



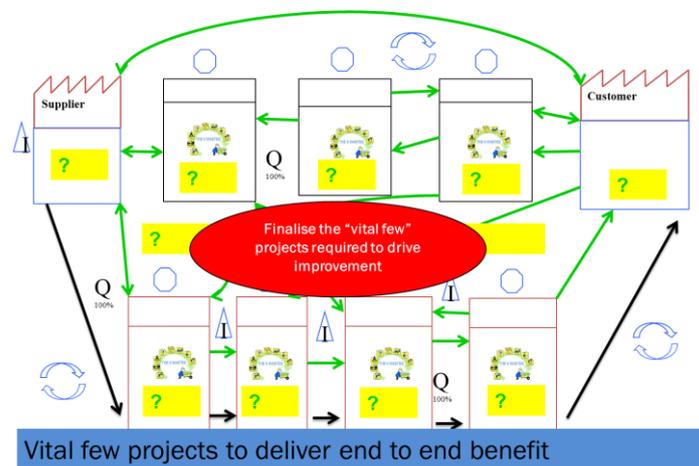
## Big Picture Mapping Exercise

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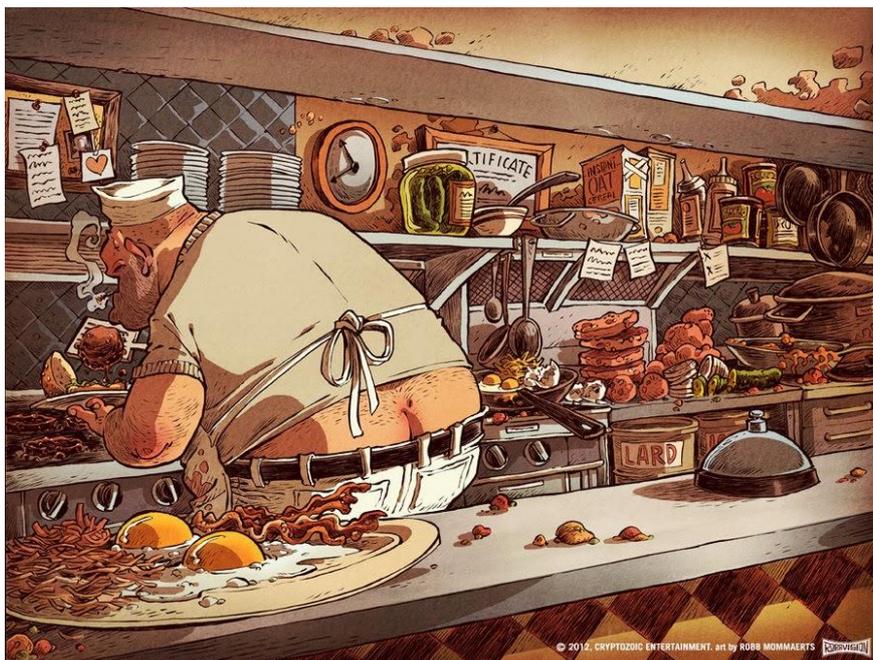
For the following case study:-

- Create a big picture map
- Identify opportunities for improvement
- Quantify the features of the current state
- Identify opportunities for improvement
- Develop a roadmap for improvement
- Identify the features of the future state map
- Create a future state map



Feature	Current	Stable	Future	Feature	Current	Stable	Future
What will customers say?	Dissatisfied	Satisfied	Happy	How many touches will there be per transaction?	23	15	12
What will customer satisfaction look like?	<=50%	>=75%	>=90%	What levels of rework will there be?	15%	10%	2%
How long will a transaction take?	150 days	100 days	20days	What will the total value adding time be?	6 hours	7 hours	3 hours
How many complaints will be raised?	33%	10%	2%	What will partnerships look like?	Price based	Collaborating on projects	Joint KPI's
How long will it take for complaints to be resolved?	76 days	50 days	20 days	What will employees say?	No ownership no control	better	Focused

## Billy and the Duchess Café



### Customer

Mr Parker a senior purchasing manager from a leading welsh automotive company is going to London for a conference on the benefits of big picture mapping. His expectations for the course is a nice buffet, a new pen, have had a nice little jolly and be home in time for Eastenders.

