

CASE: Future-State Definition

Case Study:

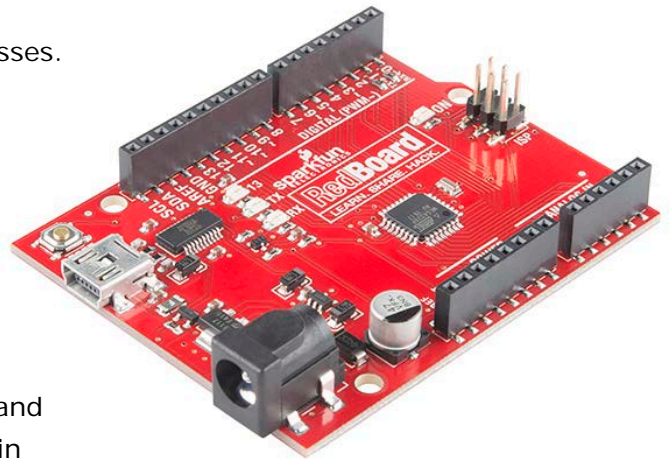
Current- Future-State Processes Rapid Growth Company

Accomplishments

- Coalesce employees around the importance of fixing poorly defined processes.
- Document existing process for time critical projects.
- Define future-state processes for numerous flows.
- Identify root-cause for slow time-to-market processes.
- Implement tools to reduce cycle time 30-50%.
- Define product manager role and its responsibilities.

Company Profile

This company designs, engineers, and produces innovative products for the highly competitive and fast-moving maker-market. Its clients are educators and designers building bleeding-edge consumer products in markets like wearables, internet-of-things, and autonomous vehicles. Innovation, design, and manufacturing all under one roof, allows it to respond rapidly to market trends and be a leading name in its industry. Balancing the requirement for constant innovation in all of its markets and maintaining its explosive growth is an on-going battle.



The Client's Challenge

As companies grow and product complexity grows, more process and structure are required to maintain communication between the ever-increasing departments. Implementing both process and structure reduces errors, but can also stifle creativity. The focus on reducing errors can create a mentality where employees strive for administrative perfection; the result is hesitation on pushing the envelope for fear of making a mistake. This aspect of process and structure can be detrimental for a company that has built its reputation on innovation—the need for exciting products is paramount—process cannot impinge on the need for creativity and innovation. A balance must be found between structure and creativity, risk-taking and reproducibility.

Process

This engagement has two key goals. Every project has the goal of implementing change. Mapping out current- and future-state processes is an academic exercise if the employees it

VISION to VALUE

affects do not feel ownership and adopt them. Hence, two processes must be followed in order to



succeed—process definition and an organization change management (OCM) processes.

From an OCM standpoint the tasks includes:

- A kickoff meeting that establishes urgency.
- Focusing on a core team of respected individuals that can drive change.
- Working as a team to define the process and create ownership.
- Communicating changes while empowering people to make the needed changes.

Defining the processes requires:

- Interviewing key personnel to understand the current-state processes and areas of frustration.
- Working in small teams to analyze the weak areas to develop new processes that fit with the company's culture.
- Identifying nay-sayers and coax them to buy into the new processes and approach.
- Modeling effective communication by defining who needs to be involved in decisions versus who is simply informed.
- Ensuring tasks are properly tracked by assigning accountability by role.

Results

During an eight-week engagement:

- The current-state process was document.
- Current-state cycle-time was determined from data in the current tracking system.
- Future-state processes defined.
- Target cycle-times were developed based on durations people actually committed to for executing each step.
- Market-driven product selection process was defined.
- Product manager job description was built and internal resources identify to manage and perform duties.
- Tools were developed to track and improve workflow.
- Each step in the process flow had RACI (Responsible, accountable, consulted, and informed) to ensure proper communication.

For More Information

To explore the options for defining the current- and future-state processes at your company call or email Todd Williams:

todd.williams@ecaminc.com

1 (360) 834-7361