

Software solutions



Provider of integrated software solutions and services to automotive retailers. Part of Universal Computer Systems Inc. (UCS)



Objectives

The Chairman wanted to get improvements with speed and predictability. There were poor internal departmental communication and relationships with broken work processes which meant poor service. There were also skills issues and flexibility concerns with weak supervisor skills; more fire-fighting than supervising.



Tools

- Mapped out the ideal process flow from "request to quote to cash"
- Reduced non-added value steps in the process. "ease of doing business"
- Established cycle times, cost and customer satisfaction targets
- Project management of every order through the system, identifying cycle time milestones (gates) for each order type
- Developed standards for each milestone
- Identified opportunities for "time compression" of sequential activities that could be performed concurrently
- Trained on and installed problem solving techniques such as "root cause analysis"



Outcomes/ Deliverables

- Achieved benefits of \$9.6m
- Reduced the quote to cash cycle by 36 days and quote to cash sales/installation cycle by 20%
- Receivables and credit memos were also reduced
- Reorganization helped with a reduction of staff levels
- Increased phone call productivity and customer service levels
- Sales people now spend more time actively selling

Proudfoot