



APPHION CONSULTING

Process Improvement Delivery

Form Process Improvement Teams

This step involves the formation of the process improvement teams.

Communication is vital during this phase. People must know what they are doing and why. Project facilities must be available.

Apphion consultants and the client project manager are in charge of this step.

Understand Current State

This step involves gathering information on the current state of the business.

Processes need to be carefully studied. All business processes have two important characteristics, they have customers and they have cross-organisational or functional boundaries.

Problems, critical success factors and critical assumptions need to be gathered. Critical success factors (CSFs) are the key elements which must be quantified to ensure the host company achieves its stated goals. Business goals and objectives need to be understood.

The project team will be involved in:

- Data Gathering - Having meetings to discuss and gather relevant background information. Conducting interviews with key stakeholders asking for opinions
- Analyse of Collected Data - Preparing information summarising the data, the issues, and recommendations.
- Feeding back the information and recommendations

Information can be gathered by observation, sampling, meetings and using checklists.

This step will confirm measures of improvement. Well chosen measures allow the company to focus on those areas where it is critical to improve and maintain a high level of performance. They allow companies to focus on where their priorities lie and where the biggest "bang for the buck" will lie. Initiating too few measures and opportunities will be missed. Too many measures will be cumbersome and make the picture blurred. All SAP Key Users cannot be expected to improve all business

processes at the same time. Performance measures are useless unless they prompt action where and when needed. Focus is required. Improvement targets must be realistic. Progress must be paced.

It is also valuable in the improvement process to include information about key assumptions made, and any constraints that may have limited the data-gathering and analysis

Document Cause/Effect

This step involves completing cause/effect templates to complete the analysis of the current state.

EPC consultants are involved in this step.

Completed cause/effect templates are the deliverables from this step.

Document Solutions and Options

This step involves the documentation of solutions and a careful evaluation of options.

Studying a problem and formulating a solution is an organised system of interrelated activities:

- defining the problem or opportunity
- gathering data describing the problem or opportunity
- identifying alternative solutions
- evaluating each alternative solution
- selecting the best solution
- implementing the selected solution
- evaluating the success of the implemented solution

This step concerns the identification and evaluation of alternative solutions. The Project team must make an accurate assessment of the time and resources needed to achieve each options.

The project team are involved in this step.

Fully documented solutions and options are the deliverable from this step.

Sign Off Change

The step involves gaining agreement on the best solution or change to solve the problem or address the opportunity.

Organisations need to have a structured approach to evaluating changes. To overcome change barriers, project teams should seek to have management implement an effective change process. The project team should develop a change plan. The change plan should identify the stakeholders involved in change, assess the impact of change on them and involve them in diagnosis and planning. The plan must assess how resistant to the change are those individuals who must change the way they work. As part of the sign off, this plan should include the production of a change readiness assessment. The readiness assessment is where the project team determines:

- the core issue or problem to be addressed,
- the internal capacity of the organisation to make and sustain the necessary step changes.

The deliverable from the sign off process is a set of signed off "stepped changes".

Implement Changes

The project team and management team must effectively communicate the process improvement project being implemented. This allows those SAP Key Users affected to understand why they are being asked to change and what they are being asked to change to. A variety of mechanisms may be used here to implement the required changes.

The development of a communication plan is a by-product of a good change plan.

Employees want to know:

- what is it going to look like
- when the change is made,
- why is this change necessary,
- what's in it for them, and
- why is it important to the company.

The deliverable from this step is implemented changes.

Measured Improvements

The step involves measuring the improvements made as a result of implementing the proposed changes. This can be done using RBE, sample surveys or the production of various reports.

There is a feedback loop here to ensure that changes result in continuous improvements.

The project team is involved in this step and their findings are presented to management to signify conclusion of the project.