


4. Page 5. Delete Sue Conger’s case study. Replace with “For example, Rank Xerox UK (now Xerox Ltd) realised a 20% revenue growth and reduced order delivery time by 36 days to 46 days. (Harrington 2012: 324).

5. Page 7. Delete reference to Conger and quote in box and replace with “As Boutros and Cardella (2016) point out:” Text in box “Business processes are the primary processes within an enterprise that reflect the core value-creating activities of a company.” (Boutros: 5).

6. Page 9. Delete final paragraph and Figure 1. Replace with – “Boutros and Cardella (2016) outline that the common phases of process improvement include planning, analysing, designing, implementing, and continuously improving.”


8. Page 10. Delete the contents of the discussion box about Sue Conger and computer information. Replace with “The authors both use Lean and other methods to achieve their business improvement goals. With colleague and fellow learners, read chapter 1 again critically:
   1. What are the key benefits of process improvement?
   2. Identify the factors that trigger process improvement in your own organisation from pages 15 to 17.
   3. What do understand by WORMPITS?


10. Page 15. Delete all text in the reading box in the middle of the page. Replace with “Read pages 121 – 169 in Boutros, T., Cardella, J. (2016) The Basics of Process Improvement. This chapter lists various tools for improving processes. Look for tools that will identify a process to improve. While reading this chapter also note tools that will assist in improving the process and testing the new process. You will come back to these later.”

12. Page 20. Delete all text in the reading box in the middle of the page. Replace with
Improvement about various styles of process map.

13. Page 20. Move the web searches box up to just below the reading box.

14. Page 20. Delete all text in the Review exercises box. Replace this with:
   1. What are the main shapes and symbols used in a process map?
   2. Learn the other symbols and test yourself by filling in the chart in Appendix U5:4.
   3. What are ‘swimlanes’ and how are they used?
   4. Why are connectors important?
   5. What would you include in a ‘Decision’ shape?

15. Page 23. Delete text from the reading box at foot of page – Conger. Replace with
   Improvement about the stages of process discovery.”

   check you have fully analysed the current state of your process”.

17. Page 30. Delete sentence referring to Sue Conger after heading Leaning, cleaning
   and greening.

   with this text: “Search the web for further information about leaning, cleaning and
greening. Read this article ‘Dües CM, Tan KH, Lim M, Green as the new lean: How to
use lean practices as a catalyst to greening your supply chain, Journal of Cleaner
Production (2011), doi: 10.1016/j.jclepro.2011.12.023’ Especially look at Table 1 for
a list of links between Lean and Green. http://eprints.aston.ac.uk/16202/1/Green_Lean.pdf

19. Page 30. Delete review exercises box about value added and QFD. Replace with a
   Web Search box with this text, “Search the web for ‘quality function deployment
(QFD)’. This study (accessed 14/01/2017) gives a useful background to QFD and
shows examples of charts that you could use as a basis for improvements to your
process.”

20. Page 30. Delete all the text in the reading box at the bottom of the page. Replace
   Improvement. Revisit this chapter to look for methods for looking for ways to
   improve your process. Examples are, ‘5S’, ‘8D’ and Theory Constraints which are
   Lean methods. An Is/Is Not Matrix is useful for organising data and ideas into a
   table.”

   with “4. Using your research and reading, prepare a summary that identifies goals
   and prioritises the impact of different leaning and cleaning techniques.”
22. Page 31. Outsourcing. Delete paragraph starting “According to Conger,.” Organisations decide to outsource for several reasons, all of which are based on realising gains in business profitability and efficiency. Advantages include cost savings and the ability to concentrate on core functions by outsourcing some back-office processes. In the credit management industry, the main examples will come from outsourcing some or all debt collection processes and IT support.”

23. Page 31. New text “Co-production is about involving customers or service users in the delivery of the organisation’s services. The advantage to the organisation is saving in costs. The customer benefits by helping to change their relationship with services from dependency to genuinely taking control. Requiring suppliers to upload invoices to the organisation’s ledger is a business example. In our everyday lives, co-production is present in the use of self-checkouts at the supermarket and printing our own event or travel tickets.”


25. Page 33. Validating the changed process. Delete the second sentence starting “Conger (2011)”. Replace with “You should consider the following areas:”

26. Page 34. At end of first sentence “…assess their impact.” Add “Morgan and Brenig-Jones (2012) advise that by looking at what might go wrong, you can assess the impact of what happens, when it does go wrong, how often it’s likely to occur, and how likely you are to detect the failure before it’s effect is realised.


28. Page 34. In between the Reading Box and the Review exercises box insert a Web searches box with text, “Search the web for more information on the tools mentioned.”

29. Page 34. Delete the three sentences under the Review exercises box. These duplicate the list above.

30. Page 35. Replace reading box with a Web searches box with this text, “Dashboards track KPIs and other data points in one visual, central place. Search the web for examples of dashboards and how they can easily be created using Excel.”


34. Page 36. In centre of page just above Continuous Improvement delete sentence on Harrington as it is mentioned again in the reading box below. Replace with, “Boutros and Cardella (2016, 25-28) describes the five stages of process maturity to monitor progress towards process improvement goals.