## Cycle 1 Report-Out



# Meeting Outline



1

### **Opening Remarks**

10:00am – 10:20am Jane Kaufman, Mike T., Craig Pollock

2

### Video

10:20am – 10:30am Title TBD

3

### **Ignite Overview**

10:30am – 11:00am Jane Kaufman

4

#### **Break**

11:00am - 11:10am

5

### Reports: VSM • PLC • SOP

11:15 – 12:00pm Larry Williams, Myhanh Fallarino, Joel Roach 6

#### Lunch

12:00pm – 12:30pm Will be provided

7

### Reports: Reporting • Change Mgt. • QA • PLC

12:30pm – 1:45pm Richard Ishmael, Teddy Artemiuo, Tawna Lawrence, Myhanh Fallarino

8

### **Break**

1:45pm – 2:00pm

9

### **Group Exercise**

2:00pm – 2:45pm What's in the room?

10

### Closing

2:45pm – 3:00pm Jane Kaufman

# Video

## **Guiding Principles**

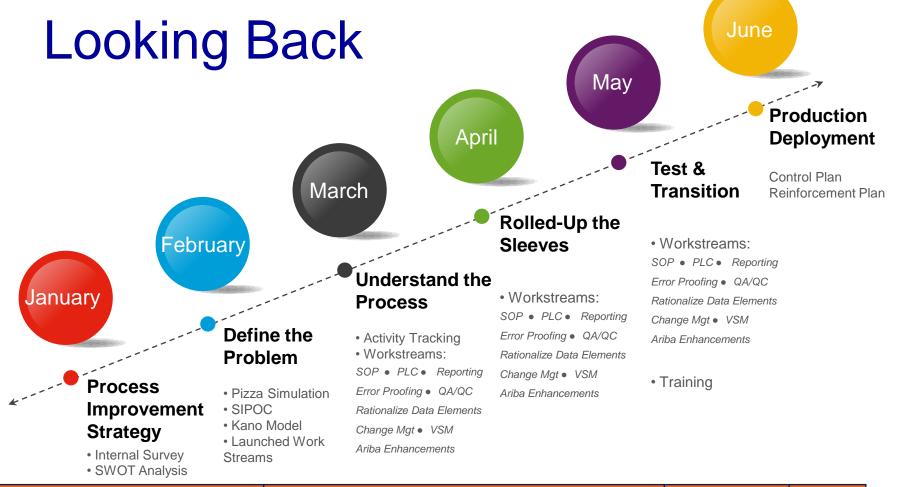
Our core values require us to "do it better"

# Our Journey



- In 2017, organization and management changes in IT drove considerably more contract volume and exposed deficiencies in the procurement process
- After gathering customer sentiment, we heard that:
  - ✓ The process takes too long
  - ✓ It's hard to get status
  - ✓ Data in Ariba is bad and unreliable
- Mr. Moran said, "...the future belongs to those who prepare for it."
- Heeding Mr. Moran's advice, we set out to "do it better" by sparking change in Procurement





Plan Do Check Act

# Leaning on Our Core Values



Accountability

Innovation

Consideration

Cooperation

Communication



# Accountability



- Accountability was a primary focus area for PDCA cycle #1
- Rather than pointing the finger and blaming others, we committed ourselves to fixing the portion of the process we control
- We launched nine work streams to improve the process



## Innovation



- Set an atmosphere of creative problem solving and empowered the team to question the status quo
- As we examined our process, system, & data no suggestion was too small or too silly
- Eliminated unnecessary fields & unused reports, activated unused modules, and established a standard work model



## Consideration

ignite
Procurement is
Sparking Change

- We placed the customer at the center and sought to understand their needs
- Used the Kano model to categorize requirements: "must-have", "nice-to have", and "delighters"
- Considered the associates and how to support each of you through the changes













#### Remember the stress-relieving Fun Events?

Mar 2 – Wawa ● Mar 16 – Mocktail Party

Mar 30 tie dye t-shirts ● Apr 4 Little Havana

April 20 ice cream social

# Cooperation



- While we experienced creative tensions, we learned how to compromise and support each other
- We also asked for your flexibility as we placed you on work streams outside your natural comfort zone
- Finally, we asked that you to reach for "better" rather than "best" or "perfect"



## Communication



- Communication was central to our success
- We had daily stand-up meetings, stakeholder updates, and regular sponsor meetings with Mike T.
- Consulted with Corp Comm for messaging and branding



## Call-to-Action



## The success of this change is everyone's responsibility

IGNITE: Questions I need to answer	Do I have this info?	If no how will I obtain this info?	By when?
Why is this change important to JMF?	Yes or No		
Why is this important to Procurement?	Yes or No		
What outcomes result from this change?	Yes or No		
How will my customer/partners be impacted?	Yes or No		
How can I contribute to the successful implementation of this change?	Yes or No		

By the end of Friday you should be able answer "yes" to each of these questions

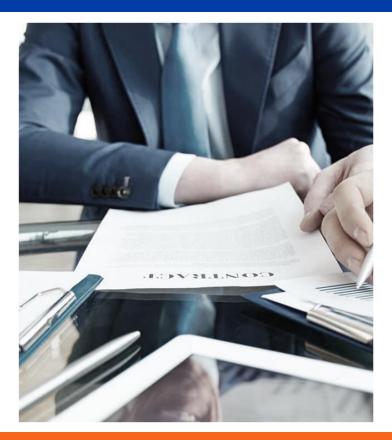
# Break





## Goal







## **Objective**

Document the process structure, flow of information and highlight critical insights.



