



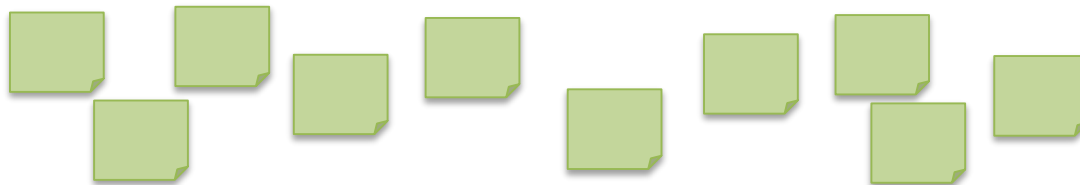
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Value Coherence

Achieving clarity and consistency in delivery of value to customers

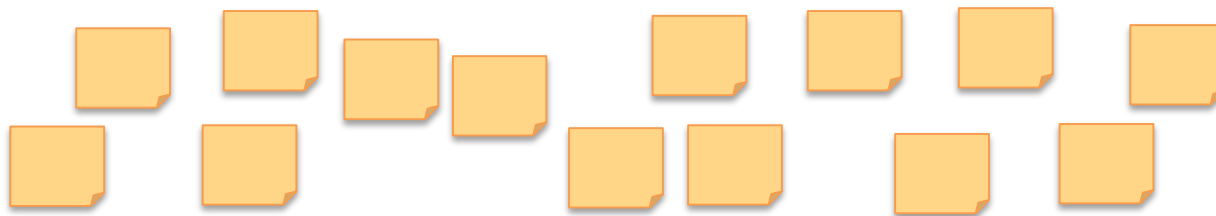
Value Outcomes

What outcomes does the business deliver to customers?
What do they think, feel, experience or receive?



Value Activities

What are the valuable activities, services or products that deliver the above value?



Value Delivery Heat Map

What is the high level assessment of how well each Value Stream Area is delivering the key value activities, services and products?

	Value Area 1	Value Area 2	Value Area 3	Value Area 4	Value Area 5	Value Area 6	Value Area ...
Value Activity 1	Green	Green	Orange	Orange	Red	Green	Orange
Value Activity 2	Orange	Orange	Green	Orange	Green	Red	Orange
Value Activity 3	Green	Green	Green	Red	Red	Green	Green
Value Activity 4	Orange	Green	Orange	Green	Green	Orange	Orange
Value Activity 5	Red	Red	Green	Red	Green	Orange	Green
Value Activity 6	Green	Orange	Red	Orange	Orange	Green	Red
Value Activity ...	Red	Orange	Orange	Green	Green	Green	Red

Value Delivery Metrics

What are the key metrics and targets of performance for each Value Stream Area?

• X	• X	• X	• X	• X	• X	• X	• X
• X	• X	• X	• X	• X	• X	• X	• X
• X	• X	• X	• X	• X	• X	• X	• X
• X	• X	• X	• X	• X	• X	• X	• X
• X	• X	• X	• X	• X	• X	• X	• X
• X	• X	• X	• X	• X	• X	• X	• X



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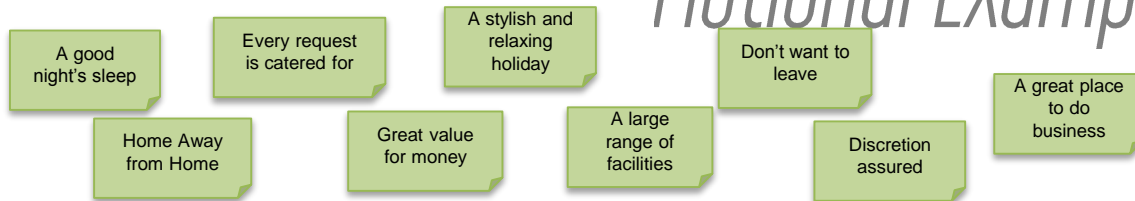


Highbrow Hotels - Value Coherence Map

Fictional Example

Value Outcomes

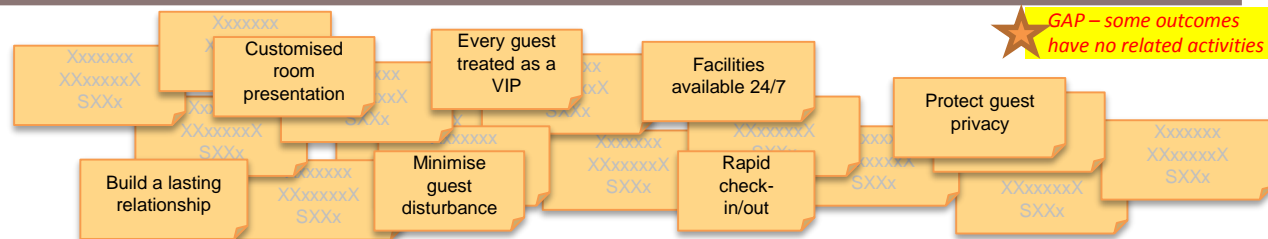
What outcomes does the business deliver to customers?
What do they think, feel, experience or receive?



