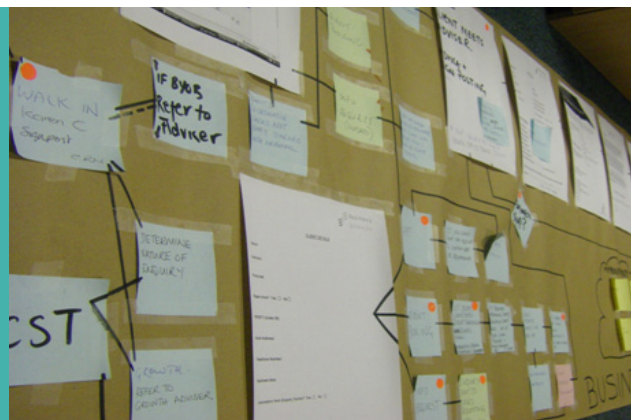


Impact 21 deliver business support services to start-up and existing businesses throughout the Kingdom of Fife. Based in Glenrothes, the company employs 18 staff and is developing the business to have a more commercial strategy for the future.



## Impact | 21

### Lean Team

**Charlie Doeg-Smith**  
Adviser, Start Ups

**Dave Howie**  
Adviser, Existing Businesses

**Karen Cassells**  
Projects Executive

**Linda McCallie**  
Administration

**Carron Smith**  
Development Manager

### Lean Project

The company aims to improve the business advice / start-up service. 700 start-up applications will be processed each year and business activities can be summarised as below:

- Client centric
- Operating from 5 locations
- Target - 14 appointments per week
- Delivery of workshops – 200 per annum
- Delivery of 1:1 client meetings – 2,000 per annum
- Provision of web based information
- Sign posting businesses to other services
- Providing assistance with business planning

### Utilising Lean Tools

The company began to process map operational activities and this also supported the current ISO9001 implementation programme. In producing the high level process map, many process issues were highlighted for all staff to see as below:

- Clients can enter or end the process at will
- Process time is based on client needs which can be highly variable
- Client expectations may not match delivery
- Clients often have no perspective of the requirements of starting a business
- Demands on adviser time are difficult to define

Further analysis within the start-up service resulted in four project areas for improvement:

#### 1. Client no-shows:

- Inconsistent process to address these
- Poor process for follow-up
- Information not always logged or recorded
- No process for investigation

#### 2. Paper work:

- Acceptance of high levels of paper work
- Legal requirements to keep records
- Ownership issues around paperwork
- Storage issues
- Validity of information required

#### 3. Client follow-up:

- Inconsistent activities
- Views on the value of the client
- Expectations of contractual obligations
- The structure of the CRM system

#### 4. Adviser checklist for CRM logging

- Counterintuitive CRM process
- Snagging at monthly reporting

### Actions

As action planning was put in place to address the above issues, a matrix was prepared to assess the ease of fix in line with the impact on the process. This enabled prioritisation to achieve the best benefit for the business and action plans are now being implemented.

### Business Benefits

The lean programme has given staff a greater understanding of process improvement and will enable them to improve their performance with clients. This is essential for the business strategy which will require more commercialisation in the future. The project has increased capacity to deliver added value to Fife start up businesses which will reduce costs in relation to outputs. Reducing paper work by 15,000 sheets of A4 across the client base equates to a 75kg reduction in Co2

“The SE Lean programme has enabled us to take a step back and look at how our processes have evolved through time . It has been enlightening to see how much value we can add simply by questioning what we do”

The Impact 21 Lean Team