## The "Why"

Focus management on the most critical components of the process that require attention • Reduce Rework • Reduce Downstream NVA • Identify Product Families • Assign service levels and allocate proper staffing • Increase RTY



## **Impact**

Improve management of the process • Use data to pinpoint kaizen improvements • Ensure appropriate staffing levels based on process capability • Increase confidence in the process

# Components of Improvement



01

#### Organization / Behavior

Elevate our operational standards and performance as we adjust to more demanding customer expectations.

02

#### **Process**

Document the structure of our process, the flow of information through the process, uncover critical insights to fortify the process.

03

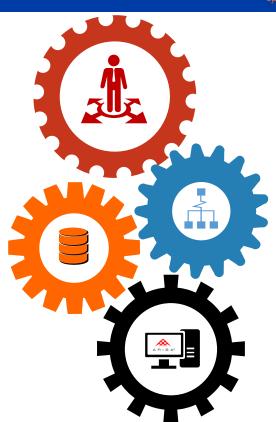
#### **Data**

Become stewards of our data. Manage our data as an asset and leverage it to drive operational excellence.



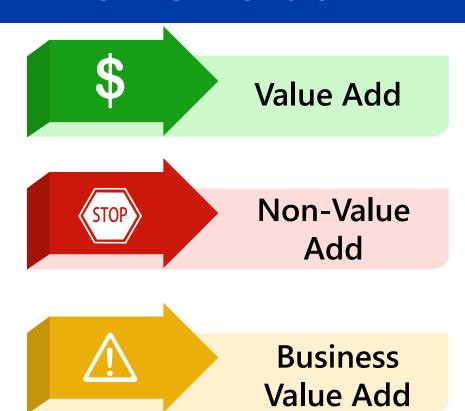
#### **System**

Adjust our usage of system(s) to improve operations and deliver customer recognizable value.



## What is Value?





### This is why customers pay us!

Impacts the form-fit-function

### **Eliminate**

#### Identify & Eliminate Waste

Transportation • Inspection • Motion • Wait Time • Over-

Processing • Over-Production • Defects • Human Talent

### Control, Minimize, Reduce

Required but needed for the process to function

# **Activity Tracking**



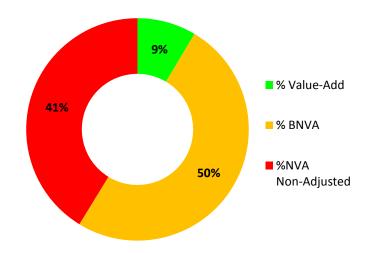
## How do you think we did?

What portion of our work activity do you believe was measured as value add?

10% or less 11% - 30% 31% - 50% Greater than 50%

# VAN Analysis





- Not an "atypical" result
- Requires intentional effort and reinforcement to focus on what we will do with distinction to bring value to our customers

# **SWOT Analysis**



## Strength

#### **Management Support**

#### **Team Cohesion**

- · We work together as a team
- · We all want to be successful

#### **Technical Knowledge**

- · Knowledge of specific commodities
- · Support within the group
- Handling contracts
- Negotiation

#### **Desire to Serve Customer**

#### **Tenure**

· Long serving associates

#### Flexibility / Embrace of change

· Some will embrace change

### Weakness

#### Strategy

- · Do not / cannot see the bigger picture
- · Lack of Strategic Thinking

#### **Process**

- · Process takes too long
- · Process is inconsistent
- · Lack of std. operating procedures

#### Communication

- · Poor (lack of) comm with outside groups
- · Poor communication between internal groups

#### Organization, Behavior, Resources

- · Silo'd Procurement operational setup
- Wrong resources doing the wrong work
- · Lack of accountability

#### Data & Reporting Systems & Tools

- Bad (inaccurate) data
   Underutilized tools
- · Lack of robust reporting

## **Opportunities**

#### Strategy

· Incorporate more strategic planning

#### **Customer Impact**

- · Opportunity to grow into other areas
- · Improve cohesiveness with other groups
- · To touch more areas than ever before
- · Gain confidence of customer

#### **Process & Data Improvements**

- Improve Data & Reporting
- · Improve visibility

#### The "Deal"

 Examination of contracts and do more heavy lifting so partners can do less

#### **Cooperation from Partners**

· Legal will now use (work within) Ariba

#### Systems & Tools

· Opportunity to reengineer Ariba

### Threats

#### No Confidence

- · Customers work around us
- They believe they can do it better
- · Not required to invite us to the table
- Lack of support from liaison groups

#### **Failure**

- · Failure to show significant improvement
- Unwillingness to embrace change
- Frustration from internal and external events
- No motivation

