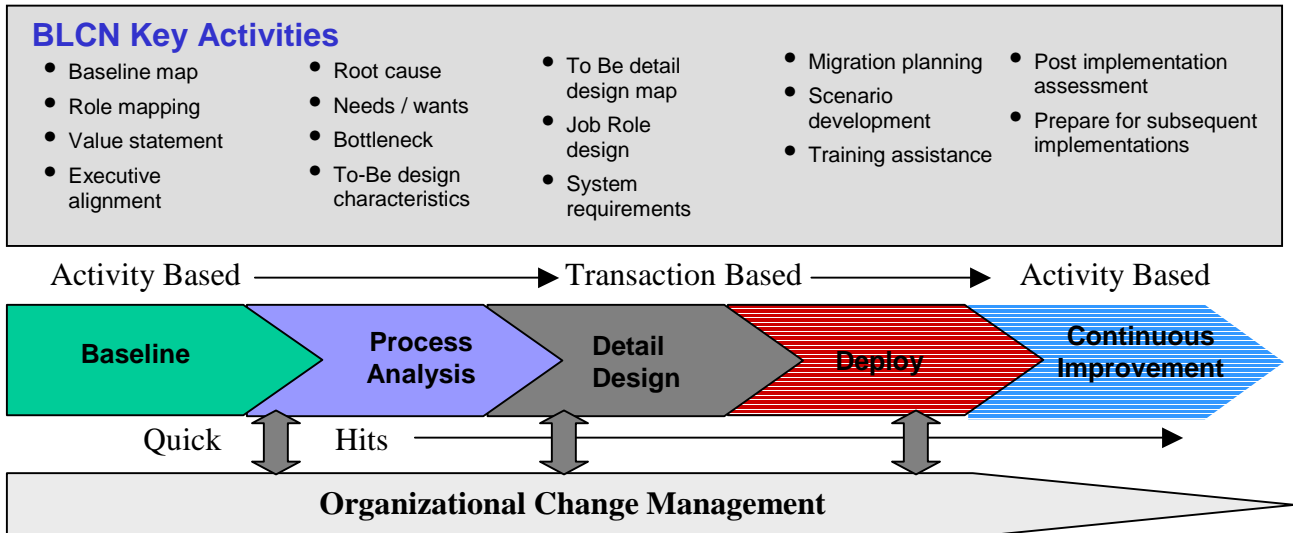


**Business Process Improvement / Lean Enterprise**

Does there always seem to be a problem (time delays, excessive process waste, lost information, high cost, unclear roles, lack of buy-in) with your business processes, even though there have been many “improvement activities” in that area? You just deployed a new software package and have not seen the benefits, in fact, there seems to be more problems now, than before. Or, you want to leverage shared services, or gain efficiencies by developing commonality among divisions or integrating processes with a recent acquisition. The BLCN Methods approach addresses these issues and maximizes value through process improvement and positions continuous improvement for your non-manufacturing areas.

BLCN has a process methodology (BLCN Methods) that leverages strategic intent and drives internal buy in to position process value and a Lean Enterprise. BLCN Methods is flexible enough to be applied to a small or very complex problem / opportunity areas. The methodology is integrated with our Organizational Change Management offering which includes and prepares the organization for the change.

The following text explains the key BLCN Methods phases and how BLCN can drive continued business value through core business process analysis and improvement.



**Baseline (As-Is):** The purpose of the Baseline phase is to define the current state, how work is actually performed and measured, not how it is perceived or documented. During this phase, the BLCN team performs an executive alignment on the issues, value, sense of urgency and direction while simultaneously working with the client operational team to define the current process, roles, measures and issues. This activity is often overlooked by organizations resulting in poor results or low value creation. When process integration is performed for multiple locations mergers and acquisitions, the Baseline map is developed in one location and then is validated with the other location(s) for likeness and differences. The Baseline phase gets the entire team on the same page, focuses on the problem and opportunity areas as well as provides the basis for measuring the level of change and expected benefit.

**Process Analysis:** The purpose of the Analysis phase is to further define and resolve the business issues through root cause analysis, bottleneck resolution, and identify additional design points to eliminate process waste or redundancies. The early part of this phase includes obtaining customer input to test the customer touch points, to analyze the value the process provides to the customer. When process integration is being performed, decisions are made as to which process will be used when differences exist, leveraging internal best practices. It should be noted that differences in process might be acceptable due to geography, customer or product differences. Organizational readiness assessments typically complement this phase.

**Detail Design (To-Be / Future State):** The purpose of the Detail Design phase is to define the detailed process / activities, system requirements, measurements and job role requirements for the To Be design. Building on the Baseline and Analysis phase information, BLCN facilitates the project team into developing the detailed, role based process design. The future state process map is also used as a communication tool to gain insight and buy-in of the impacted organizations. Once the process design is complete, the map undergoes a “wall walk through” of various scenarios to test the process prior to committing development and deployment resources and dollars. Once the process design has been tested, a transition plan is developed for people, process, and technology changes.

**Deployment:** During the Deployment phase, the pilot and / or first wave is implemented. BLCN provides a support role with ongoing project management, organizational change management activities, Lessons Learned Workshops, post implementation population assessments and deployment planning. Updates / changes are made to support future deployments based on issues found and lessons learned during the initial deployment.

**Continuous Improvement:** The objective of the Continuous Improvement phase is to sustain and grow the value received from the initial effort. BLCN assists the client team to validate that open items are closed, test the existing process design for any new changes due to lessons learned or environmental changes and defines an action plan to close identified issues and needs. If major gaps are identified, BLCN works with the client team to define root cause, modify the process design and develop the change plans. This is performed semi-annually to ensure the value is sustained.

Our clients obtain the maximum value by applying BLCN Methods for process design and establishing a continuous improvement environment. The combination of the BLCN process methods and organizational change management is a powerful way to successfully execute your business initiatives, develop a Lean Enterprise environment or integrating processes with multiple locations. BLCN has the flexibility to provide this approach as a lead or support role, depending on the internal skills available.

For more information about this offering, or BLCN, please contact:  
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