



CASE STUDY 3

2.2102 Case Study 3 PH.MRE AV2.0 14-03-10

Process Management Case Study

The benefits of becoming a process based organisation

In September 2007 our client, one of the world's leading telephone suppliers asked us to look at their business processes. Using the SAPIRA™ methodology we needed to look at the organisation from both a top down – bottom up approach.

Top-down – senior management need to be involved. We started to ask questions – relevant and hard hitting questions – what is the process? How do you measure this? What key drivers are involved in your business? What is the vision and mission of the organisation?

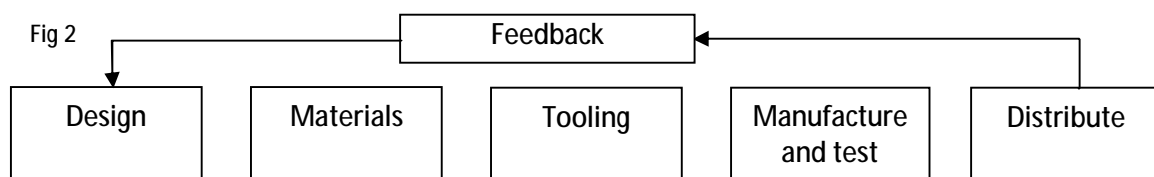
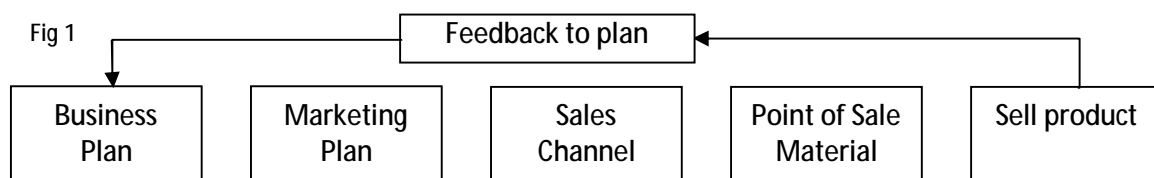
Bottom-up – frontline staff were asked similar questions. The reason? To find out how much was communicated across the business. To establish their view of the process and what they did. More importantly to gain an understanding of how the business actually operated.

This case study highlights some of the business drivers, benefits derived and, in particular, the cost benefits arising by taking a process management approach to the business.

Business Processes Defined.

It is important to define, as simply as possible, at the start of any project, the processes within an organization. This is the same for all management systems. The tables below show extracts taken of the overall management system which played a critical role in developing the common elements of the integrated management system (IMS).

This organisation decided that they had only two, yes two, major processes worldwide! First was the sales process (fig 1) and secondly was the manufacturing process (fig 2). This was a monumental decision but what it allowed them to do was identify the key areas within the organisation and underpin those with correct procedures





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Within each area there were some obvious linking points but by creating a clear definition of what they did the organisation were able to streamline their business to become more effective.

Business Drivers

The key driver for this organisation was to improve how they did business primarily due to the competition in their own market place. This is a cut throat market and any thoughts of standing still meant that they would be left behind. Simplifying systems also meant that, on a global basis, if everyone knew what the process was it made it easier to move staff and resources into other areas very quickly. This meant they could respond to the rapidly changing market and maintain or increase efficiency and profits.

Increasing interest in Integrated Management

“It is certainly unusual for organisations to view their processes in such a simplified manner, but this gave us an ideal opportunity to take a process management system approach” says Phil Heath our “Systems Guru” who had used his experience with BSI to help establish a flexible approach to the IMS approach. “What made it easier was the commitment from senior management to be prepared to discuss and throw out old theories and introduce new thinking into the mix” This approach also allowed the organisation to take a practical approach to future standards as and when they may require them. Environmental management will be a key driver over the next few years but with the Sapira-IMS^{®ii} system in place we believe that we can add value and future savings to any further management system development.

Project Resourcing and Associations

Sapira is able to draw upon extensive consultant resource and has skill sets in many areas as a result. As members of the BSI Associate Consultant Programme we believe this brings added comfort and confidence to our clients.



Specialising in Integrated Management Systems the Sapira team have been providing help and guidance on management system integration since the late 90's.

We currently offer expertise and guidance on the implementation of ISO standards.

ISO 9001:2008 Quality Management, ISO 14001: 2004 Environmental Management, BS ISO/IEC 27001:2005 Information Technology Security, BS ISO/IEC 20000-2:2005 Information Technology Service Management. BS 25999-2:2007 Business Continuity. We also have a wide experience in the implementation of PAS 99 (Publicly Available Specification) for Integrated Management.



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Success Criteria

Senior Management Commitment

One of the key milestones in this process was to identify the critical processes. We obviously knew that there would be a larger number of sub-processes and indeed different departments may consider that they have their own process but when you analyse an organisation of this size, things can become too bureaucratic. We need to separate policy from procedure and also make sure that staff do not confuse procedures with work instructions. This is the reason that the Sapira-IMS[®] system works for organisations. It allows them the space to stand back and identify what are the key parts of their business and then work on improvements without the need for more paperwork.

Benefits Seen

Reduced Implementation Costs

The Sapira-IMS[®] is a licensed product and as a part of the small annual license fee our client receives regular document template updates, regulatory compliance updates and during the implementation process and beyond we provided documented templates of all of the critical documents required across the management system. In the case of this client this approach provided considerable savings on the implementation and ongoing maintenance costs if standards had been implemented on a piece meal basis.

Reduced Documentation

Not only did the Sapira-IMS[®] approach reduce the number of duplicated documents it also proved an extremely powerful tool in identifying out of date documentation. Some of the documents when reviewed could, with a little bit of redesign be covered by another document already in use. In addition we managed to reduce the overall number of documents across the world by implementing our on-line Dynamic Aspect Register (DAR) and document library.

Reduced and Remote Auditing

The new system also allowed us to look at how the process was audited. Using the DAR we could review and audit departments across the world remotely. By sending an e-mail request and automated follow up each department could immediately report on areas of concern and improvement thereby saving the cost of a travelling auditor.

For further information or to discuss your ideas for an integrated approach in your organization please contact:-

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