

strategicinterventions

Your Business Catalyst

Organizational Process Challenges

Processes are very basic to day to day functioning of organizations be it creating new work instructions, aligning workflows, preparing for growth or even when transitioning out of a role and handing off work to a colleague.

However, despite the myriad tools and techniques available, the following challenges would seem familiar:

- Is this the right method?
- Will the same approach work for a scaled up business situation?
- Can we benchmark our operational methods with industry practices?
- Have we identified all critical paths in our workflows?
- Is our decision making aligned to our process flows?
- Do our department service levels reflect clean work handoffs between teams?
- Are management policies aligned to department functional roles and help us delegate responsibilities?
- Can all our processes be measured?
- Are our process measures aligned to our business plans?
- How can we adapt our processes to our business lifecycles?
- How do we merge processes post an organizational merger?
- How do we align our processes with that of our customers?
- Do our process measures help us improve our operations on an ongoing basis and reduce defects / contain costs?
- Can processes help us measure costs during production or during service delivery?
- Can process and quality management be tightly aligned?
- Do we have business rules and controls that help us govern our organization as we expand to multiple locations and engage in new lines of businesses?
- Can processes help us match capacity and demand?

Basic Definitions and Process maps

Modern organizations are collections of process aligned into virtual value chains based on the products and services offered.

Process maps involve classification of processes into seamless value chains or logical groups which provides organizations with the 'big picture' on processes and this can be used for multiple purposes –process creation, evaluation, alignment, reclassification, enhancement, benchmarking etc.

We help organizations identify their product and service value chains and define optimal process maps across the enterprise for different business situations and scenarios.

Process framework and Quality systems

Processes can be linked to organizational quality systems which in today's context are very industry specific – this can make creation and maintenance of processes easier.

From a business viewpoint, an organization needs to evolve a sustainable framework to address processes lifecycles through a set of functional or product / service cycle oriented process groups since quality systems could occasionally leave gaps or could be selectively implemented for parts of the organization.

We help organizations leverage their quality initiatives through broad basing of process definitions to suit business environment changes.

Process alignment to business plans and performance

Processes can be effectively linked to business plans and enterprise performance through definition and measurement of process performance indicators.

To make the enterprise competitive, process metrics can be benchmarked to competition and industry for more effective comparison. To facilitate process effectiveness given a phase of business, processes need to be re-evaluated through formal methods linked to business performance measures.

We facilitate creation of performance systems that are aligned to business realities and market conditions and can be suitably delegated down for accurate data capture.

Workflows and Business Controls

Processes cannot work in functional isolation and often involve several handoffs across departments, functions or even geographies (e.g. outsourcing). This needs clean definitions of workflows and business controls to ensure that there are no operational gaps or process breakdowns.

Workflows often need to be optimized through cross functional data capture and automated to bring in efficiency especially for geographically dispersed businesses.

We facilitate workflow definition, optimization and process automation through a formal cross functional studies and focus groups. We also help organizations manage process transitions especially in outsourcing situations.

Processes and people

It is said that process is only as good as the owner or implementer and this is an important factor in determining organizational competence, responsiveness and its ability to compete.

Fully evolved process repositories and metrics become part of intrinsic knowledge tools especially when organizations grow and effect people changes as processes bring in organizational stability in operational dynamics, consistency of output and efficiency levels.

Process training is therefore important to orient and explain people how to optimally create, use and measure

activities as well as identify potential defects & gaps to improve.

We help organizations 'empower people' through process training and review methods and create a self sustaining ecosystem. We also mentor process owners as they interpret organization policies into procedures, work instructions, forms and templates.

Processes and business growth / change

Processes need to be evolved to meet changed business conditions such as growth and diversification. This requires processes to be re-designed and re-structured to meet emerging business needs.

Business leaders also need to be process champions and 'sponsor' process change initiatives. This needs to be done through short and focused process project initiatives with their personal involvement for best results. Processes are also effective for cost tracking and measurement.

We facilitate process change initiatives through formal and informal methods & tools to address issues concerning 'process resilience', 'process efficacy' etc.

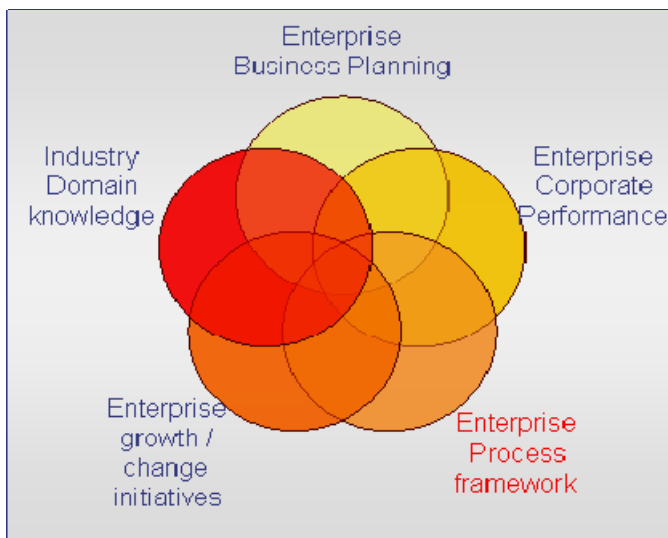
Audits and certification

Processes can be audited and made compliant to industry standards. This approach helps organizations compete better globally especially several products and services now have international standards.

Audits and certification need a dedicated process team for the enterprise and committed executive support for certification and sustenance of such initiatives.

We assist organizations interpret standards; get prepared for certification through training, documentation and metrics collection and automation of processes through selective technology deployment.

Business Process Ecosystem © SIPL 2006-07



Processes and industry domain

Industry domains are vastly different and therefore, a common process management formula will not apply. For each domain, process clarity can be brought in through interpretation of management policies and definition of strategic leadership processes which is normally not done as part of operational certification.

Industry domain also needs interpretation of business environment and governance norms (regulated and non-regulated industry), compliance and other levels of process complexity especially if the enterprise is a listed entity wherein corporate governance adds on an additional set of processes.

We assist organizations interpret their policies through guideline documents as part of process frameworks as well as respond to external process influencers such as requirements for corporate governance. Some of the industries we specialize in include manufacturing, healthcare, financial services, IT and BPO/KPO.

Services offered

<p>Advisory Enterprise process framework definition / mapping / training Process gap analysis Process re-structuring</p>	<p>Audit Enterprise Performance mgmt* Pre-certification mock audits* Ongoing business audits Metrics definition / analysis</p>
<p>Certification / Support Certification preparation* Standards implementation* Certification maintenance* Process transition mgmt</p>	<p>Specials Domain Value chain mapping Process / workflow automation Process costing Process improvement projects</p>

*We partner with Value Added Corporate Services Pvt Ltd, Chennai for some of the services defined above.

