

McKinnon & Clarke was founded in the UK in 1976 and has since then become a truly international business with 17 offices in 13 countries, servicing clients in over 20 countries.

The company are experts in all areas of energy management including purchasing, environmental solutions, engineering and auditing of energy and utilities markets.



### Lean Team

Lyndsey Kaye

Data Processing Manager / Compliance

Stuart Donnelly

Electricity Analyst

Lyn Molloy

Senior Gas Analyst

Eddie Spencer

Analytical Team Leader

Steven Francis

Business Analyst / Project Manager

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### The Lean Project

To improve the development of IT systems and specialized business.

### Background for "Lean Analysis"

Operational demands on IT were excessive with many varied tasks required. The current systems were not capable of meeting the demands on the various business divisions

This leads to poor project prioritisation with resource being unbalanced with corporate remit. Levels of waste vary depending on the detail of each IT project.

### Lean Objective Statement

Improve the quality of IT systems produced to meet the requirements of the business with emphasis on

- Structured development processes
- Documentation sign off processes
- Communication between departments
- Effective project prioritisation

### Utilising the "Lean Tools"

The team processed mapped IT activities related to operational projects. Specific customers were identified as activities were mapped and waste was highlighted. During the analysis the team created:

- Value stream maps
- Ishikawa diagrams
- Pareto charts
- Waste analysis sheets
- Why why analysis
- Improvement idea

### The true cost of "Waste"

A client case study was demonstrated to highlight the true cost of efficiency. The team did this by analysing a real 30 day timeline. The overall cost of the project at a pre lean stage was £28,000. If this had been carried out utilising new lean thinking the cost could have been as low as £5,000.

### Highlighting Improvements

As the team worked on the project they began to highlight where improvements could be made and these were communicated to the wider workforce for implementation

- All IT requests were to be directed down a consistent routing system
- Agreements were to be made up front between IT and Operations
- Share point usage was to be introduced
- Feedback sessions were to be formalised at pre and post development stages

### Implementing Improvements

The team now concentrated on the implementation following their analysis and began to plan for new processes to avoid waste, incorporating the following

- Introduction of a discipline to ensure that new processes were always followed
- Formal communication of system changes to business managers
- Formal communication of on-going updates

The key task was to foster ownership of changes into the business culture through visibility, training, prioritisation and on going facilitation

### Business Benefits

The case study example demonstrated a £23,000 improvement in one project area. Given business activity this is expected to generate operational efficiency improvements to the value of £200,000 per annum

"The lean management programme allowed us to expand on our own thought processes and take these forward in a more structured and streamlined manner. It focused us on highlighting and quantifying potential areas of wastage in our project area and on implementing a new process that would improve efficiency and remove the wastage. This has undoubtedly generated tangible corporate benefits and will continue to do so going forward"

The McKinnon & Clarke Lean Team