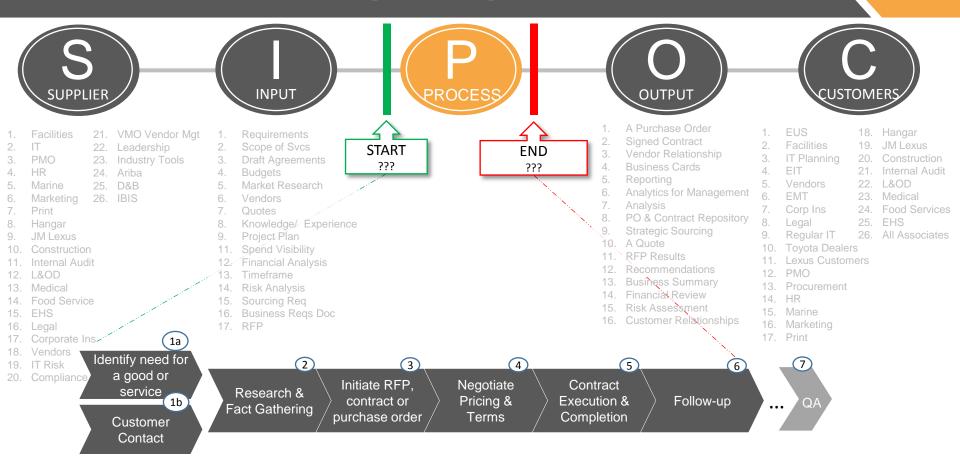
#### Loss of Customer(s)

- · May not use Procurement
- · Customers will do their own negotiating
- · Customers might do it better

#### Obsolescence Bad data

• Become irrelevant No sense of urgency

### SIPOC: Procurement Process [BEFORE]



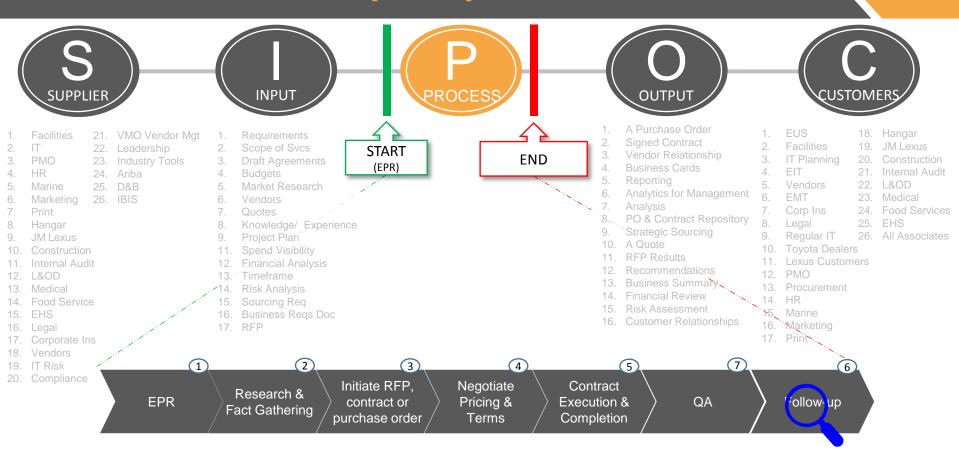
# SIPOC (Before)







### SIPOC: Procurement Process [AFTER]



# SIPOC (After)







# Focus on Our Core Mission



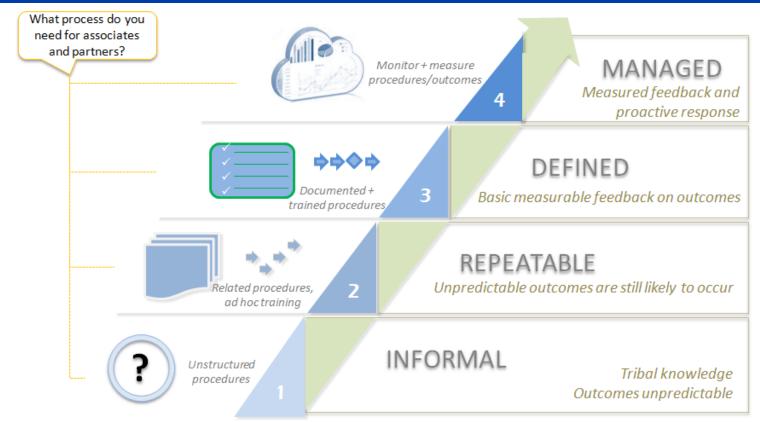
Items	Description	
Checking Invoices	Checking to see if the vendor gets paid	
2. Check Request	If a contract says that it needs 50% of the invoice to be paid, Buyer will get and initiate that request	
3. CER Requests	Sometimes the Buyer starts or initiates the CER for the Customer	
4. Requisitions	Creating Requisitions On Behalf of the Customer	
5. ITRAQ Requests	Creating an ITRAQ for the customer	
6. Tracking down COI	Getting COI's for Corporate Insurance	
7. Redlines	Marking-up the language in contracts	
8. Working Outside Ariba	Allowing users and partners to work the process outside the system.	

## STOP!



## Confidence in Our Process





## What You Did!



- 1. Standard Work Model
- 2. Universal Starting Point
- 3. Empowered the Buyer
- 4. Guaranteed Quality
- 5. Commitment to Data Stewardship
- 6. Essential Operational Reporting
- 7. Measure the "Whole" process
- 8. Reduced NVA work
- 9. Drive accountability

  Buyer Partner Customers
- 10. Continuous Improvement Culture



# Next Steps



- 1. "Operationalize" the new standard
- 2. Execute Data Remediation
- 3. Establish new Hoshin Plan (3-5 years)
- 4. Groom the backlog for phase-2
- 5. Engage Customers & Partners

	Phase 1	Phase 2	Phase 3
Procurement Focus	•••	•••	••
Partners Focus	•	••	••••
Customers Focus	•	••	••••

