

Case Example: Process Mapping for Process Improvement

1. Situation

- National consumer goods company headquartered in the Southeast
- Marketing function supports national sales teams by providing graphics solutions to customers that help generate new sales
- Increasing business needs and growth putting pressure on limited resources within Marketing organization
- Response times for requests were increasing and the number of design revisions was increasing as well

3. Deliverables

- Using a workshop approach, performed a process map of the current (As-Is) process
- Performed an analysis of the existing process to uncover inefficiencies, bottlenecks, pain points, etc.
- Developed an improved (To-Be) process
- Created a system of metrics to gauge team and organizational performance against goals
- Created a specification for the IT organization to use to automate some of the new process steps

Consumer
Goods
Industry

2. Key Issues

- New Marketing leader suspected that the current process was deficient and that there were opportunities to improve effectiveness and efficiency within the department
- No formal processes existed on how to respond to requests and bring projects to completion in a timely manner
- Designers and coordinators experiencing burn out as they needed to work extra hours to complete assignments

4. Results

- The new approach was developed in collaboration with sales team representation and the To-Be concept was readily endorsed
- A plan was put in place to bring the new process on line within 60 days of launch. A new order entry approach was developed within 1 week of concluding the To-Be workshop
- An IT project was formed to put the automation tools and on-line portal in place within 4 months of launch

"The Conequity approach helped make our process visible so we knew what needed to be corrected and how. They also showed how to measure results in a way that would assure we were doing things right."

Director, Marketing