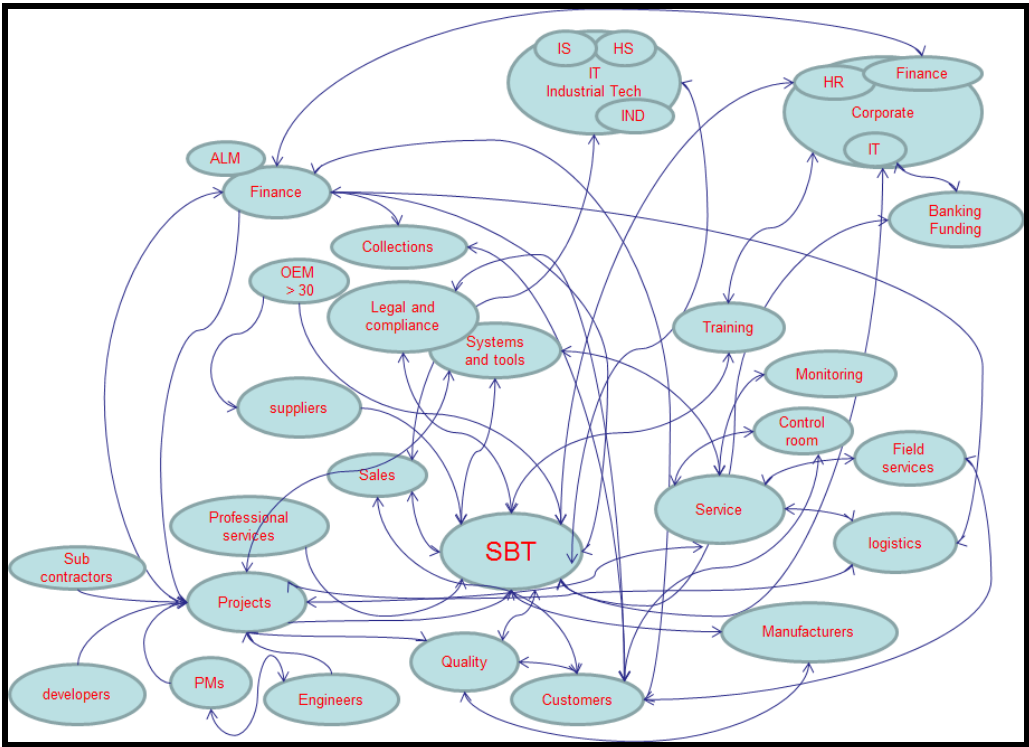


Alpha Concepts Case Study Operational Excellence in an ICT Company



Program	Operational excellence in an ICT company
Date Completed	8 September 2013
Scope	Project Management Improvement in ICT
KEY ACTIVITIES	<ol style="list-style-type: none"> 1. On boarding 3 hour Systems thinking workshop with executive team. 2. 3 day systems thinking off site workshop with CEO and immediate direct reports. 3. Conducted 18 project Management Assessments using PMA@Alpha health check tool. 4. Developed 4 focused themes and prepared a what, how, method for operational excellence improvement. 5. Developed a project a management manual. 6. Integrated the PM manual into the ISO 9000 system. 7. Completed the entire project within 4 months from initial engagement to handover. 8. Developed a managed the project implementation plan 9. Conducted a post implementation audit 3 months after implementation.
OUTCOMES AND FINDINGS	<ol style="list-style-type: none"> 1. Four root causes were identified out of the list of 40 proposed problem areas 2. An average PMA score of 69% was achieved compared to an industry average of 65-67%. 3. Gained margin improvement in projects by 3 points.
IMPROVEMENTS AND RECOMMENDATIONS	<ol style="list-style-type: none"> 1. Implemented a new project manual and training system. 2. All PMs were trained in the new PM methodology. 3. Established process gates in the TO-BE process so that errors can be monitored early on.
FURTHER OPPORTUNITIES	<ol style="list-style-type: none"> 1. On-going benchmarking using the PMA@Alpha health check tool will lead to a higher level of project management maturity. 2. Integrated project management software and workflows, the efficiency can be increased further and all bottlenecks can be eliminated. 3. Better communication and collaboration between the Project Management Office and sales teams can lead to further improvements 4. Next area of focus to gain further improvement in operational excellence is to focus on the technical support division.

<p>RICH PICTURE ANALYSIS</p>	
<p>CAPETOWN ROOT DEFINITION</p>	<ul style="list-style-type: none"> • C - Customers • A - Actors • P - Performance • E - Environment • T - Transformation • O - Owner • W - Weltanschauung • N - Nature

<p>WHAT</p> <p>HOW</p> <p>METHOD</p>	<div data-bbox="384 309 1433 1025"> <h2>WHAT HOW METHOD</h2> <div data-bbox="408 600 568 846"> <p>Fix first time</p> </div> <div data-bbox="647 539 879 909"> <ol style="list-style-type: none"> 1. Identify the root causes for not fixed firsttime and capture lessons learnt 2. Set a standard for fix rate e.g. 65%. 3. Document and obtain approval for service levels. 4. Training and rollout out on Fix firsttime processes. </div> <div data-bbox="935 450 1406 987"> <ol style="list-style-type: none"> 1.1 Carry out of Audit of the AS-IS – WC 16 Sept – 5 days 1.2 PM to review data and identify Root Causes 1.3 Prepare report to with recommendations 2. Set milestones for short and long term <ol style="list-style-type: none"> 2.1 Short Term 8th November around 55% 2.2 Long Term Achieving 75% by FY15 2.3 Review the above with inputs from the Root Cause analysis 3.1 Map the Inbound Call process to First Fix Completion 3.2 Map the TO BE process and identify gaps 3.3 Align the process to ISO 9000 documentation processes and procedures 3.4 Develop a incentive scheme including penalties for the process. 3.4 Send the Finalised process to Steering Committee for Review and Approval. 4.3 Appoint training resource to add syllabus and roll out schedule 4.1 Information session with existing call centre and engineers and subcontractors 4.2 Training becomes pre-requisite for new staff in both areas </div> </div>
<p>PMA@ALPHA</p>	<div data-bbox="416 1133 1398 1883"> <p>The figure consists of four radar charts, numbered 1 to 4, arranged in a 2x2 grid. Each chart has five axes representing different performance metrics: Project organisation, Project delivery quality, Project structuring, Executive behaviour, and Risk and Opportunity Management. The charts are connected by a circular arrow, indicating a process flow or a cycle of improvement. The charts show varying levels of performance across the metrics, with chart 4 generally showing the highest performance across most metrics.</p> </div>