## Questions?





# **Any Questions**

### **Visibility into Procurement Life Cycle**



**Team Members:** 

Myhanh Fallarino Joel Roach Teri Hernandez David D'Addario

## Expand/Enhance Review Task to PLC



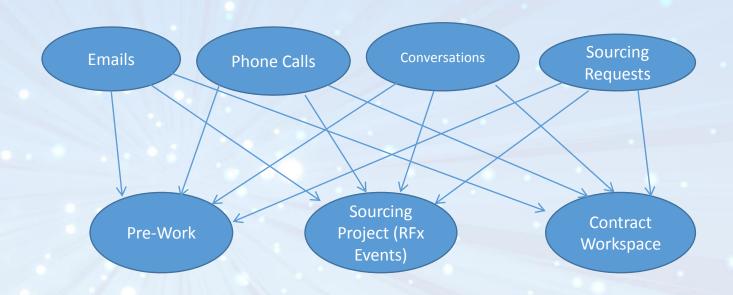
### **Procurement Process**



- SIPOC Process
- Review Task was not Enough
- Expand (Bigger Picture)
- Consistency and Visibility across Tasks
- Change Process/Incorporate into Ariba

## **Current State**





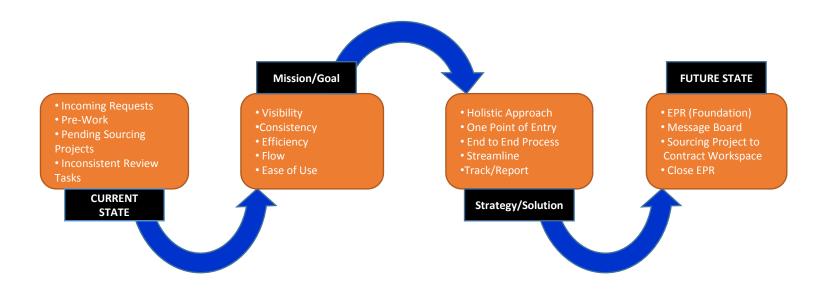
- No Story/Flow
- Only some tasks can be tracked
- Minimal visibility

- Inconsistency
- Workspaces are not linked to each other

## Visibility into Procurement Life Cycle

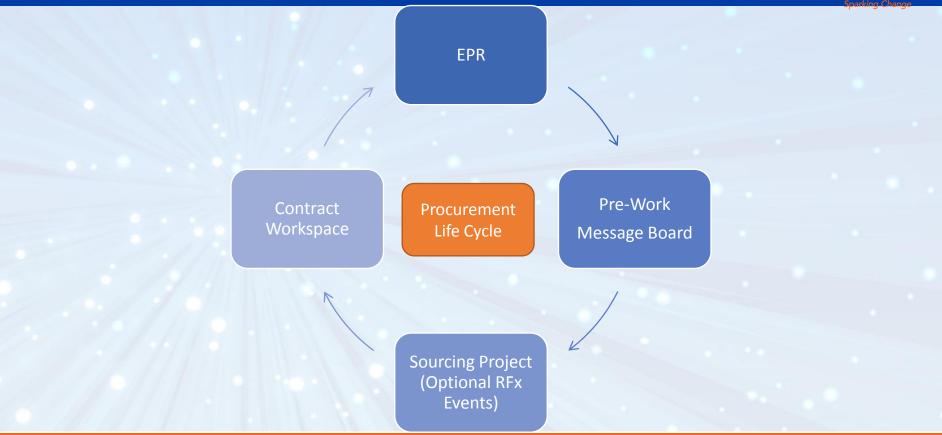


**Goal**: Provide End to End Visibility to Requesters, Management, and Internal Partners while creating consistency across all Buyers within the Procurement Organization.



## **Future State**





# Questions



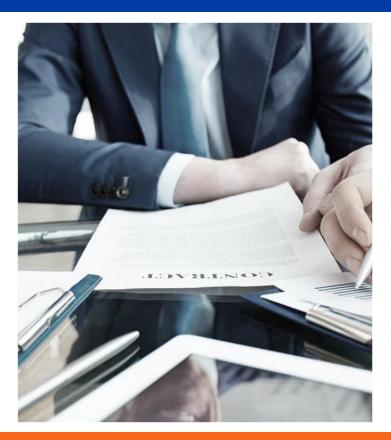




- Joel Roach
- Richard Ishmael
- Jim Parker
- David Vertner

### Goal







#### **Objective**

Provide prescriptive instructions to ensure that work is processed correctly the first time.



#### The "Why"

- Reduce data entry errors / omissions
- Reduce missing processing steps
- Reduce rework
- Increase consistency

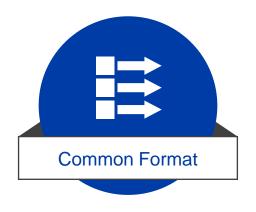


#### **Impact**

- Increase customer confidence and trust in the process
- Improve partner & stakeholder satisfaction
- Enable more effective cross training & on-boarding

