

## Making Daily Management effective @ Internetrix

*Customers now, more than ever, expect fast high quality delivery.*

So how can you be proactive in managing high volume, high quality, and time pressured delivery without creating more stress on yourself and your teams?

A Wollongong based IT company **Internetrix** have recently faced this dilemma.

**Internetrix** is a team of highly skilled designers, innovators, technicians, analysts and digital problem solvers who help support clients from across the globe to achieve online success through digital business solutions.

Their delivery consists of three areas of expertise:

- Website Projects;
- Digital Analytics & Digital Marketing; and
- ICT Consulting.

These areas are delivered by four specific teams which include the Project Management Team, Design Team, Developer Team, and Digital Analytics & Digital Marketing Team.

**Internetrix** has grown rapidly over the last 18 months putting pressure on their teams to deliver more, quickly, and at the highest quality. During discussions with the Managing Director – Daniel Rowan, it was identified that their current meeting format was not robust enough to manage their high volume, time critical, quality driven project schedule. They needed the ability to identify issues at the earliest possible time and address them to ensure projects remained on time and high quality.

It was agreed that introducing Daily Management would help close this gap. Effective Daily Management is an improvement approach that focuses on rapidly identifying any issues that will delay or derail delivery at the earliest possible time and address them.

As an approved provider, CTPM was able to seek funding through the Smart and Skilled program from the NSW Department of Industry, for part-qualifications. This training is subsidised by the NSW Government.

We identified 19 employees who met the funding criteria, to be enrolled in the unit *MSS403005A Facilitate use of a Balanced Scorecard for Performance Improvement*, from the Certificate III in Competitive Systems and Practices qualification. Overall the funding covered more than 80% of the cost to the company.

**Figure 1: Daily Management Project Team**



Over a 15 week period the initial dedicated project team made up of Leadership Team members, followed closely by their respective teams, worked through the 9-Step Focused Process Improvement methodology developed by CTPM which involved 2 off 2 hour meetings over the first 2 weeks, followed by 1 hour weekly meetings.

### **So what did they do and achieve?**

After the initial formalities were completed, that included forming the team and confirming the team’s mandate and boundaries, a substantial amount of time was spent on Step 3 – Analyse Current Situation to ensure a clear baseline of the ‘Current State’ could be established.

The analysis was not focused on just meetings but was a holistic view of the entire business including: Future Analysis; Services / Output Analysis; Task Standards Analysis; Materials / Input Analysis; High Level Process Flow Analysis; Information Collection

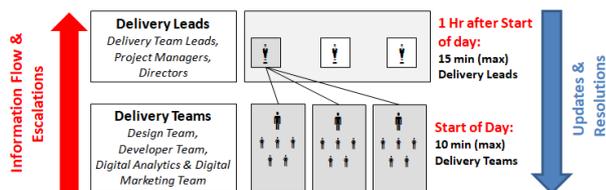
Analysis; Structure and Roles & Responsibilities Analysis; Base Skills Analysis; Delivery Planning Analysis; Baseline Analysis; and Time Lost Analysis.

From the in depth analysis, we confirmed that Daily Management was still the right focus for this project but we also identified additional areas that needed to be looked at, improving the work scheduling process and improving the use of their project tracking system. So with the additional focus, the team continued to build the foundations of effective Daily Management through the 6 Key Elements:

1. **Appropriate Measures** linked to companies Key Success Factors for operations;
2. **Right Structure** to develop your people so they have ownership and accountability;
3. **Daily Review Meetings** to identify “cause for pause” and monitor progress;
4. **Information Centres** that visually display daily trends and performance;
5. **Frontline Problem Solving Root Cause Analysis** capability for the work force; and
6. **Rapid Sharing of Learning** across all teams.

First the team had to define their vision, purpose and desired outcomes for their meetings. This became the cornerstone for defining the elements. Next the team reviewed the structure to agree on how many meetings and who should attend them.

**Figure 2: Daily Review Meeting Structure**



They then drafted the meeting agendas and measurements, and displayed them on a draft Information Centre that took pride of place at the front of their work area.

**Figure 3: Daily Review Information Centre Trial**



These elements were tested and refined until a final version was agreed upon that ensured they achieved the vision, purpose and desired outcomes of the meetings as set out in the project.

**Figure 4: Daily Review Information Centre Final**



The final version included:

- **Weekly Project Schedules** so that everyone can see the status of each project, what tasks are currently being worked on and by whom;
- **Daily Meeting Agenda(s)** to ensure all the daily meetings are succinct and focused on reaching the desired outcome;
- **Action & Escalation Lists** used to capture issues raised, state who is responsible, and review daily to ensure prompt action;
- **Weekly KPI Measures & Targets** to track progress; and
- **Run Charts** to track weekly KPI trends to identify opportunities for improvement.

At the completion of the project, the teams went from having ad-hoc team meetings to structured daily meetings supported by a Visual Information Centre that empowers everyone in the team to know exactly what is happening when, who is working on what, and most importantly that their daily issues are being captured and addressed.

As with all improvements, it is a continuous journey! The more confident the **Internetrix** team become with their Daily Management process, the better they will be at finding ways to refine and improve the key elements.

If you would like to know more about achieving Effective Daily Management in your business, or how the NSW Smart and Skilled program can fund your improvement initiatives, please contact CTPM Head Office on +61 2 4226 6184 or Rebecca Kennedy on 0407 511 188 or via email [rebecca.kennedy@ctpm.org.au](mailto:rebecca.kennedy@ctpm.org.au).