



Having worked with all staff to reduce process through the reduction of NVA as shown above, the team went on to display financial KPI's to focus the business on improved performance. The plan was to:

- Improve conversion rates
- Increase business margins
- Improve quality and customer service
- Create more value for clients

The quotation process became an area of focus and the team introduced an evaluation procedure for all future quotes resulting in a

scoring criteria that would impact on resourcing plans. Throughout the analysis and implementation of change, Lean Tools such as why-why and Ishikawa diagrams were utilised and displayed in the office.

**Potential Business Benefits**

New KPI's for quotes and proposal conversion have been introduced and within a short space of time the company is beginning to see the signs of significant improvement. Operational measures have been introduced showing benefits as below:

With on-going measurement, the potential for increased capacity through reduction of non-value add resource consumption has the potential to maximise at 15,467 per annum. This could see a benefit of £464,000 in increased sales per annum if the hours can be utilised in line with current conversion rates

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Lean Process	Before (HRS)	After (HRS)	Saving TOTAL (HRS)	Saving TOTAL (%)
INITIAL CLIENT CONTACT (Per quote with 219 quotes per year)	107	39	<b>68</b>	<b>63%</b>
QUOTE FOR ALL BUSINESS (based on 3 months of quote matrix usage)	51	3	<b>49</b>	<b>96%</b>
INTERNAL STORAGE FILING (based on 8 team members x20 mins per working day)	13.3	6	<b>7.3</b>	<b>55%</b>

*“The Improvement Academy gave us the opportunity to take time out of the business to work on the business. It was also very beneficial to network with other local companies allowing my team to bounce ideas off the other delegates who were also trying to improve their businesses.”*

Elaine Hamilton, Managing Director