

CASE STUDY QUESTIONS:

1. Identify which decision/strategy/objective was based on Customer-Driven LAVCM principle?

Answer:

- Incorporating the internet technologies (strategy) in their operations to provide better service to customers. Creating a portal would allow customers and prospects to collaborate and contact the company via the web. The portal would provide information about the firm, a product catalog for office chairs, and the ability to order either wholesale or retail. In addition, it provides product configuration capabilities which allowed the customer to configure the Office Chair the way he or she wanted.
- Improve the promising and delivery sub-processes (Strategy) in Demand Fulfillment process of the Office Chair value chain to handle internet orders. For example, as part of the contract agreement, “FedEx” agreed to provide end-to-end tracking for online customers.
- The transformation leader was asked (decision) to interview leading customers to determine what they wanted in the portal. He would turn the customers’ requests into a survey that would be used, in the future, to measure customer satisfaction with the site.
- The first corporate objective “best-designed chairs” was a customer driven

2. Identify which decision/strategy/objective was based on establishing a win-win supplier relationship?

Answer:

- The transformation team talked to a group of suppliers to find out the root cause and solution for poor on-time performance, and came to the conclusion that electronic connections (technology enabler) to speed up communication of purchase orders with suppliers and providing quick visibility to PO changes by the company would fix the root cause of the problem and improve the performance. This would also allow the company to reduce safety stocks levels.
- Also, to reduce the expediting occurrences, the team asked the suppliers to start sending ASNs (Advanced Shipment Notices) from the new portal to provide visibility of inbound shipments (visibility enabler).
- The purchasing representative in the team promised the suppliers to maintain paying the suppliers quickly and well if the on-time performance was improved significantly and they started achieving their targets under the new process, and followed the new process of sending ASNs.

3. Identify the major consideration an organization needs to pay attention to when moving to a build-to-order environment and B2C market?

Answer:

- The need for small production batch runs and near-real-time visibility into the status of the order under manufacturing

4. What was the recipe of success for Office Systems Transformation Program?

What can other companies learn from Office Systems?

Answer:

- Leveraging the change management supported processes (mentioned in chapter 8) to provide the foundation for change
- Following the best practice transformation cycle (mentioned in chapter 7) to guarantee successful transformation program
- Combining and aligning the three elements of change (process, technology, and people) successfully to achieve the company's objectives of the program
- The reader can detail out each of the above points based on his/her understanding to the case study

5. Mention the LAVCM principles and enablers used in this case study?

Answer:

Principle # 1: Focus on customer success

Principle # 2: Create a win-win and trusted environment for all stakeholders

Principle # 3: Eliminate waste and reduce non-value added activities

Principle # 4: Institutionalize continuous improvement

Principle # 5: Close the loop between planning and execution

Enabler # 1: Visibility

Enabler # 2: Cross-organizational collaboration & simplification

Enabler # 3: Technology

Enabler # 6: Process Innovation and Employee Creativity

Enabler # 7: Strategy Innovation