

Established in 1983, the GO Group is a leading business support organisation within Scotland. Their services are aimed at businesses of all sizes from every sector from pre-starts through to PLCs. Working in partnership with public sector organisations the GO Group delivers quality support that will help build businesses.



### Lean Team

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### Lean Project Objective

The GO Group is a leading Scottish business support organisation that delivers the Business Gateway service in Glasgow and Ayrshire as two of its many products across Scotland.

This project objective was to analyse the complete Business Gateway start-up process. The Gateway service assists 2000 new businesses to start-ups per annum in Glasgow and Ayrshire by providing a total support package.

Upon initial assessment it was found that there are a number of factors that impact on the adviser's time spent with clients. It is estimated that 15% of clients do not show for appointments and 5% of clients are ineligible, which impacts adversely on the time available for eligible clients. The overarching theme for the Lean project was to improve the time available to eligible Gateway customers by:

- Better screening for client meetings
- Reducing duplication of effort and tasks
- Improving communications throughout the whole supply chain
- Develop better methods for information sharing

### Utilising Lean Tools

The team used the Deming Cycle, 5S/Workplace Organisation, team brainstorming, Ishikawa diagrams and the 7 Wastes Analysis.

They carried out a Value Stream Mapping exercise which resulted in a series of lower level project objectives being developed:

- For advisors to spend more time with the right people
- Improve the quality of service provided
- More successful start-ups
- More impact on the Glasgow economy by supporting sustainable businesses
- Improved added-value to the process
- Reduce duplication of effort
- Improve client filtering
- Reduction in no shows for appointments
- Standardised system for client records and data collection
- More effective centralisation of client records

### Implementing Lean

**Duplication** – the project will see the team reduce duplication of core paper documents and improve the accuracy of information from external agencies. The team will ensure that standardised information is held within advisor diaries. The central database will also be improved.

**Client filtering** – efforts will be made to filter out non-eligible clients such as social economy businesses, charities and those with ineligible postcodes. The project has highlighted that the process and the documentation for staff to filter the correct clients is inconsistent.

**Client no-shows** – improved use of modern media, i.e. e-mailing and texting, will be better utilised to manage client appointments. An analysis of the process has questioned how external agencies and the GO Group collaborate in directing customers to the Gateway offering.

**Improving quality** – documentation will be standardised and efforts will be made to ensure that information is stored centrally and updated in a timely manner. Performance measurement has highlighted issues around inaccurate data.

### Summary of Improvements

Overall, the team expects to see better communication within Start-Up and across other activities within the GO Group. A higher percentage of advisor time will be spent on added-value tasks improving the quality of service. The improved success rates of business Start-Ups will have a positive impact on the economy.

### Environmental benefits of "Lean"

The GO Group is committed to environmental sustainability and this Lean project will enhance this through electronic filing and electronic transformation of packs through to clients. On-line meetings will increase and an initial estimated paper saving has been documented at £750 per annum equating to 0.39 tonnes of CO2eq.

### Future Lean Thinking

Other areas within the business have been identified for Lean projects:

- The tendering process
- Internal meeting structure
- Communication between various offices
- Strategic Lean behaviours

"It's not what you do it's the way that you do it."