

Talking Business
from
SFRD Services

Your **big** project

Avoid the **mistakes** of others

Part 2

Your Best Practice Programme

Must precede any systems project

- Getting your business operating to **Best Practice** is essential before you consider systems changes
- Best Practice **defines the system** required
- Any **new system** developed later **will be welcomed** - it enables **Best Practice!**

Best Practice must be defined at the widest level

- If you operate all across a country then it must be at country level
- Across a region then at regional level
- Global then at the global level
- Do not allow local v global – it **wastes time, money and means you achieve less**
- **In many industries customer needs are basically the same wherever you are**

Best Commercial Practice – 2002 to 2006

- For: global chemicals company

Purpose:

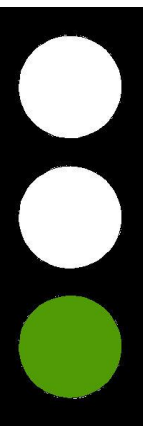
- Pricing has the greatest influence on profitability as long as it is accepted by customers

The solution:

- Definition of global Best Commercial Practice **by representatives from each region**
- Improve pricing levels in real terms by **working with local businesses to improve skills** in line with best practice

Good:

- Good acceptance by many countries
- Exceeded targets set for profit growth
- Moved from project to permanent programme



Peak Performance project – 2008 to 2009

- For: Large industrial supply company

Purpose:

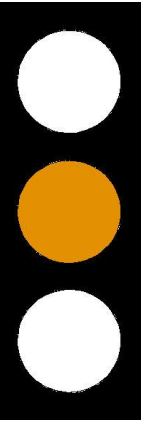
- Standardise practices across the globe

The solution:

- Global **and** local teams defined and led the implementation of best practice

Bad:

- Global **V** local
- Little buy-in to the global view at local level
- Global implementation teams far too small
- Measurement tools looked at 'quantity rather than quality'
- Didn't bring about the required change in business attitudes and processes meaning that the attempt to have a global systems template was damaged from day 1



Get the fighting over before you start to define the system

- **One process, everywhere** – allows an efficient support system and allows staff to be interchangeable
- Allowing people to have **different practices results in scope creep**
- People resent change if it suggests that they are less than optimal – ensure that **you find good ideas in as many parts of the business as possible**

Your team

- **Recognised experts** – ‘street cred’
- **Accepted as the best** in their discipline
- **Able to persuade** and cajole – not order
- **Large enough** to do the job properly
- **Able to travel** and be away for extended periods
- **Unlikely to be recent recruits**
- **Need support from the top**
- **Don't tell them how to do it** – you need their ideas

Kick-off

- Get an **extended team** together **for the initial definition**
 - Include people from local businesses as well as the core team
 - Involve everyone in the 'extended team' in the definition – everyone must prepare something for discussion
 - Ensure that everyone agrees to the definition **before** leaving
- Agree a **programme to roll out the definition** in all parts of the business

The future way of life

- It's not a project
- It **won't go away** in a few weeks
- It is **the future**

Understand your processes

- Process maps of the **'to be'** state – global team
- Process maps of the **current state for each business** – local team
- **Compare the process maps**; this helps people to understand the amount of change that they will need to make – local + global team

Training

- **Centrally produced** training materials
- Only one version of the truth – **no local variances**
- The **Why**
- The **How**
- The **Now**
- Develop **tools and aids for people** – listen to their suggestions – by making Best Practice easier to achieve you'll get more buy in

Support the core team as they spread the message

- **Don't allow** people to come up with **blocks**
- **No** 'you must understand that things are different in this country' – **they're not!**
- Clear message – ***the Best Practice way is the only way***

Refine

- If you're lucky you got 75 to 80% of the definition at the kick-off workshops
- The rest comes over time:
 - People will ask questions as you spread the message – answers to these questions will:
 - Add to the definition
 - Give greater clarity
 - Hidden **bright ideas will appear**
 - Your **core team needs to challenge the definition** all the time and **improve** on it
- Helps keep it fresh

Set Realistic Targets

- Different businesses will be at different stages of maturity – recognise this
- **Unrealistic targets have a negative impact**

Measure progress

- **Measure quality as well as quantity** – how well, as well as do you?
- Keeps the team on it's toes
- Keeps the different parts of your organisation on their toes
- **Praise success!**

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