Value Activities

What are the valuable activities, services or products that deliver the above value?

The most important 6-10 Value Activities are depicted on the heat map – the eventual goal is to map every Value Activity



Value Delivery Heat Map

What is the high level assessment of how well each Value Stream Area is delivering the key value activities, services and products?

	Marketing	Sales and Reservations	Front of House	Guest Services	Hotel Presentation	Food and Beverage	IT, Comms, Security & Finance
Every guest is a VIP	Green	Green	Orange	Orange	Red	Green	Red
Minimise Guest Disturbances	Orange	Orange	Red	Orange	Green	Red	Orange
Facilities available 24/7	Green	Green	Green	Red	Red	Green	Green
Customised room presentation	Orange	Green	Orange	Green	Green	Orange	Green
Build a lasting relationship	Orange	Red	Green	Red	Green	Orange	Orange
Rapid check-in/out	Green	Orange	Green	Orange	Orange	Green	Green
Protect Guest privacy	Red	Orange	Orange	Green	Green	Green	Green

GAP – incoherent value delivery results in variable customer experiences

Value Delivery Metrics

What are the key metrics and targets of performance for each Value Stream Area?

- 95% Occupancy rate
- 65% Repeat business measure
- 5 star rating in all publications
- \$650 revenue per room night
- 95% Occupancy rate
- \$650 revenue per room night
- <0.5% errors in reservation
- Call quality monitoring
- Time to Check In
- Time to Check out
- Accuracy of bills
- Concierge requests filled
- 99% availability of services
- 99% Rooms serviced by 2pm
- <250 guest complaints
- \$200 Revenue per room night
- 99.9% IT uptime
- IT privacy breaches
- Physical Security breaches

GAP – insufficient or misaligned metrics



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Highbrow Hotels - Value Coherence Plan

IT, Communications, Security & Finance

★ Each Value Stream Area has its own action plan

★ Elsewhere, each action is fully defined using a CPQQRT format

	Comment	Action	Accountable	Due Date
Every guest is a VIP	<ul style="list-style-type: none"> Different guests have different payment terms Security often gets poor feedback regarding inflexibility 	<ul style="list-style-type: none"> Investigate risk of offering extended terms to all guests Security staff to undergo existing guest services training 	<ul style="list-style-type: none"> A Pfeiffer J Grant 	<ul style="list-style-type: none"> 17 Aug 1 Oct
Minimise guest disturbances	<ul style="list-style-type: none"> DND switch does not link with phone systems Security not staffed to deal with noisy behaviour after 1am 	<ul style="list-style-type: none"> Discuss options with CISCO representative and create business case Build and implement appropriate resourcing plan and FTE requirements 	<ul style="list-style-type: none"> B Holtz P Block 	<ul style="list-style-type: none"> 14 Sep 18 Aug
Facilities available 24/7	<ul style="list-style-type: none"> Rostering system for IT and Security staff could be reused for Guest Services staff 	<ul style="list-style-type: none"> Discuss with K Zahn and B Hill the opportunity to trial rostering system for Guest Services 	<ul style="list-style-type: none"> B Holtz 	<ul style="list-style-type: none"> 18 Aug
Customised room presentation				
Build a lasting relationship	<ul style="list-style-type: none"> CRM can capture relationship data but not consistently used 	<ul style="list-style-type: none"> Create refresher training program and roll out to all staff 	<ul style="list-style-type: none"> J Grant 	<ul style="list-style-type: none"> 13-Nov
Rapid check-in/out				
Protect guest privacy	<ul style="list-style-type: none"> Floor-level security not implemented in elevators No policy about restricting paparazzi access 	<ul style="list-style-type: none"> Review proposal from OTIS and provide recommendation to ELT meeting on 28 August Draft policy for review at ICSF meeting on 23 August 	<ul style="list-style-type: none"> P Block P Block 	<ul style="list-style-type: none"> 28 Aug 23 Aug

Metrics

IT Uptime (Target 99.9%)	Orange	Need to get historical trend to show improvement over time
IT privacy breaches	Red	No current report available
Physical Security breaches	Red	No data captured
Accounts overdue > 14 days	Orange	Report available but not used
.....	Orange
.....	Red
.....	Orange

★ Metrics are commonly a problem across multiple areas of organisations and are the subject of a specific action plan (e.g. a new reporting system required, new report definitions, new data capture, new IT integration)

Fictional Example



Process Coherence

Achieving clarity and consistency in processes within an organisation

E2E Accountability

Which role has accountability for the end-to-end performance of the process? aka the Process Owner

What are the key indicators of performance, including targets?