## SOP Design Considerations





- Mirrors the Ariba flow
- Facilitate ease of use



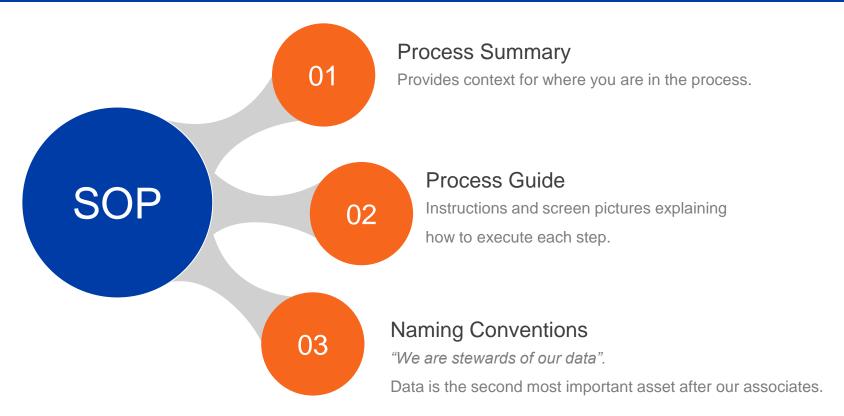
- Appian Platform
- Organized by process steps



- Phase 1 (critical SOPs)
- Phase 2

## SOP Blueprint





## Example – Table of Contents





#### Table of Contents

How to Create a Sourcing Project – Accessories	4
1.1 Purpose & Scope	4
1.2 Process Summary	4
1.3 Process Guide	5-23
1.3.1 Standard Naming Convention	7
1.3.2 Search Filters	21

### Example – Process Summary & Guide



#### How to Create a Sourcing Request – Accessories

#### 1.1 Purpose & Scope

This standard operating procedure focuses on Sourcing Requests specific to Accessories. Its purpose is to effectively and efficiently bid out accessories requests made by our internal customers. Therefore, any Buyer or Procurement staff creating a Sourcing Request of this type must follow the procedures identified herein.

#### 1.2 Process Summary

The Process Summary referenced below will outline the basic steps in sequential order to complete this Sourcing Request. For a detailed explanation, please review the Process Guide.

- Loginto Ariba.
- 2. Click on "Create" Button on right.
- Clickon"SourcingProject".
- 4. AddNameperStandardNamingConvention.
- Add a short description of what you are sourcing.

## StepShot Example



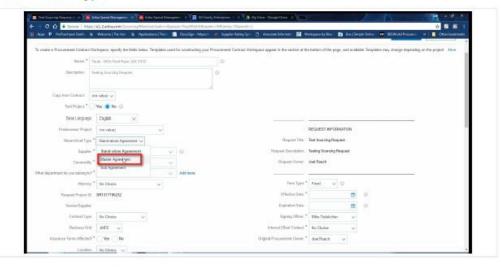
Title →

Screen Snap-shot





#### **Hierarchical Type**



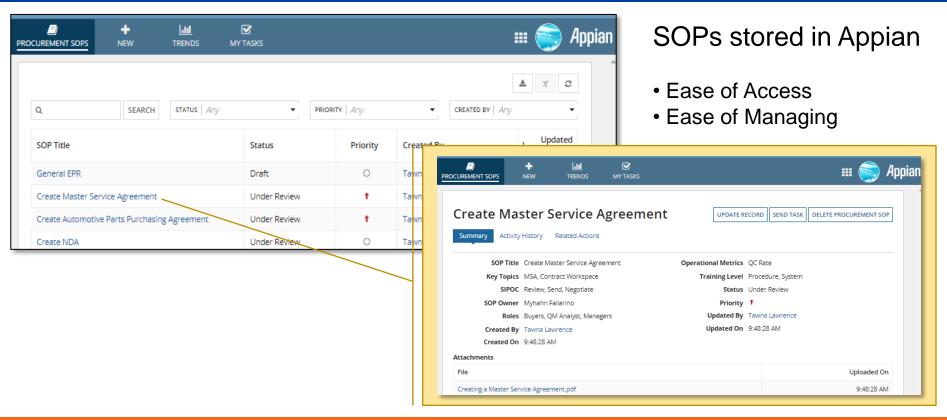
Select Master if the agreement type is MSA, PSA, TSRA, TSA, EULA, APPA or Subscription Agreement

Select Stand Alone for an agreement that cannot have a sub-agreement e.g., NDA. This agreement has terms and conditions but will not govern any other agreement. An SOW is not a standalone agreement.

Select Sub-Agreement if the contract is governed by a Master agreement, For example, an SOW is a sub-agreement, i.e. MSA, etc.







### Questions?





# **Any Questions**

#### **Operational Reporting**



**Team Members:** 

Richard Ishmael Teddy Artemiou Michael Benishek Michael Crapp Tiffany Hughes Teri Hernandez

## Short story before we begin











Where is my stuff? Why is it so hard to get status?



## Workstream Objectives



- 1. Provide dynamic reporting dashboard on the Procurement Life Cycle to provide
  - Visibility
  - Transparency
  - Awareness
- 2. Define report styles based on roles
  - VPs and above
  - Directors
  - Managers
  - Requesters/Customers
- Determine future cadence for releases to address
  - Fixes
  - Enhancements
  - New Customer Requests

## Lessons Quickly Learned



Can't boil the ocean in 9 weeks!



