

Performance Step-Change – Stock Accuracy

The Client: A £250 million annual turnover business, globally supplying medical nutrition products

The Problem The business was legally required to carry out a twice yearly-full stock take, demonstrating 95% alignment between system stock and what was present.

Actual accuracy averaged 68%, risking significant fines for financial non-compliance, and resulting in stock correction write-offs averaging £500K per year over the preceding 4 years.

Production orders were planned based on system stocks. If stock items couldn't be found, last minute re-planning impacted production outputs.

The Brief: Increase stock-accuracy to 95%

This had an interesting starting point, as the warehouse team were convinced that the answer was to lock production people out of their area. I did see lots of production people taking stock – and taking it off the system as they did. So that wasn't actually part of the problem.

An obvious potential cause of missing stock is theft – but these were bulky materials of no value outside the business, so this could also be ruled out.

The Steps

Getting together a small group from across the warehouse, we had a single 2 hour workshop to brainstorm the possible causes of stock inaccuracy.

From the session, we identified the actions needed to eliminate the identified causes, or minimise their effects. The full range of improvement ideas were implemented within 6 weeks.

Operational and training documents were updated to ensure consistent adoption of the new ways of working

The Results

- **Stock accuracy increased from 68% to 98%**
- **£500K annual stock-correction write-offs were almost eliminated**
- Accurate stocks prevented the last minute cancellation of production orders when stock couldn't be found, improving productivity
- More accurate material consumption also enabled accurate product pricing

Performance Step-Change – HR Processes

The Client: A business operating over 350 community pharmacies and employing thousands of staff across the UK

The Problem

- A new HR IT system had been introduced, but wasn't fully integrated. Processes still had time-consuming manual data input and duplication, using multiple shared spreadsheets.
- Delays and mistakes were common, some of which impacted regulatory compliance. There were no operational KPIs which enabled this to be quantified
- New starter experience was poor, which sometimes led to people not taking up an offered role. In a competitive industry where suitably qualified staff are in high demand, this was impacting business performance
- Time which HR teams were spending on admin limited their availability for supporting business units, so some performance management issues were unnecessarily escalating

The Brief: Streamline HR processes for new starters, staff moves, absence management and leavers.

The Steps

Design meeting with the senior leadership team, to agree the scope, participants, outcomes and ways of working for the project.

Introductory session with those taking part, exploring the 7 wastes and the project plan

With the operational participants, mapping out each current process, capturing known mistake-points and ideas for improvement - approximately three 2h workshops per process

Drafted each process future state map and step-by-step improvement plan, focusing on using the existing IT capability to remove duplication, manual data entry and mistake-points.

Updated and streamlined the existing SOPs (there were 10 different documents relating to DBS checks alone), making them more user-friendly and fit for purpose

Final review meeting with the participants and senior leadership

The Results

The average complexity and lead time of each process was significantly reduced - for the new starters process, two thirds of the manual process steps were able to be removed.

Workshop participants found the facilitated sessions more enjoyable and effective than they'd expected, and were able to apply their 7 wastes experience to other areas of their day-to-day work.

Performance Step-Change – Dispatch Lead Time

The Client: A £10million annual turnover family business, supplying materials and components to health care professionals across the UK.

