



Business Process Management (BPM)

Increasingly service organisations are finding that innovative and effectively managed business processes are the key sources of differentiation and advantage available to them. The improved management of core processes through the development cycle has been proven to deliver significant advantages. Where process management technologies and techniques are embedded within existing management processes, processes are aligned with organisational strategy, and planned benefits effectively managed through to realisation, performance can often be transformed.

The best British businesses are world leaders, yet as a whole the UK underperforms global competitors in key areas such as operational efficiency, service and financial performance. Industry analysts believe that UK businesses can increase both their profitability and their competitiveness by adopting best practices, increasing investment in assets and technology, and competing more on value than cost (Porter and Ketels, "UK competitiveness; moving to the next stage", 2003). To improve competitiveness and performance, organisations are developing capabilities to enable the rapid and continuous development of processes, including their automation and integration across the enterprise and with customers and suppliers. BPM systems are also used to support shared service and outsourcing developments within organisations.

External Support for Improvement Initiatives

Intercai Mondiale has over the past 12 years helped organisations engage in business improvement initiatives that have led directly to increased competitiveness and profitability through the application of structured, performance-driven approaches to enterprise process and technological development. The approach allows clients to take advantage of investment opportunities in process and technologies at manageable levels of risk.

We can support clients from identification of improvement opportunities, through to the managed realisation of benefits. Services include:

- Performance measurement system design
- Performance management organisation and process design
- Process modelling, benchmarking, analysis and design
- Process improvement facilitation, skills transfer and training (including process analysis and management techniques)
- Requirements definition
- Systems selection, development, testing and integration
- Change Management and Benefits Realisation

Case Study 1- a \$3bn t/o European Telecom Operator

The Client provides bulk telecommunications services to world-wide wholesale and retail markets. The liberalisation of the telecom market across Europe, and resulting increased competition, were threatening business volumes and margins. To maintain profitability and ensure competitiveness, significant improvements in customer and product management were required.

Intercai Mondiale worked with the Client to redefine and implement processes covering the whole customer and product life cycles.

The Client was able to

- ✓ Restructure his sales organisation
- ✓ Improve response time to customer requirements
- ✓ React more quickly to market changes

Case Study 2 - a £100m t/o UK Furniture Manufacturer

We reviewed the key business issues at a Board workshop. Our subsequent analysis identified £3.4m of margin improvement achievable through cost reduction and improved efficiency in the order fulfilment process. Through facilitated workshops we guided the Clients' own staff in a redesign of the business processes and the definition of a systems solution leveraging existing systems.

Key benefits included:

- ✓ 2 year payback
- ✓ 2% improvement in net profit from year 2 onwards
- ✓ Identified potential for further significant supply chain efficiencies
- ✓ Elimination of the 'silo' culture
- ✓ Creation of a number of 'agents for change' in the workforce
- ✓ Transfer of process, project and general management skills to key Client staff, enabling the Client to pursue other areas of business process improvement.



Intercai Approach to Process Improvement and Management

Having identified process improvement opportunities, Intercai help clients to realise them by providing the methodology, tools and facilitation to help their staff define process solutions and system requirements. This may include facilitating or leading the development, testing and integration of appropriate solutions.

Key elements of our Approach

- Close involvement of client staff to increase acceptance of change with formal programmes of skills transfer enabling continued improvements into the future. This can include training in process analysis and modelling and quality based improvement methods (Six Sigma and Total Quality Management).
- A focus on realisation of business benefits – prioritising improvements providing the highest returns, developing quantifiable measures of improvement and managing them through to realisation.
- A holistic approach - we look at all elements, not just technology – strategy, management and execution processes, people, systems, and information
- An enterprise focus looking to integrate and improve cross functional core processes, both within the business and with suppliers and customers.
- Adapting legacy systems and processes wherever possible to leverage sunk investments and skills.
- A step-by-step approach minimising risk exposure and articulating quantifiable and intangible benefits at each stage of the project.
- Balancing near term 'quick wins' and longer term 'big hits' to minimise payback timescales and funding requirements.
- Vendor and solution independence. Our recommendations are always objective. Where software solutions are required we can work with a range of partners or with the client's preferred systems integrator.

Structuring Business Performance Improvement

Our recommended approach comprises four distinct phases. Two analysis phases are designed to de-risk investments and profile development to maximise returns.

Phase 1 - Improvement Assessment

- Define and characterise performance shortfalls and opportunities for enhancement
- Benchmark performance, define problem and indicate business case
- Define objectives and scope

Phase 2 - Improvement Analysis and Prioritisation

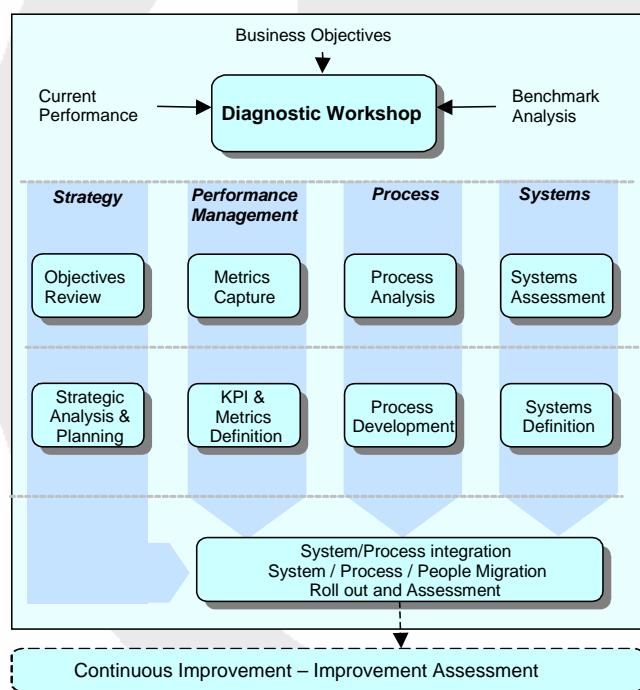
- Model and measure existing processes
- Quantify benefits and focus attention on process areas offering greatest benefit
- Define KPIs and targeted improvements

Phase 3 – Solution Design

- Redesign process and define organisational changes, define system requirements
- Define management processes and organisation
- Develop detailed business case

Phase 4 – Implement and Review

- Develop detailed plans, develop and manage change programme, ensure realisation of planned benefits.



For more information about our services or to arrange an Improvement Assessment
please contact Jeremy Povey (jeremy.povey@intercai.co.uk)