Mr Parker not one to mingle and “network” likes to turn up for his courses just in the nick of time, so with 25 minutes to kill he spies a Café and decides to pop in for a coffee. On entering the Café Mr Parker is impressed by its cleanliness and its mission statement “coffee is a science” –professional looking lot! In the café there are four other professional gentlemen staring at empty tables



## Ordering

Mr Parker walks up to the counter and is met by the café owner Billy. Mr Parker asks for a coffee white no sugar please.

Billy the café owner looks around and says to Mr Parker one moment please

Billy walks to a shelf above the counter and fetches a pad –about 5 yards there and back about 20 seconds in all

Billy then says to Mr Parker sorry about that I'm forever loosing the bloody thing

Right what did you want again?

Coffee white no sugar please

Billy has introduced an order card that allows him to tick off what the customer wants on to the pad directly

Coffee tick

Milk Tick

Sugar Tick

This only takes 10 seconds



## My Revolutionary Plan

Billy has been going to night school they have taught him “how to introduce modern business controls into your business”

Billy has studied hard and developed a computer programme that can predict how to make the perfect cup of coffee - in fact this has been the driving force in Billy's mission statement “coffee is a science”. My revolutionary Plan or MRP as Billy likes to call it.

Billy walks over to the terminal behind the counter and loads up the programme. The terminal is conveniently situated about two yards behind the counter and it takes about 30 seconds to load the programme

Billy has 4 other order cards and explains to Mr Parker, I load the cards up in batches of 5 I find its easier for me and I don't have to keep reloading the programme, I don't think people mind waiting a couple of minutes.

Billy enters the data into the computer it takes no more than 10 seconds, the computer processes the information and 2 seconds later a full list of how to make each cup of coffee is produced. It details to the nearest half gramme how much coffee, sugar, water and milk will be required to make the coffee-“the science”

Billy then goes to print out this list he produces two copies one for him to make the coffee and one for his darling wife who he affectionately calls the “Duchess”.

Billy has been clever and bought three part ncr paper top copy yellow, middle blue bottom copy pink-this stops him having to print them twice

Billy presses the key and the printer starts to print this takes about 10 seconds normally but halfway through the print the ncr paper jams up and Billy has to pull the paper out and reset it. This takes about 30 seconds-its not the first time and Billy is becoming an expert at doing this

Finally Billy gets his requirements sheet out and hands the pink copy to the duchess

Billy sticks his yellow copy above the counter and waits for the duchess to fetch him the ingredients

The blue copy is spare and thrown in the bin

## Shopping

The Duchess has also been to night school but she is a little ahead of Billy and has developed her own programme-she calls it's her min max system

The duchess takes the pink order card and loads it into her computer min max system, this automatically updates computer stocks

After months of working through the stockroom the duchess now takes full control of all materials and in fact won't let Billy near it-unless it's an emergency or her darts afternoon

All ingredients are stored in a fridge in the back room about 10 yards from the counter

Each ingredient coffee, milk and sugar each have their own location

The min max system sets out how much of each item is to be held and tells the duchess when she needs to buy more

Each Friday afternoon the duchess runs the min max system and produces a shopping list

Billy's brother Stu runs a café supply business

The Duchess faxes the shopping list to Stu who has agreed to hold stocks of key items and will supply next day when required

When Stu delivers he must bring in a pink delivery note so the Duchess can update her system.

The whole process takes no more than 20 minutes per week.



### Stu's Café supplies

Stu is a big Oxford United fan and will never work on a Saturday

Stu has many customers and to be honest only works for Billy because he's his brother

And as for those pink notes she wants-well I make them up as I go along they never check the quantities

### Milk, Sugar and Coffee

The Duchess decants the correct amount of coffee and places each serving into a specific holder (a set of 20 matching pink egg cups she had as a wedding present)

According to min max we have enough coffee to make 6,000 cups of coffee-6 months

Next she looks for the sugar and starts decanting the correct amount out, After emptying out 3 egg cup fulls she finds there no sugar left and remembers she gave a pound to her mother to bake Billy's birthday cake-must have forgot to book it off the system. According to min max we should have had one pound enough for one day

Never mind she phones Stu who will bring it around in the van for a bacon sandwich

This takes Stu about 5 minutes

Whilst she's waiting the duchess continues preparing the ingredients-what next? Milk

She goes to the milk store and opens the first bottle-on pouring out the quantity she notices a funny smell-the milk is off-how did that happen?