### Reporting Limitations



- Ariba can provide static reporting but does not allow you to drill down from a report table, graph or provide detail on hover
- Ariba cannot join multiple tables and present a consolidated view

Ariba cannot calculate number of days between a start and end date

## Phase 1 Accomplishments



- Identified the customers that would benefit the most from our Phase 1 report
  - ➤ Facilities, IT, PMO
- Created Phase 1 report layout
  - captured customer requirements
  - mapped these requirements to data points in Ariba
- Explored tools to report on the Ariba data
  - > Appian, Cognos, Excel, SharePoint, Tableau

### Phase-1 Manual vs. Phase-2 Automated



#### Phase 1



#### Phase 2



## Phase-1 Report



Phase 1 Report (v1.0)

## Lunch



**Change Management** 



## Change Management Initiative



### **Change Management Team**

Teddy Artemiou
Jane Kaufman
Celeste Fouty
Jim Parker
Aristeus Johns

## Change Management Initiative

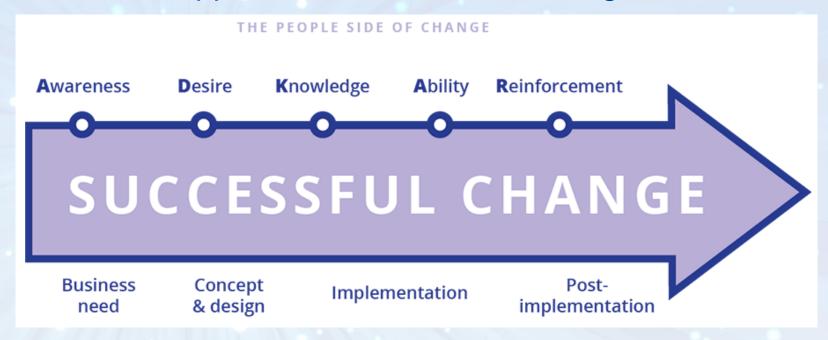


- Objective internal and external focus
- Goal reduce resistance and provide clarity to the purpose and intent of the transformation
   "Associates are our most important asset"
- Benefits increase trust is our brand and improve the chances for success

## Change Management Approach ignite



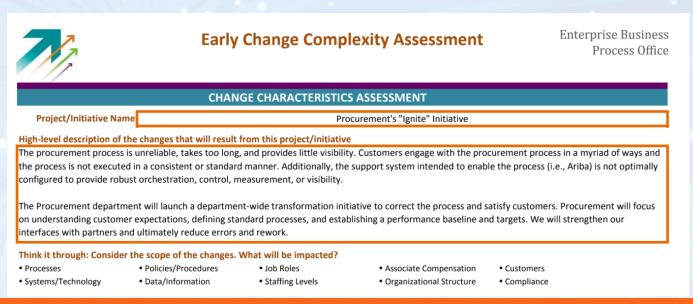
Use ADKAR approach to usher in the change



## Complexity Assessment



- Three areas assessed to determine complexity the characteristics of the change, the impacted to associates and leadership support
- Results medium complexity project



## What we are doing?



- Developed a project brand and re-faced our HUB space
- Completed a stakeholder assessment
  - Determined impact of change to different groups
  - Determined training strategy for each group
- Develop a communication and training plan
- Complete surveys
  - Internal survey completed
  - External pulse survey to be distributed this week

### CELEBRATE



- March 2<sup>nd</sup> WAWA Milkshakes
- March 16<sup>th</sup> celebrated the kick off with a Mocktail party
- March 19<sup>th</sup> celebration lunch at Cracker Barrel for the JAX team
- March 30<sup>th</sup> celebrated the first month of the project with a tie dye party
- April 5<sup>th</sup> celebrated a long week with the Ariba resource by having a department lunch
- April 20<sup>th</sup> celebrated big push to complete testing by having a "Make your own Sundae" event
- More to come as we GO LIVE.....

## CELEBRATE







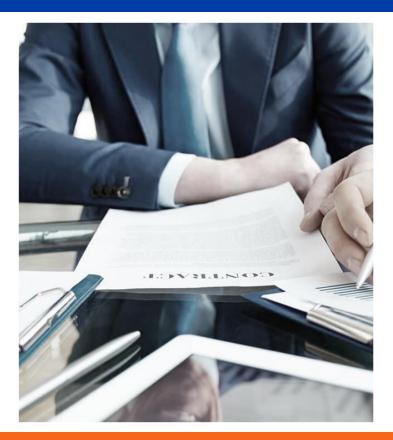






### Goal







#### **Objective**

Prevent downstream errors and reduce costly rework



#### The "Why"

- Eliminate passing data entry errors / omissions downstream
- Eliminate missed processing steps
- Increase consistency



#### **Impact**

- Elevate team performance
- Improve process control and governance
- Increase customer confidence and trust in the process
- Improve partner & stakeholder satisfaction

## Quality Assurance



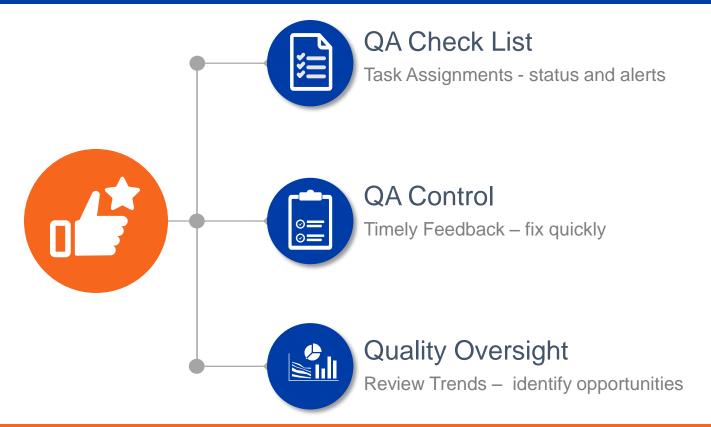
Process improvement efforts should continuously strive to improve quality outcomes



