

Based in Glasgow, Vecro Tech is a dynamic specialist technology consultancy supporting clients in Web Design, Web Development, eCommerce Platforms, Pay Per Click Advertising and Social Media across the UK. A new start up in 2017 the business has grown rapidly boasting a wide range prestigious clients providing efficient Value Add digital solutions.



VECRO TECH

## Business Improvement Academy Project

The business owners engaged with the Business Improvement Academy expressing their desire to create a culture of continuous improvement very early within company's timeline. The project had a strategic footing to maximise the potential for value added functionality in every aspect of the organisation.

## Project Analysis

Having established a strategic plan for the business, the owners created "Visible Success Measures" for the continued growth and development of the company. An "Orbit Plan" methodology was deployed which led to the creation of a "Strategic Single Page Plan" made visible within all operational areas to focus activity on clear actions that were directly linked to the company's aspirations.

Day to day activities were measured and collated under three categories Business Support (Red), Business Operations (Blue) and Business Management (Black). This provided valuable assessment for the leaders to fully understand where value was being created and where resource was being drained through non value added and wasteful activities. As all processes were documented and value stream maps were

created, discussion led to creating improved ways of working to maximise Blue and Black functionality and reduce Red infrastructure activities that could free up valuable resource to be deployed on more value added activity. Lean principles relating to Muda Muri Mura became drivers for change and improvement.

## Implementing Change

Manual administrative processes were reduced through the implementation of new software developing a Poka Yoke mentality reducing Muda and creating better defect free flow (Mura). This encompassed:

- Invoicing and accounting software
  - Reducing errors, overproducing, duplication and transportation of data (7 Wastes)
- Campaign reporting software
  - Reducing monotonous manual counting
- AHREFS software
  - Controls each campaign with specific data controls and parameters for detailed searching

The escalation of growth led to the development of a more strategic approach to outsourcing enabling better cost control, more efficient and flexible performance with customers and developing new opportunities within the supply chain. New management systems

were introduced to provide visibility of all work flows reducing duplication and reworking whilst encouraging all staff to work in a more collaborative environment.

## Measuring Success

The business is on track to triple turnover in 2018 and is now surpassing its Strategic Visible Success Measures set out within the Orbit Plan. Capacity has increased by 12.5% within a specific operational area leading to a £25k cost reduction.

The management team has now developed time for Leadership and the culture of "Lean" is having a marked effect on business growth.

We have learned some harsh but invaluable lessons. We had a light bulb moment after we analysed all of our processes and realized that we were allocating too much time towards activities that added no value. Brian regularly came to meet us in our office and helped us apply lean principles in the correct way and helped us make a dramatic saving on time every year.

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Greg Todd (Managing Director)