According to min max we should have had one weeks worth

She fetches another bottle and checks the remaining stock it all seems ok

She puts the sour milk back in the fridge and makes a mental note to remove it later

She finishes decanting out the milk and Stu arrives with the sugar

In all the rush he's forgotten his pink delivery note

The Duchess is in such a flap that she forgets to ask Stu for the note anyway

She finishes decanting the sugar and asks Stu if he'd like a bacon sandwich-Stu says yes please and takes a seat in the café

The duchess puts all the egg cups on a tray and takes them the 10 yards to the counter and her beloved Billy

The decanting process normally takes about 2 minutes



### **The kettles**

Billy is in charge of kettles

After a recommendation from Stu Billy bought ten Korean kettles they are half the price of UK kettles, they look good too!

Billy has built a shelf in the café to hold his kettles

As they have a chrome finish Billy thinks they look decorative as well as functional

On receiving the tray of ingredients Billy goes to fetch one of the kettles

It's about a 5 yard walk there and back

The sink is positioned under the counter so there's no waste there!

Billy has 5 cups of coffee to make so he fills the kettle to the top enough for six cups bit extra for spillage

This takes no more than 20 seconds

### **Boiling**

Billy plugs the kettle in and waits for it to boil

Boiling the kettle normally takes about 30 seconds per cup full

After two minutes Billy returns to the kettle and finds it stone cold

He then remembers he had a problem with the element on one of the kettles last time it ran- this must have been it

Billy goes back to the shelf and fetches another kettle

He pours the water from the first into the second and boils the kettle

Whilst the second kettle boils

Billy puts the first kettle back on the shelf

In line with Billy's calculation the second kettle boils 3 minutes later

### **Stirring**

The kettle has boiled

Now how about some cups

Billy goes to the cup rack

Its about 2 yards behind the counter

As he picks up the cup he smiles to himself and remembers the after hours session he had with the duchess under the cup rack on Tuesday night-had to buy new cups

Anyway the new cups are more mug size chrome in colour to match the kettles

Billy goes back to the counter puts the 5 cups down and starts making the coffee

He puts the first egg cup of coffee, milk and sugar in the first mug and pours on the boiling water

Billy always makes sure you have a full cup

He then looks around for a spoon to stir it with

Billy can't find one so he looks in the sink

Under the pile of plate's cups and cutlery Billy finally finds a spoon

He gives it a quick rinse and it's ready for use

This takes him about 1 minute

Billy stirs the first cup and it's ready for tasting

Billy believes in tasting each cup he makes-you can't afford to make mistakes

Anyway it tastes great

Billy proceeds to make the remaining four cups of coffee

Each cup takes around 30 seconds to make

As he pours the last cup Billy notices there's only enough water to fill about two thirds of a cup-strange he thinks I put enough water in to make 6 cups not 5-must be them mugs are bigger

Billy decides to give the two thirds cup to the Welsh geezer after all he was last in



### **Serving**

Billy fetches a chrome tray from a shelf by the kettles about 5 yards there and back

Billy puts all 5 mugs onto the tray

Fetches the yellow order sheet tucks them into his shirt pocket and walks proudly into the café

This takes no more than 30 seconds

### **Payment**

Payments easy give their coffee they cough up the cash

Only takes about 30 seconds per cup

To his amazement of the five customers he had only two are left

He walks to the first of the two and finds that he has opened a can of pop that he bought from the shop opposite whilst he was waiting

Billy has no hesitation and throws the punter out of his café-what a cheek

He goes the remaining customer –our Mr Parker

He hands him the two thirds mug and smiles

Mr Parker takes a sip- from the mug and spits it out

I didn't ask for sugar he exclaims

Billy replies I think you did it's on my order card

Billy then asks for his money -£2 sir please

Mr Parker can't believe his ears and walks out of the café-without paying

All this chaos takes about 4 minutes to resolve



### **The bank**

Billy sits on a chair in his empty café with 4 and two thirds cups of coffee

His mobile rings in his top pocket

It's Martin from the bank

Martin asks Billy how's business

Billy replies ok

Martin is after payment on the business start-up loan he gave Billy, his boss is putting pressure on him. Martin's boss is keen on developing foreign resources the bars in Ibiza are showing real return that is where this bank should be investing

Martin and Billy begin a very uncomfortable conversation.