

2022

Technical evaluation of Processes involved in the delivery of the BW contract.

Lowri Roberts

Antur Cymru – Requested by Bronwen

Raine (MD)

4/1/2022

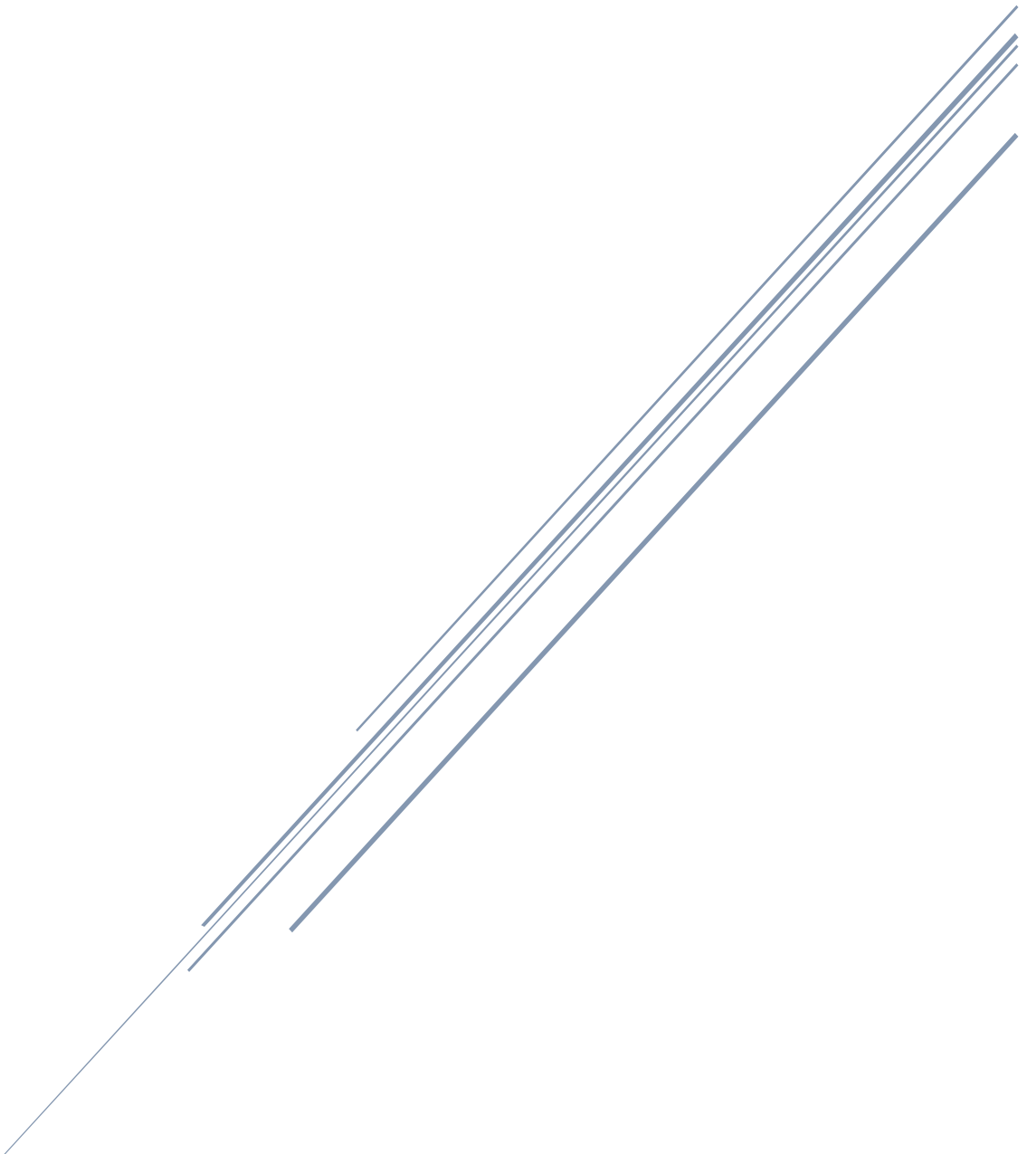
ACPA 7004

MSc International Innovation Management

Introduction to Industry 4.0

Jaymie Phillips

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Antur Cymru – Requested by Bronwen Raine (MD)

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1.0 Abstract

This report has been requested by B Raine MD for Antur Cymru as a review of the Business Wales Service prior to tendering for the next contract.

