Lean Six Sigma Green Belt Project Storyboard

Project Name: Reducing Volume of Enhancement Requests During XXX Product Implementation	**Start Date: 12th Dec 2016**
Project Leader: A N Other	**End Date: 7th July 2017**
Project Type: Compliance / Efficiency/ Cost Saving	**Industry: IT Software**

DEFINE: PROBLEM / BASELINE / GOAL

Problem Statement: There is wide variation in the volume of Enhancement Requests received per customer during the implementation phase of the XX Software delivery life cycle. This variation negatively affects customer experience as well as the company's ability to plan resource allocation

Baseline: Currently Enhancement Requests constitute an average of 13% of the volume of all tickets raised by each customer during the implementation stage.

Goals as follows:

Primary: To decrease the average of Enhancement Request per customer to 10% of their implementation stage ticket volumes.

Secondary: To reduce the average time spent by a Project Manager in attending meetings ('mt') and project administration ('mn') by 25%. Currently average 'mt' time per project is 98.05 hours, average 'mn' is 107.19 hours

MEASURE: PROCESS / EXPERT KNOWLEDGE / DATA

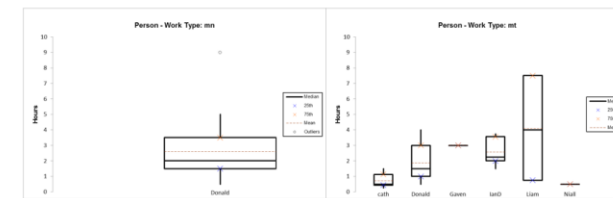QSS 'Enhancement' Tickets

Enhancement Volumes by Client
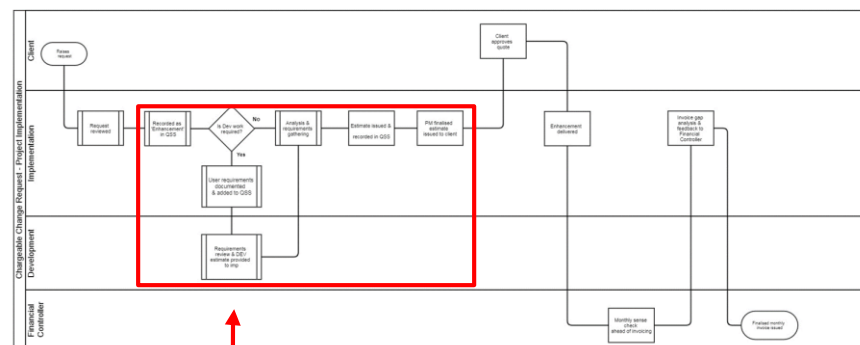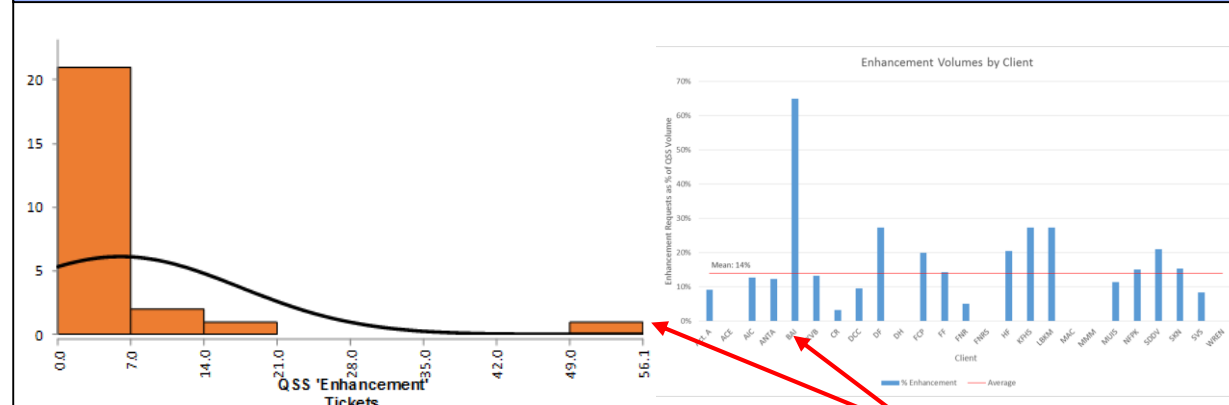
No 'special case': large volumes of Enhancement Request seen across several different project and customer types.

'Hidden Cost': Enhancement Requests have significant time impact across the full AS Product Team

ANALYZE: DRIVERS / ROOT CAUSES / VITAL FEW
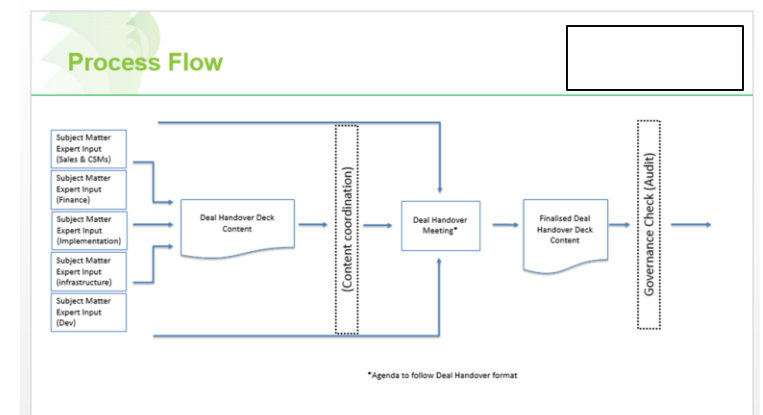

DCC Implementation

Wastes: Relationship established between implementation time spent engaged in meetings /project management and limited / no use of standardised record of agreed implementation deliverables
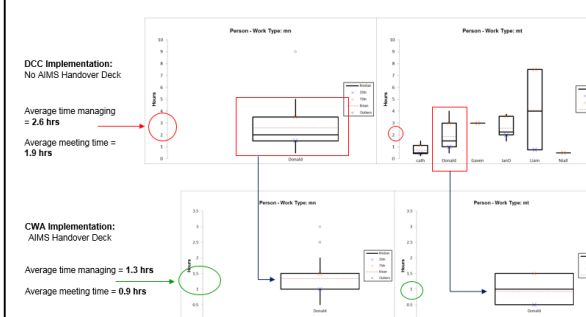
The Vital Few: 1. 'Consultants not knowing what is in the contract 2. Sales gathering only high level requirements 3. We don't ask the customer enough questions about what they want from a technical perspective

IMPROVE: INNOVATION / IMPLEMENTATION PLANNING

- Process streamlined with key Steps highlighted
- Meeting Structures standardised with key focus on deliverables for each Phase and Management of same
- AS Handover Process redesigned
- AS Handover Deck updated
- New process piloted with 2 new customers

Process Flow

*Agenda to follow Deal Handover format

CONTROL: RESULTS / SUSTAINING

Time Series View of Enhancements Request Volumes By Client

- Project on track to meet SMART goal:
- Average no. of Enhancement Requests per client during implementation now at 7% of ticket volumes (versus 13% Before)
- Average '**mt**' time now **5.75** hours (versus 98 Before) with average '**mn**' time now **31** hours (versus 107 Before)

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