Accountability

Which role has accountability for the completion of this process step?

Authority

What authorities and role relationships does this role have, in relation to other areas, in order to complete this process step?

Context

Why does this step matter within the broader End-to-End process? Why is it important to get it right?

Purpose

How does this step contribute to the value of the overall process?

Quality

What are the minimum quality standards that must be met? What are the tangible indicators of quality and the targets?

Quantity

What amount of effort expected to be spent? How often is this process expected to be repeated in a given period?

Resources

What resources (people, materials, systems) are involved in performing this process step?

Timelines

What is the allowable time period for this process step from beginning to end?



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Process Coherence

Achieving clarity and consistency in processes within an organisation

A Generic Example

Using a high-end Restaurant, look at elements of the process to conduct an evening of service. Note this depicts detail at Process Level 2, other Restaurant processes would deal with Marketing, Finance, Supplies, etc

Restaurant Manager				
Average # seats served per night > 250, Average takings > \$120 per head, Finalist in Restaurant of the Year awards, Average bookings per night > 200, Repeat business > 10% customers return within a month				
Take Bookings and Plan Night	Arrival, Seating, Ordering	Drink Preparation and Service	Food Preparation and Service	Bill Payment and Customer Feedback
Maitre d	Maitre d	Bar Manager	Head Chef	Maitre d
Service Getting authority to Head Chef for requesting special "group" menu	Prescribe authority to Head Chef for Food Preparation & Order Status <i>Note: Prescribe authority to Bar Manager for Drink Service is an implied authority as it's the next step in the process</i>	Service Getting authority to Waiting Staff for drinks delivery <i>Note: Waiting Staff report to the Maitre d in this restaurant</i>	Service Getting authority to Waiting Staff for food delivery Collateral authority to Maitre d for being informed about # and timing of customer arrival	Advisory authority to Bar Manager and Head Chef to provide feedback
The Highbrow Restaurant provides a pinnacle dining experience to guests who expect the highest standards of cuisine, drink and service.				
Quickly and accurately take bookings and unique requirements. Accurately forecast # of seats for the night and inform kitchen/bar	Quickly settle customers into the restaurant environment, attend to special requests accurately and promptly without fuss.	Expert advice for customers on drink selection. Exceptional execution in drinks preparation and delivery.	Outstanding culinary design and execution. Meet any special dietary requirements. Continually change menu to suit seasonal preferences.	Effective & accurate payment of bills. Timely and insightful collection of customer feedback to continuously improve the restaurant.
Bookings accurate 99% of time. 95% of special needs are recorded and met.	Accurate food and drink orders taken, including allergies/dietary requirements	Drink orders fulfilled accurately with less than 0.5% errors	Food orders are accurately fulfilled with less than 0.5% errors	Less than 0.5% underpayment of bills. 25% of customers provide feedback prior to leaving.
80% of seats are pre-booked before 4pm that day	Up to 350 seats per night	Up to 1500 drinks per night	Up to 900 dishes per night	Up to 350 seats per night.
Front of House Waiting Staff	Front of House Waiting Staff Ordering System	Sommelier Bar Staff Waiting Staff	Kitchen Staff Waiting Staff	Front of House Ordering System
Bookings open from 3 months prior until 4pm on the night. Late bookings allowed but not included in pre-booking figures.	Guests seated within 3 minutes of arrival, drinks order within 3 minutes of seating. Food order within 10 mins.	98% of drinks take less than 8 minutes from order to delivery	No longer than 30 minutes wait between order to first dish, and no more than 25 minutes between dishes.	No longer than 5 minute wait for a bill once requested.

Which role has accountability for the end-to-end performance of the process? aka the Process Owner

What are the key indicators of performance, including targets?

Which role has accountability for the completion of this process step?

What authorities and role relationships does this role have, in relation to other areas, in order to complete this process step?

Why does this step matter within the broader End-to-End process? Why is it important to get it right?

How does this step contribute to the value of the overall process?

What are the minimum quality standards that must be met? What are the tangible indicators of quality and the targets?

What amount of effort expected to be spent? How often is this process expected to be repeated in a given period?

What resources (people, materials, systems) are involved in performing this process step?

What is the allowable time period for this process step from beginning to end?