2.0 Background

With the onset of departure from the EU, the service contract is under review and has undergone several extensions due to Covid 19, it is now extended until March 2023, or potentially September 2023 due to Covid 19.

Due to the impact of Brexit and removal of EU funds and PESTLE factors (Brexit, inflation, Ukraine, Global increased cost impacting Government spending), it is probable that the financial remuneration for the next contract, will be compressed, suggesting a review of the delivery framework would be advisable, in terms of efficiencies and the manual processes used currently.

The service is complex:

Welsh Government (WG) (Primary Customer) provides a service of Funded support to Pre-start and Post Start SME's (Secondary Customer) Until Brexit this was part funded by WG and the EU.

This is a procured contract, which has historically been delivered by a variety of Local Authorities, Businesses or Social Enterprise, depending upon political direction. Branded in 2015 as Business Wales.

The current contracts are being delivered by Business in Focus and Antur Cymru, who work in partnership with Regional Divisions to deliver upon specific Key performance indicators (KPI)'s. As defined by WG or WEFO.

Efficient process, KPI results, and consumer satisfaction will be imperative for the new contractors. The PESTLE environment and the aftermath of Covid and implications mean businesses may compress their workforce leaving more people unemployed. Those already on UC may not be able to thrive due to increased fuel and food prices. More people may set out to create individual enterprises to supplement their incomes, seeking support and guidance to achieve successful outcomes.

3.0 Introduction

The purpose of this report is to consider the:

Functionality of the service being delivered; The roles of the people involved in delivering the service and the functionality of two specific processes that take place in the delivery of the service.

The two processes are:

1. The registration process for new clients accessing the Business Wales service.
2. The role of CRO (Client Relationship Officer) with the Business Wales contract.

The report will critically assess points 1 and 2 within the scope of efficiency, process, and manual form filling via Customer Support Administrators, it will explore the potential impact upon points 1 and 2 in respect to the application of industry 4.0 technologies.

Working within the Northwest region, Monthly meetings observe a KPI underperformance that impacts upon contractual payments. Internal Process, Seasonality, National Holidays, Marketing Campaigns, Internal annual leave, and sickness all impact upon KPI's and customer satisfaction, through the inability to offer a consistent service level. The service has peaks and troughs in enquiry numbers.

The linear form filling process at every point of contact has been raised by multiple clients as annoying and unnecessary. Advisors have also raised this in multiple team meetings as the most irritating time-consuming part of their role. Identifying it takes longer to complete the forms, than to support and advise the clients.

4.0 Aims & Objectives

The objective is to offer recommendations to improve upon the client journey and CRO role to improve KPI performance and customer satisfaction, process efficiency and cost, using industry 4.0 methodology.

Current Client Journey Process:

The client can access the BW service a variety of ways, dependent upon where they learn about the service (e.g., Search, Network, Campaign). They can follow a contact link start point:

[Contact us | Business Wales \(gov. wales\)](#)

