



Overview

Problems with product quality, paying overtime to meet a deadline, piles of paper documents, searches for a part or report, and rising costs all suggest opportunities for business process improvement (BPI). Still, process improvement is not a vital issue for most organizations. BPI regularly takes a back seat to the everyday demands of operating a business, giving way to ongoing inefficiencies and lost opportunities.

And even if executives devote time and resources to BPI, considering employees' reaction to the new or revamped processes is often as important as the procedural change itself. Given the typical worker's resistance to change, it is not unusual for a company's goals, products, and enabling technologies to outpace their enterprise process framework. As business processes become obsolete and lose direction, a business may become less profitable, responsive and efficient.

In summary, BPI focuses on "doing things right" more than it does on "doing the right thing". BPI attempts to reduce variation and/or wastage in business processes, so that the preferred outcome can be achieved with better leveraging and exploitation of corporate resources. BPI addresses:

- Defining the organization's strategic goals and purposes. Who are we, what do we do, and why do we do it?
- Determining the organization's customers and stakeholders. Who do we serve and interact with?
- Aligning the business goals and processes. How do we do it better?

Effective process improvement demands management support, precise analysis and design, and careful implementation. BPI provides answers to three critical business questions:

1. Are the business processes defined and does everyone understand who, what, when, where, why and how?
2. Is there a methodology in place to manage BPI ongoing and is it consistently applied across the enterprise?
3. Are there opportunities to streamline or reengineer processes in a way that adds value for the process, product and customer?

TKCI Approach

TKCI takes a hands-on approach working closely with client executives and colleagues to improve business processes.

The main components of the TKCI BPI approach include:

- Define current organizational structure, IT infrastructure, and business processes (AS-IS Environment).
- Identify key decision points, knowledge sources and uses, and customer and third party touch points.
- Identify key waste and duplication points and their current financial impact.
- Determine what positive process redesign outcomes would add significant value and how best to change the processes to achieve those outcomes
- Redesign and reorganize work force needs to meet the business objectives, using a variety of tools available within the TKCI BPI Tool Kit. (TO-BE Environment).
- Develop ROI, Risk Analysis and Forward Plan on the IT and non-IT tasks to improve business processes.

To promote a high level of employee enthusiasm and participation, TKCI commences a BPI project by meeting with key client stakeholders to ensure that their expectations, goals and concerns are understood, appreciated and addressed within the engagement. This exercise involves gaining consensus on the problem(s) definition and quantification discovered from root cause and other analyses.

The Bottom Line

Key benefits realized from a successful TKCI BPI service include:

- More accurate and timely information for decision making
- Accelerated responsiveness to customer requests and problems
- Elimination of waste; minimized paperwork and entry duplication
- Ongoing support for continuous process improvement
- Improved employee productivity