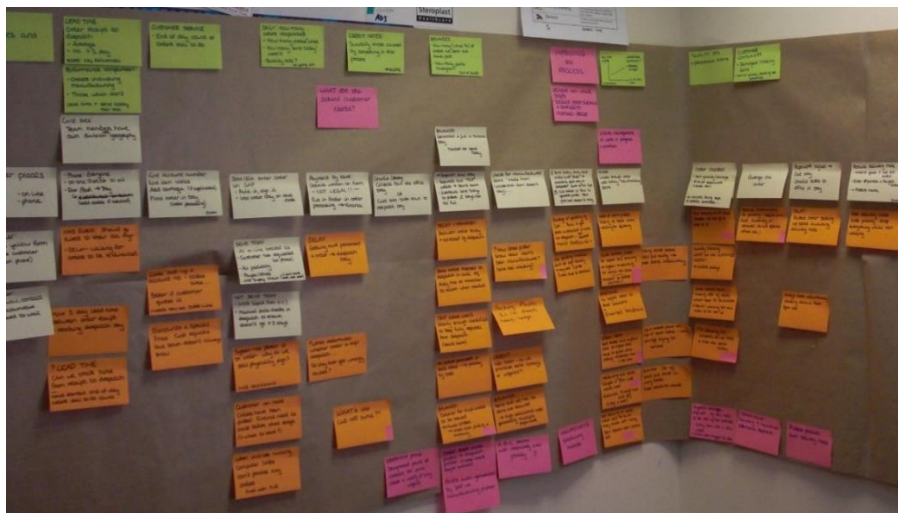
The Problem

Orders weren't consistently being dispatched within the 24 hours promised to customers. There was no visibility of order status or priority, to allow the most time-critical orders to be expedited. We also discovered that one section of the process wasn't legally compliant.

The Brief: Improve the order receipt and dispatch process to consistently meet the required 24 hour completion.

The Steps - All of the required input was captured in a single two hour workshop.

Working with 3 participants from the customer service and dispatch teams, we began with a brief discussion and warm-up exercise to introduce the 7 wastes. Then we got out the Post-Its...



Yellow Post-Its show the current process steps. Orange show known delays or error points. Pink (or pink tagged) are the actions needed to prevent these delays and errors, which were delivered over the next few weeks

The process had no data recording, leaving the team unable to effectively manage performance on either a day-to-day or a continuous basis. So the green notes capture what data's needed to enable this. I wrote a User Requirements Spec for IT to generate the required reports, then trained the team how to use them to drive on-going performance improvements.

The Result

Within 7 weeks, the business had a fully stabilised, simplified, legally-compliant dispatch process, consistently meeting the 24h completion target

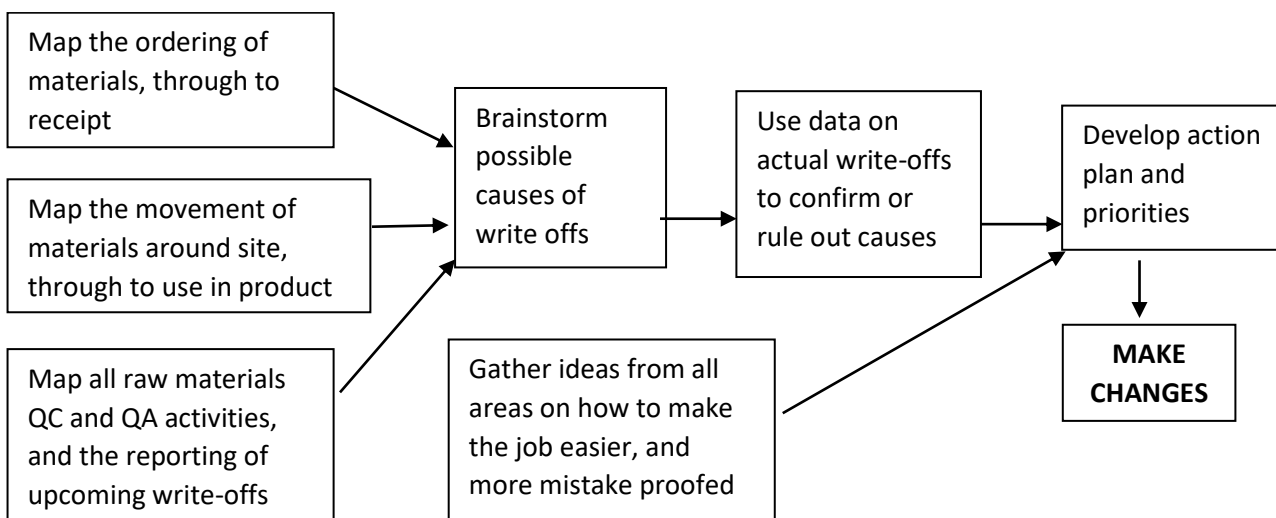
Performance Step-Change – Stock Write-Offs

The Client: A £250 million annual turnover business, globally supplying medical nutrition products

The Problem: With over 2,500 formulations made from over 600 raw materials, materials management was complex. Materials not used within the required shelf-life had to be scrapped. £1.65 million of materials were being scrapped annually, with additional admin and landfill costs.