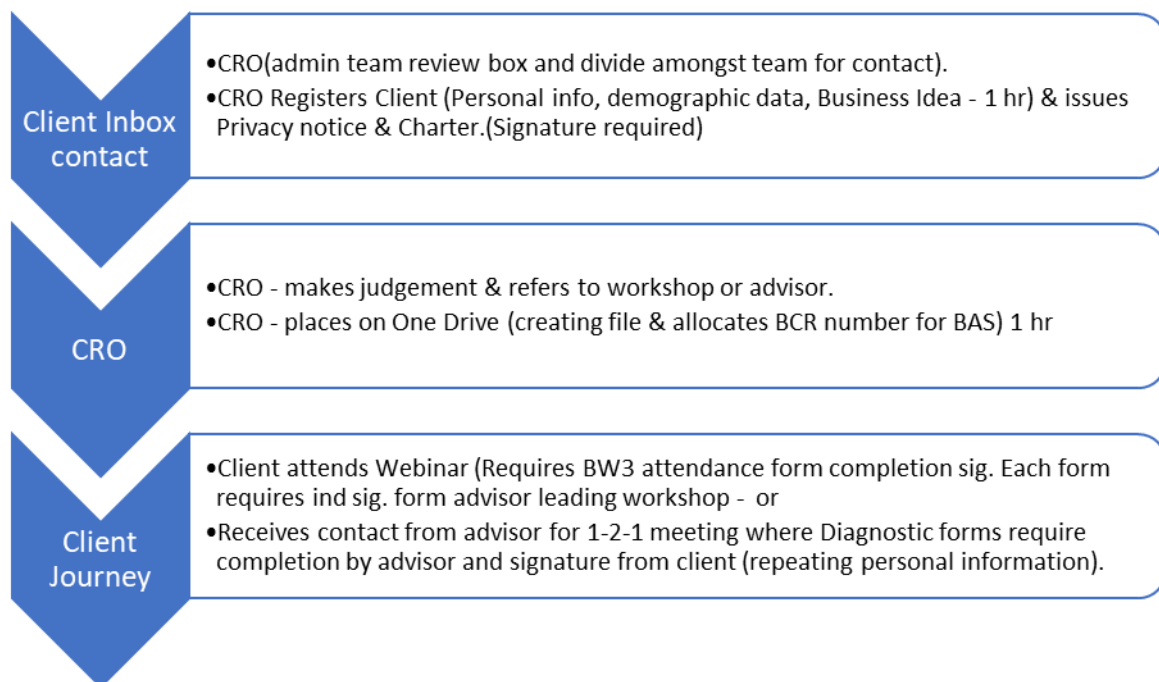
Access

[Business Wales Events Finder \(business-events.org.uk\)](#)

Or contact a Business Advisor or Regional Office, (Directly). [Regional centres | Business Wales \(gov. wales\)](#) if they are signposted by a stakeholder.

Once the client has accessed the service using one of the above methods, they are distributed to an inbox for the associated Regional Office.

Basic Process of Client Journey.



Waiting times for clients fluctuates broadly, (due to sickness, annual leave, employee migration, new recruits) this is a KPI for WG. Pressures to alleviate waiting times continually requires drafting in of Business Advisors to deal with administration duties, removing them from advisory duties, which impacts individual and group KPI's. (Inc. business starts; job creation; investment (grant or loan) and existing business support criteria.

Marketing Campaigns (e.g., Barriers Grant) causes fluctuation in volumes of clients, trying to access the service. (Example: During a campaign, the inbox can contain 300 EOI's who each must be contacted withing 7 days).

Registration Accuracy and signposting is of a variable standard depending on the insight, experience, training and understanding of the CRO completing Manual Process. Causing challenges once the client reaches an advisor which impacts upon KPI's and customer satisfaction.

The BW contract is historically known to be a non-profit making contract, which implies interested parties tend to be Local Authorities or Social Enterprise (paid to deliver the service). ROI is

recognised in the provision of added value. However, through the introduction of IIoT (Gilchrist., 2016) and automated integration, there is an opportunity to improve operational efficiency, accelerated productivity, decreasing costs to administrators and the opportunity to collate large data sets that can be utilised to improve accuracy of organisation and government statistics for more accurate direction of funding.

Internally, this integration provides an opportunity to change the culture and improve employee skills through changing and improving the CRO role to be data analysts as opposed to form fillers.

