities of listing and sent to CS prior to RPM meeting with them
- Monthly meetings scheduled between CS and RPM to discuss and prioritise dates for completion and complete any small jobs which could be sorted with a 2 minute conversation (*Process Compliance*)

Improvement made:

- Split spreadsheet into 3 sections: CS, Buyer and Supplier

Describe what you did and the tools / guidance used. Indicate which Improvement Journey Building Blocks were involved

Long list moved to targeted list

Workload sheet plus based on...

Add pictures to
- show the before and after situation
- to clarify what happened
- to capture the examples of good practice

Final Results:

- Buyers now only send e-mails to CS once they have negotiated as far as they can without alterations being made by CS – one document is then received by CS which corresponds to workload listing
- No need for Buyers to chase CS as there are now agreed completion dates on the workload listing. This has reduced e-mail traffic and phone calls to the commercial team by 95% allowing them to focus on their value added tasks
- Both Buyers and CS are now happy with the process – no more frustration and disruption
- There is now a priority listing for commercial to work through so they are working on the jobs in an orderly fashion; this priority has been agreed by the RPM.
- Relationship between Corporate Services and CS has improved dramatically and they are now working together to complete jobs in a timely manner
- Everyone knows who has responsibility to progress a job now; Buyer or CS
- Non added value activities: e-mails / phone calls / meetings to discuss why its not working / complaints from the buyer to RPM about CS have all been eliminated

Describe the improved situation, including what was implemented and how it was sustained. Quantify the benefits of the improvement, referring back to the objectives.

Lessons Learned:

- Communication with each other is essential: do not just complain.
- Put a proposal together so rational steps forward can be made.
- Work together to find the final solution and standardise the process in writing
- Look for improvement – you go – moved to 3 tier sheet and are now moving to one afternoon a week working with our customers
- Don't

Capture what went well & not so well, what you learned – other areas may benefit from your experience

Who are you planning to communicate / share / feedback this to:

- Commercial Services teams in other parts of the business via Community of Practice
- All Regional Purchasing Managers via...
- Buyers via. Monthly Newsletter

How will you communicate this project to other areas so that they can do the same?