- \* A strategy of problem prevention focus on the "process"
- \* An efficient and repeatable process leads to better work products
- \* QA is everyone's responsibility

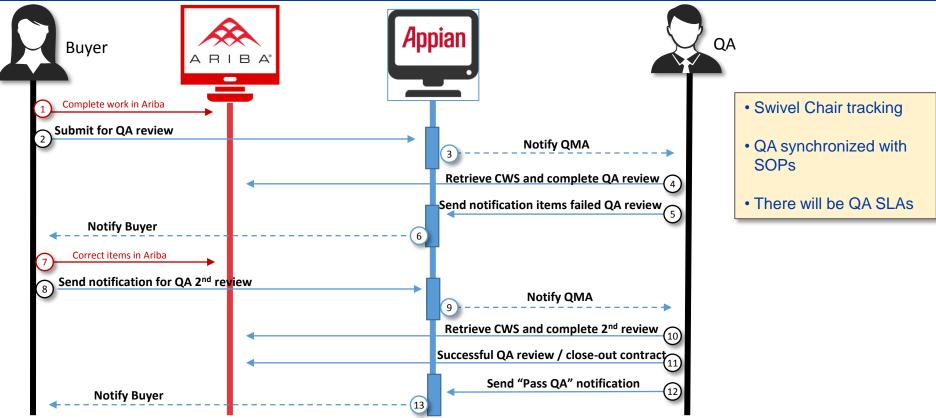
## Quality Assurance Workflow





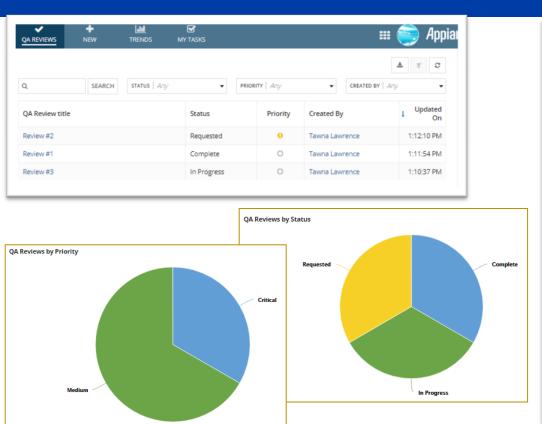
### Swivel Chair QA





## Swivel Chair QA





QA REVIEWS NEW TRENDS MY TASKS	<b>≡ </b> ● Арг	
Add New QA Review		
QA Review title *	Parent Project @	
Copy/Paste contract workspace title	Select a Value •	
Status *	Published	
Select a Value •	Select a Value •	
Priority	Supplier	
Select a Value •	Select a Value •	
QA REVIEW STARTED	Affected Parties	
mm/dd/yyy	Select a Value	
Hierarchy Type	Commodity	
Select a Value	Select a Value •	
Expiration Date	Term Type	
Select a Value ▼	Select a Value •	
Email Notification Days	Amendment selected as contract type	
Select a Value	Select a Value	
Expiration Reminder Sent in Days	Check if it changes terms of an agreement	
Select a Value	SR#	
Notice Period Days		
Select a Value •	SP#	
Notice Email Recipient	(if needed)	
Select a Value	Shortcut	
Notice Email Notification in Days	to executed doc on SR	
Select a Value •	Rejection Comments	
Notice Reminder Sent in Days	Describe the reason one or more items didn't pass the QA review	
Select a Value •	li li	

### Questions?





# **Any Questions**

#### **Visibility into Procurement Life Cycle**



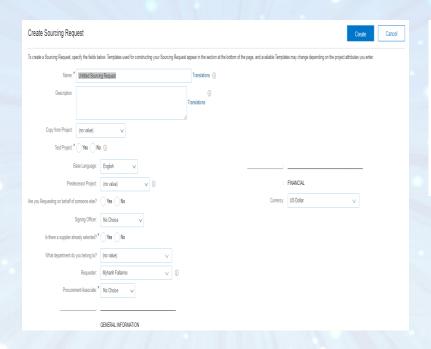
**Team Members:** 

Myhanh Fallarino Joel Roach Teri Hernandez David D'Addario

### E-Procurement Request (New Look)



#### One Point of Entry for All Requesters



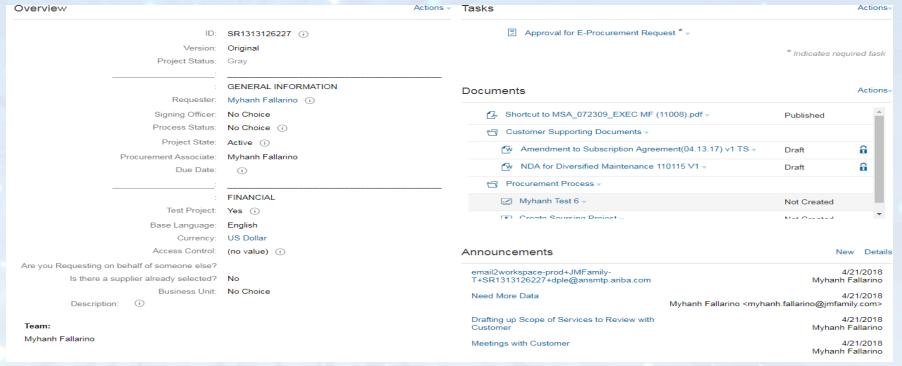
Select a template Select the template you want to use, and answer any questions related to it to create your project. How you set the fields in the section above
General E-Procurement Request
IT E-Procurement Request