5.0 Implementation Methodology and Change

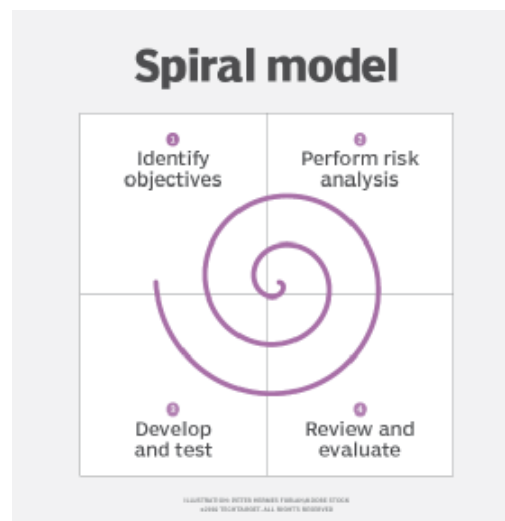
The two Specific Processes to be considered are:

5.1 The registration process for new clients accessing the Business Wales service.

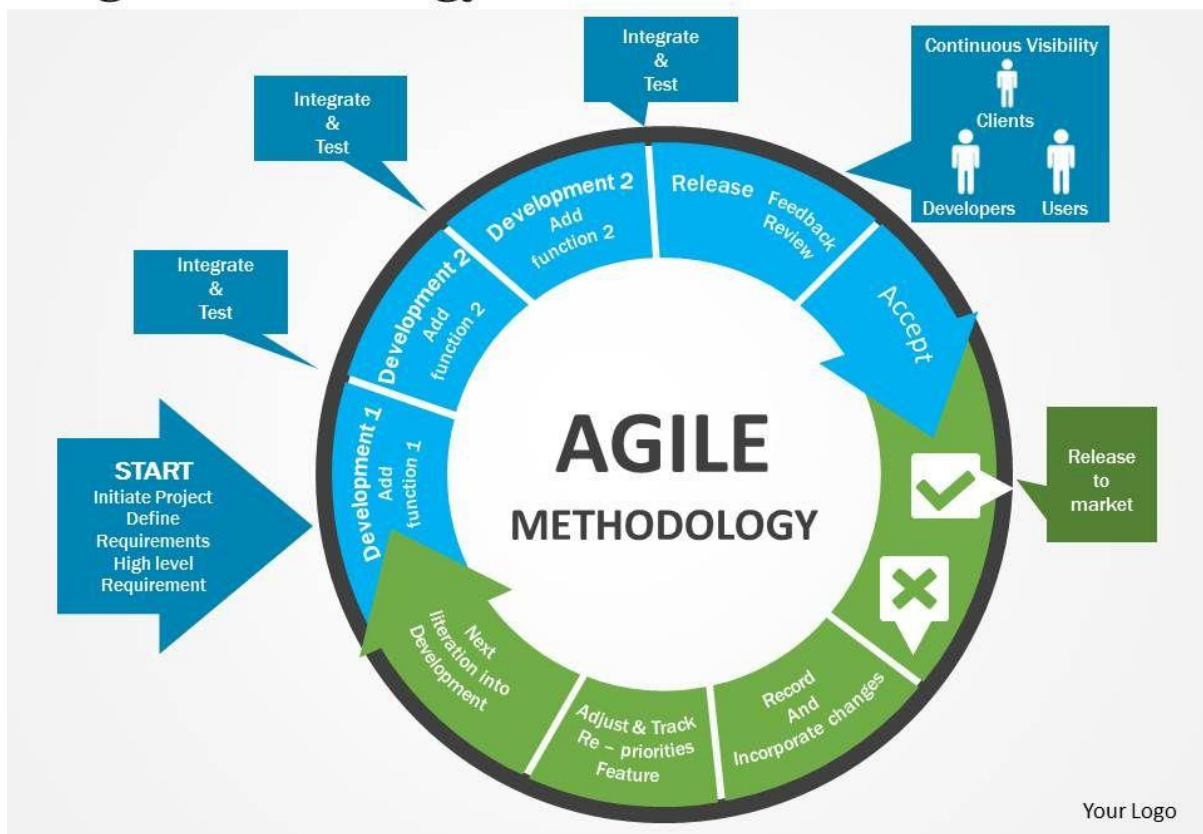
By implementing at the first point of contact an Automated client self-registration process that populates through all future forms and contact files relating to the client. (CRM system). Cloud data records are already in service. Creating a journey map and last contact information.