The Brief: Reduce annual materials write-off to the budgeted £500K

The Steps: Agreed the scope and business case with senior leadership, and selected the team. Then we ran several mapping and brainstorming workshops



Developed reporting to highlight materials at risk of expiry, enabling their use to be prioritised, and updated materials ordering parameters to reduce accidental over-ordering, and established ways of working to make this review routine

One of the biggest losses was an ingredient which had only a 4 week shelf-life from manufacture, and could take up to 3 weeks to reach site from the supplier. This also caused frequent production disruption, with orders have to be re-planned last minute because of ingredients expiring. So a technical team worked with the supplier to make packaging changes, enabling the shelf life to be extended to 3 months.

Updated each area's SOPs and training documents to capture new ways of working and the reasons behind them, so that the project learnings were made permanently available to everyone.

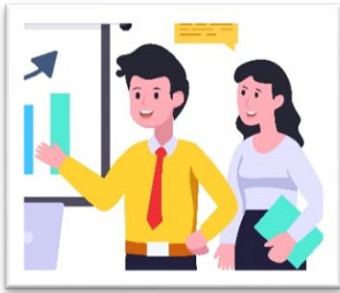
The Result

Within 7 months, write-off was reduced by over two thirds, with an annual saving of £1.4million (£260K more than the target), not including the associated admin and land-fill costs of stock destruction. The shelf-life changes also prevented the disruption to production and customer supply caused by expired ingredients.

Introducing the 3P Academy - Getting Busy People Fixing Tough Problems

Delivering exceptional performance isn't easy, especially when everyone's busy. Even the most compelling vision and solid business case aren't always enough to deliver sustainable change, and the performance you know is possible.

The 3P Academy is dedicated to helping businesses like yours to develop a culture of world class continuous improvement, and the breakthrough KPI performance which it enables. Our support follows two parallel paths...



Performance through People

Your people are amazing – one of your biggest business assets. Some of the time...

Because no matter how talented, dedicated or experienced they are, every one of your people deals with stress and uncertainty every day: Competing priorities, difficult customers, tight deadlines...

They'll take most of those challenges in their stride. But the more they build up, the more they impact performance, which can easily snowball. So we embed the resilience, communication and influence skills to keep your people performing at their collective best, even under pressure.

Performance through Process

Process isn't usually a word to quicken the pulse with excitement. Yet there's a process for everything your business does, from welcoming new customers to creating your annual reports.

When they're working they get little attention, but when processes aren't at their best, the mistakes and work-arounds become a silent capacity thief – leaving less time for what everyone's really meant to be doing. And your KPIs get harder to maintain, let alone improve.

We're experts at getting operational teams delivering breakthrough process improvements, to enhance productivity, capacity and on-time delivery, reduce quality issues and complaints, and improve customer experience - leading to less stress, and a healthier bottom line.



Some of Our Key Numbers



People We've Trained

Over 1,000



Processes they've Improved

More than 5,000



Resulting annual value

Around £75million, and counting...

Examples of the Organisations we've Supported

LLOYDS
BANKING
GROUP



UK SPACE
AGENCY

M&S

COSATTO®
clever stuff for happy babies

St John
Ambulance



PHOENIX
Medical Supplies Limited

Progress
HOUSING GROUP

HSBC

dudley
building society

What You Can Expect from Us

Driven by you,
delivered from
within

Our role's not to have the answers (because no one likes being told what to do anyway). It's to equip and empower your people to break new ground in KPI performance. Because solutions which are owned by the people who created them, give lasting results.

Keeping it simple
(because
everyone's busy)

No matter how strong the desire to improve, day-to-day reality can get in the way. So we're flexible and adaptable to your needs and constraints, delivering bite-sized, to give your people more time to do what they're best at.

Real-world ways
of working

A solid business case and robust plan often get you only part way - because people don't always do what makes sense. So by blending behavioural science with continuous improvement, we enable your people to challenge assumptions, and change attitudes, mindsets and behaviours - clearing the way to performance breakthroughs



Sue's one of the most knowledgeable and professional mentors I've had the pleasure of learning from, and I can definitely recommend. Sue also supported developing a group of green belt change champions

Adam Cardinal. Global Director, Malvern Panalytical



Sue is a rare individual... an engineer with superb people skills. I've seen multiple examples of where Sue's interventions either completely prevented a problem, or stopped it spiralling out of control.

Steven Houghton-Burnett. IT Director, Freeman Clarke