



Case Study Process Mapping...

The Challenge

After conducting a FREE business improvement review at Tennent's Caledonian Breweries UK Ltd., a need to improve the ways of working and communication between Planning and Operations was highlighted. To resolve this we conducted an 'online' process mapping exercise, focused on developing an effective Sales and Operational Planning process.

The Plan

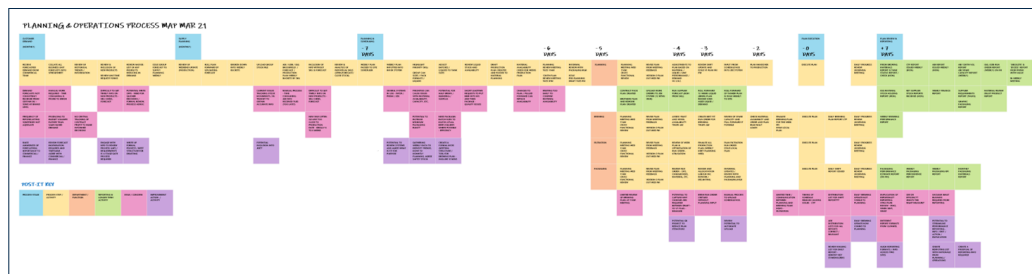
- 1 • Preparation, Planning & Development
- 2 • TEAM Expectations & Objectives
- 3 • PLANNING Cycle & PROCESS MAPPING Overview
- 4 • PROCESS MAP Current State
- 5 • PROCESS MAP Themes & Opportunities
- 6 • PROCESS MAP Future State
• IMPROVEMENT Action Planning
- 7 • IMPROVEMENT Action Reviews
• PLANNING Meeting Support

Objective:	To improve the working relationships between Planning and Operations to ensure an achievable weekly production plan is created and agreed.
Activities:	<ul style="list-style-type: none"> • Meetings / Coaching with Site Champion / Leader • Creation of Customised Workshop Materials • Process Mapping of Current State Planning Cycle • Process Mapping of Future State Planning Cycle • Weekly Planning Meeting Support
Outputs:	<ul style="list-style-type: none"> • Joint Process Mapping of Current / Future State Planning Cycle • Highlighting of Issues, Concerns, Decision Points and Opportunities • Agreed Revised Process with Owners and Responsibilities • Improved Collaboration & Team Working

The Activity

This program of support was delivered during the COVID pandemic, so we agreed to conduct the activity remotely, via online meetings and utilising mapping software. Due to this, it was vitally important to structure and facilitate the sessions in a way that allowed all participants to have their input.

To accommodate this, 1 to 1 virtual coaching sessions were held to complete introductions, outline the objectives and gather individual thoughts and feedback. Before starting the online mapping process, this was summarised and presented to the whole group of 15 individuals, ensuring alignment.



Over several 2 hour sessions, we mapped out the above planning cycle, identifying key tasks, highlighting issues / concerns, and agreeing improvement opportunities. These were then summarised and an action plan generated with confirmed timelines and owners.

After this, bi-weekly reviews were established to ensure progress of the activities to completion, resulting in a more effective and efficient planning cycle for the company.

The Results

- Joint Process Mapping of Current / Future State Planning Cycle.
- Defined Ways of Working for the Planning Team.
- Agreed Revised Process with Owners and Responsibilities.
- Increased Awareness & Understanding of Key Decision Points.
- Improved Collaboration & Team Working Between Departments.