Steps & Challenges

- Scope Project Objectives using the Spiral Model (This is recommended as the best model for this organization, as it allows interaction, risk analysis, testing and change throughout the developmental process) This model is normally recommend for large projects. However, the use here is justified due to the complexity of the contract and the integration with Government Partners.
- [What is Spiral Model and How is it Used? \(techtarget.com\)](https://www.techtarget.com/whatis/definition/spiral-model)
- As a Government service it is important to test out glitches that could impact upon GDPR of client data.
- Complete a time & motion study to qualifying potential savings. Review Methodology and prepare to answer employee questions. (isixsigma.com, 2022)
- Identify potential Risks (E.g., GDPR, Cybersecurity, Contract Requirements, Cultural innovation opposition).
- Create Project Plan (Objective, Budget, Team, Timeline, Outcomes, Evaluation Criteria).
- Research generic software solutions. E.g., Capterra offer information and rated solutions for further investigation. Cost of generic software may be more affordable to build into a contract budget.
- Research contractors of bespoke software solutions. Bespoke options may offer a better solution but may not fit contract budget.
- Review and feedback, as once integrated it may offer a means of winning additional contracts, through data insights gathered.
- Research costs vs benefit of potential solutions.
- Research correlating opportunities to develop and integrate employee skills (e.g., Government Funded Apprenticeship Programs).
- Test solutions – Assess accuracy and risk factors to cybersecurity
- Complete Internal Testing for data accuracy, integrity, and use.
- Complete external Testing sample.
- Evaluate and Present Outcomes.



Agile Methodology Business Process



[Agile Methodology Template - Bing images](#)

Agile project management is recommended to deliver upon both projects for change, as they offer flexibility to navigate challenges found within the project. As a nonlinear process the project has the opportunity to interact with all partners to facilitate customer driven delivery.

5.2 Consider alternative roles for CRO's provided through the opportunity created by automating registration processes.

- The role of CRO (Client Relationship Officer) with the Business Wales contract.

Steps and Challenges.

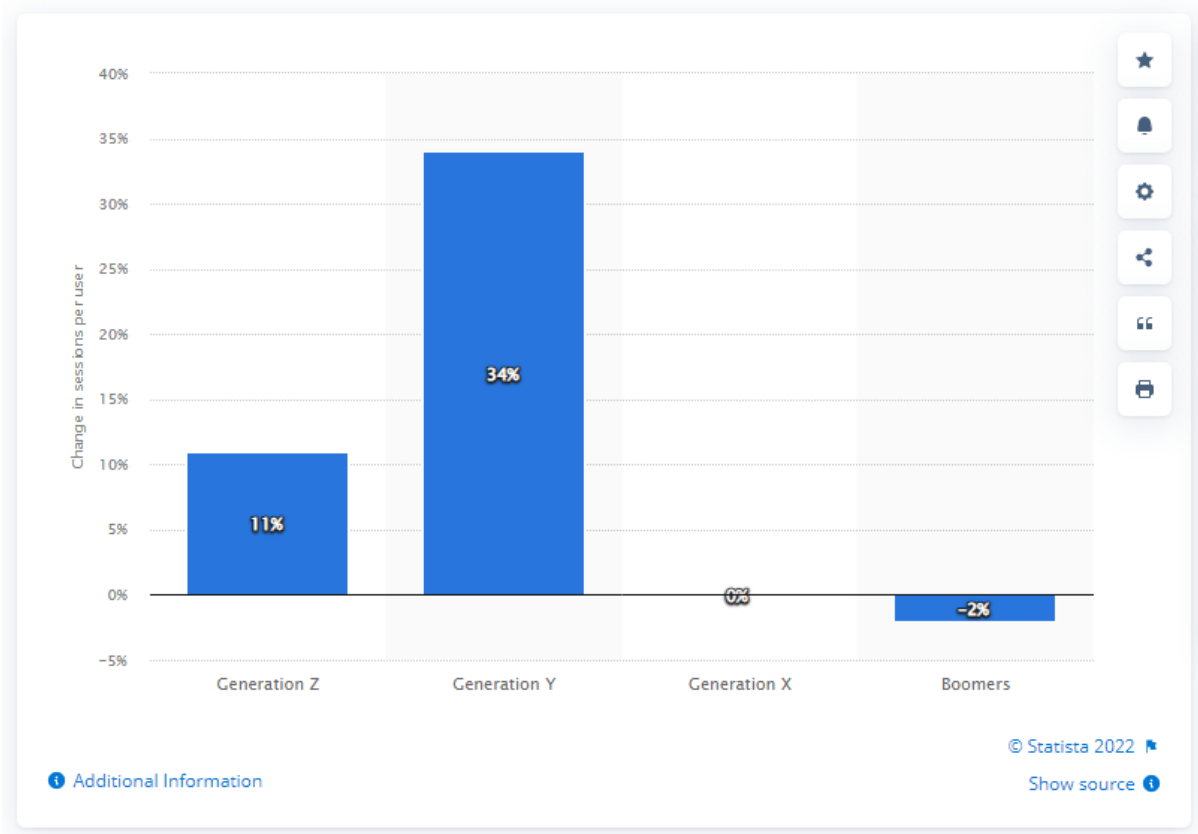
- Scope potential objectives for upskilling CRO's from form fillers to Data Analysts and Quality Management Auditors to benefit data set created by automating client registration processes.
- Research funded opportunities for upskilling CRO's to data science qualifications, decreasing transition costs.
- Determine organisational Objectives (Cost reduction through compressed contract, offering added value to WG through data collation and analytics).
- Consider Cultural opposition to innovation and change, (History of: This is what we have always done/aging board of trustees) is a risk to contract attainment and change. Consider the benefits of moving away from manual process to automation on employee stressors. (Emerald Insights, 2010)
- Consider any potential risks through changing job roles and tasks. (Redundancy, attrition rate, pay scales, re-training). Upskilling internal teams, familiar with organisation offers better opportunity, due to a talent deficit in this area. Due to lack

