

# CASE STUDY: COMMERCIAL INTERNAL IT ORDERING PROCESSES

## THE CHALLENGE

As part of an existing improvement project for our client it was identified that the internal processes for ordering and issuing new and replacement IT equipment, including laptops and phones often took several weeks.

This had a significant impact when it came to new employees starting, with some employees waiting up to 6 weeks from starting before being issued vital equipment required for the role. Which also slowed down their introduction to the business and colleagues.

Cosmos Performance were asked to identify the root cause to these delays and implement a new process that would reduce the lead time while ensuring governance and controls were in place and managed throughout the process.

## THE SOLUTION

To identify the root cause, we utilised a range of our core improvement tools, including *Fishbone Analysis* and *5 Whys*. Through these tools we were able to pinpoint the parts of the process that took the most time and the reasons for that time.

One key delay highlighted was that the IT department had no visibility of the order until the request had gone through several sign off points, this in some cases was taking up to 5 weeks. By providing earlier notification of the order the IT Department were able to start processing the order much earlier, reducing the lead time.

After identifying the root causes, we worked with the relevant departments within the business to create an effective procurement process that aligned with the business governance while also being efficient.

### The benefits included the following components:

- **Line Manager sign off** completed within 24 hours of request being submitted.
- **Introduction of second level sign off** if the first level is delayed for any reason.
- **Greater communication** between IT and operational teams around business IT requirements.
- **Visibility of IT needs for new starters implemented**, allowing IT to be prepared and preplan for requests.
- **Improved opportunity to reused returned equipment** reducing cost and reducing waste.

## THE OUTCOMES

Removal of the 'waste' that created the delays enabled clear communication through the business of the IT requirements ensuring there was time allowed for governance and supplier lead times. This allowed new starters to receive their IT equipment within 2 days of starting.



**Lead time for new IT orders reduced** by up to 95%, delivering improved business continuity.



**99% compliance and sign off** achieved through the use of enhanced governance.



**Clear communication** of the business IT requirements, creating a smooth procurement process.



**New starters issued with relevant IT equipment during their induction**, allowing for a smooth transition into their role.



**Cost of IT equipment reduced** by ensuring the correct equipment is issued from the start.



**Reduced wastage** of returned equipment by reissuing reconditioned equipment. Improving sustainability.

**Following the training delivered by Cosmos Performance our client is now reviewing other procurement processes to reduce lead time and improve governance.**

“ We didn't realise how much impacted the ordering of new equipment until Cosmos Performance took us through the current process and showed us the waste, now will are looking at our entire procurement process thanks to the training and support from Cosmos.”

– Finance Director

To find out how Cosmos Performance can help your organisation, reach out to us at [info@cosmosperformanceltd.com](mailto:info@cosmosperformanceltd.com) or visit [www.cosmosperformanceltd.com](http://www.cosmosperformanceltd.com).