- Eliminated D-Forms
- Consistency across all Buyers
- Department Drives Conditions/Workflows
- Error proof for Requesters
- Short cut to Executed Contract
- Automation on Approval Workflows

### E-Procurement Request New Look



#### **Visibility for Requesters**

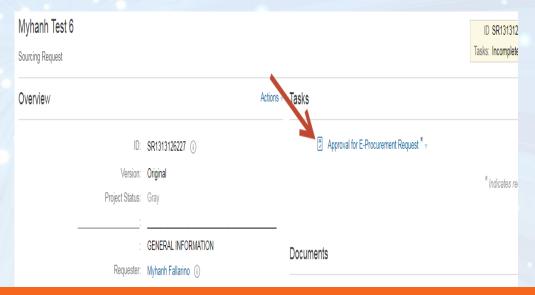


## EPR General Approval Workflow



#### **Changes to EPR Workflow:**

- Eliminated Procurement Review
- Added an Approval Workflow for Buyers to Approve/Deny Requests
- Completion of one workflow automatically starts another
- One e-mail notification for EPR



### EPR IT Approval Workflow



#### Process Change to IT Approval Workflow

- IT Planning Review Capability to Approve or Deny
- Automatic Workflow to IT Procurement
- Buyer has capability to Approve or Deny Requests
- Capability to add Requester in IT Procurement Workflow

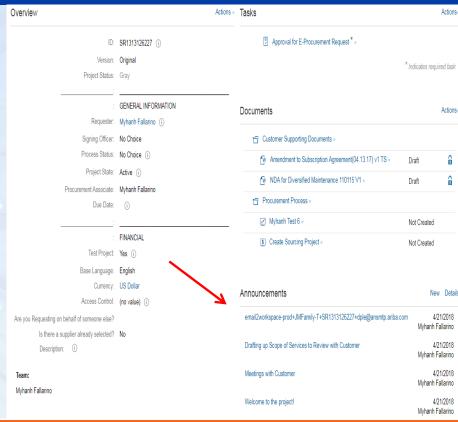
IT E-Procurement Rec	quest	
Sourcing Request		
Overview Conditions		
Properties	Actions ▼	Tasks
Name:	IT E-Procurement Request (i)	♠ Approval for IT Business Office * ▼
Description:	0	♠ Approval for E-Procurement Request * ¬
Version:	v2	
ID:	SR1308990607 (i)	

### Message Board



#### **Pre-Work Prior to Contract Workspace**

- Meetings
- Demos
- Site Visits
- Negotiations
- Preparations of Scope of Services/Requirements
- E-mail strings w/Partners, Customers, Vendors, Outside Counsels, etc.

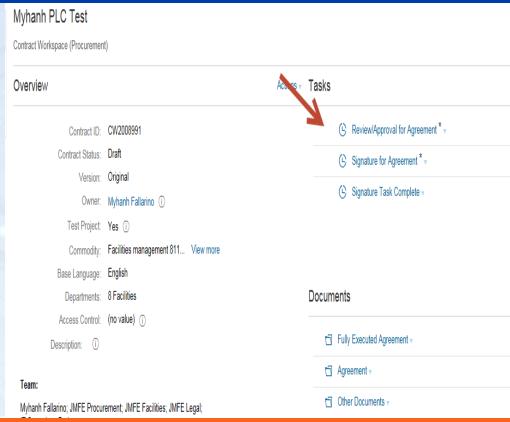


### Contract Workspace



#### **Changes:**

- Compact View Only
- Eliminated phases
- Simple Tasks
- Provide shortcut to executed contract
- Review/Approval Task
- Creating Predecessor Project (only if SP was created)

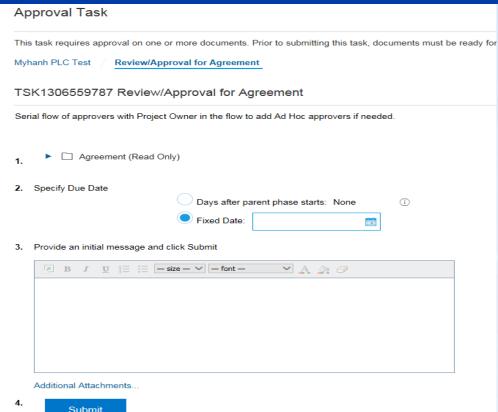


### Review/Approval Task



#### **Changes:**

- Remove Review Task
- Combined Review/Approval into one Task
- Reviewers/Approvers can Approve or Deny
- Buyers are included throughout process
- Buyers can add more value
- No confusion on versions
- Eliminating potential errors for Requesters
- Frequency and # of days are tracked
- Simple contracts will flow quickly



## Questions





## Break



### What's in the Box?



- 1. Split up into 3-4 groups.
- 2. Select an item from the box.
- 3. Meet as a team for 15 minutes.
  - Itemize the positive attributes and features of your object
  - Itemize the functional (or decorative) purpose of your object
  - Establish a statement of value for the object (i.e., "The object has value because...")
  - Outline the reason(s) someone should buy the object from your team
  - Develop a quick 2-3 minute ad (or a commercial skit) for your object
- 4. When called upon, your team will make it's **most compelling** case to have the other groups buy your object.