of foresight and investment by government, colleges and universities leave this sector behind the curve. (Gilchrist., 2016)

6.0 Background Research supporting the recommendations for change

Digitisation has moved forwards and it is notable that attention spans and technology being used by clients to attend courses and communicate has changed, but the time-consuming typed process, has simply moved from manual paper form filling to manually keyed in information, which then must be inputted manually a number of times.

There is observational evidence to show clients prefer to communicate via WhatsApp and messenger, (accessed from their mobile phones) as opposed to receiving a phone calls and workshop data, shows more clients attending on mobile devices as opposed to laptops or desktop computers. Numbers to be collated to support process change.



Published by S. O'Dea, May 21, 2021

'In 2020, Generation Y increased their mobile device and app usage by 34 percent compared to 2019. This refers to the number of sessions per user and does not disclose any time spent per session.

Gen Z increased their phone usage by 11 percent, while boomers decreased their usage by two percent compared to the previous year. (Statista.com, 2020)'

7.0 Conclusion

The two processes highlighted for change in this report are significant to improvement of the BW service and the organisations' ability to change and to be considered relevant as digitisation continues to grow. Opposition to change is likely, there is a culture of employees at all levels, who have been with the organisation since inception.

However, Covid has forced change from a paper filling exercise to a digital form filling exercise, therefore the momentum if it is to be captured is likely to be crucial to competitiveness as other organisations move with the times and WG Digital strategy (Gov.wales, 2021) is actively encouraging businesses and service providers to embrace digital working.

8.0 Recommendations

Standing still and continuing 'to do what we have always done' is not recommended and is unlikely to win contracts in a competitive market. Making changes to the two initial processes, initially, is the first step in improving key processes and skills within Antur Cymru.

Antur Cymru does have a technology division (Telemat, 2022) who offer IT support to organisations and are skilled at cloud integration. The skillset and consultancy, during research of this project, would be integral to increased understanding and offer support, to overcome fear and apathy to change.

Further Recommendations include:

Senior Managers become familiar with: 'Software Design Concepts' as a language. For the organisation is to remain relevant, competitive and improve business processes competitive. Industry 4.0 The Industrial Internet of Things. (Gilchrist, 2016) is recommended reading.

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