

Remit Case Study: B&Q

B&Q's Estates team needed to upgrade its property database because its old-fashioned design made it difficult and cumbersome to use, leading to the proliferation of independent, and hence inconsistent, records.

Co-incidentally, the opportunity arose to consider the implementation of the property element of SAP as part of the company-wide systems initiative.

The Estates team therefore needed quickly to identify its requirements for a new database in a way that would allow the B&Q IT team to conduct a gap analysis against SAP.

Solution

Remit Consulting used its RPM Model as a basic structure to analyse the current processes carried out within the Estates team. We were able to plot the main functions undertaken and where they overlapped with other departments. From this, and a series of interviews with key members of the team, we established the Critical Processes, current issues and potential areas of improvements.

The process mapping exercise which followed developed the charts required for the IT team to understand the process and information flows. These charts then formed the basis for a set of Future State process maps which could be used to test potential new systems.

Additionally, the comments from the interviews enabled us to provide a log of initial system requirements for the new database which formed the basis for the new system specification.

The whole project took approximately 5 weeks to the point where the documentation was submitted for discussion with the Department's Director.

Benefits

This project showed the benefits of the RPM approach over traditional methods of analysing property processes.

The Current State Processes were analysed quickly:

- All the team interviews were completed within two weeks
- User agreement to improvements was achieved in four weeks
- The documentation was completed for sign-off in five weeks



"This project was interesting because it enabled us to compare SAP with a "best of breed" system"

- Melita Thomas

Critical processes were identified and agreed with the users:

- Improvements identified were agreed and prioritised by users themselves
- The prioritisation of processes reduced the workload of the systems team
- An assessment of benefits was possible through analysing the user feedback
- User requirements were contained, as was scope creep

The users were also eager to support the change initiative because their views had been taken into account.

Some identified improvements could be undertaken without new systems:

- This led to quick wins, helping to justify the cost of the project
- Our report provided a structure for the IT specification

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The suggested Future State processes mapped as a result of the analysis provided a basis for early analysis of systems.



“Remit helped us understand the benefit of investigating how we undertook our daily work.

The project gave us a much greater understanding of where we could make improvements when we came to select a new system.

We also identified a number of minor projects through Remit’s work which we could start before getting a new system and which recouped savings from the estate.

What was most useful was the thoroughness of the approach - we did not have to go over the processes again when we came to drafting the system specification. It surprised us that we could get so much information from such a short review project.”

Rona Kelly – Estates Manager at B&Q

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