

**Sample Summaries of Representative BLCN Client Engagements**

BLCN engagements range from multi-day facilitated strategic action planning sessions to process redesign efforts that are 2 days to 3 plus months long. The efforts reduce cycle time and cost 25 to 70%. Please contact us if you would like to discuss any of the following sample engagements, or your specific needs.

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**Facilitated Action Planning – Multiple Clients**

Below are a few of the 2-3 day Action Planning Sessions BLCN facilitated:

- *Global Manufacturing Company:* The Company had too many business issues and was not making any headway on resolving those issues. BLCN facilitated an enterprise view of the Company, clustering the issues and aligning them by core process. Facilitated a 2.5 day prioritization session to identify the top 10 “projects”, owners, scope, approach and milestones.
- *Software Development Company:* The Company had a primary client that was going to leave if their business interactions did not get better. In 2 days BLCN worked with the core team to define the Customer Life Cycle activities, the customer facing issues with those activities, prioritized projects and actions plan based on Customer value and pain points. The Company presented the prioritization to their client and retained the business.
- *Global Semi-conductor:* The VP of Operations was having difficulty with his Supply Chain and referenced a list of 565 issues. A BLCN team facilitated a 1 day session to focus on the primary issues and aligned them to the key supply chain processes. A larger scale prioritized approach was put in place.
- *Global Manufacturing Company:* The Company was experiencing rapid growth and lacked strategy to move forward. BLCN worked with the COO to define a 5 year goal and facilitated a 1 day version of a SWOT against the goal. Priorities and action plans were defined and a list of risks to be mitigated was summarized after the session.
- *Global Resort:* The Resort needed to coordinate worldwide training objectives and plans. BLCN led a facilitated session with the VP of Improvement and staff defining internal certification program objectives, training criteria and Next Steps plan to put this program in place.

## **Enterprise Process Design – New Global Solar Manufacturer**

A new solar company anticipated rapid international growth needed an operational foundation and system to move from an R&D model to full commercialization. BLCN leveraged Process Accelerators to rapidly establish 20 base business processes that were then tested with integrated Lean business scenarios. Once the processes were approved, process metrics, policies and business requirements (for system configuration) were developed to accelerate their growth to commercialization.

## **Order Entry / Invoicing Redesign: Software Development Client**

A national software company was experiencing significant issues with the processing of orders and invoicing customers. The issues included extensive cycle times, manual activities and four divisions operating differently on the same system configuration. BLCN defined the end to end process for order entry and customer invoicing. The significant issues were addressed in breakout sessions, redesign points were identified and policy changes were implemented. This resulted in a single process for the various divisions, common key performance indicators and cycle time reduction of 30%. Business requirements were then defined to “re-implement” the existing system, which reduced the existing customization and leveraged core system functionality.

## **Enterprise ERP Governance / Executive Alignment – Non-Profit**

A large non-profit had experienced 7 months of false starts for a major transformation / system implementation costing uncalculated lost labor, frustration and dollars. BLCN performed an Executive Alignment session regarding the effort and gained consensus on the project scope, approach, and ownership for the project. Other actions performed:

- Redefined the organization strategic direction, web strategy and governance
- Trained the core team on Lean process improvement and business analysis
- Aided select teams in process redesign and requirements development
- Solidified project methodologies and data management governance

## **Project Management Office Design – Multiple Clients**

BLCN worked with the client team to define the Project Management Office (PMO) vision, scope and governance. BLCN then leveraged PMO Process Accelerators to quickly define the end-to-end PMO process from project intake, prioritization, sequencing, controlling and closing of project portfolio. The primary artifacts were defined and linked to the process flow. Other client additions were added to this effort:

- Nationwide Retailer: Defined the Project Management Process from project startup to closure, worked with an integrator to automate the portfolio process and defined the Software Development Lifecycle (SDLC)
- Regional Utility: Performed a leadership readiness assessment and held focus groups with project managers regarding the PMO deployment. Deployment issues were identified and corrective action plans put in place
- Global Mining Company: Defined the global model and worked with the various regions to leverage this model and supporting methodologies to ensure consistent portfolio application, reporting and planning
- National Telecom: Defined the Project Management, software change control and deployment processes

## **Materials Planning Redesign – Manufacturing**

There were miscommunications between development, supply chain and vendors during the design and release of new products. BLCN mapped out the existing processes and identified quick hits that were realized right away, then defined the To-Be state with a cross functional team. The feedback from the client was that this was one of their most successful redesigns. It greatly reduced excess development inventory, increased the supplier interaction and aided in reducing per unit cost and response time.

## **Contract Management Redesign – Oil and Gas**

BLCN defined the end-to-end contract management process for a national gas service and distribution company. This redesign identified their Buy, Sell and “Corporate” procurement / contracting processes. The effort reduced the contracting cycle time and related tasks 25 – 30% and moved 40% of the manual contracting activity into the more efficient redesigned process. BLCN then identified key process features / requirements which were used in an RFP for a new software package selection process.

## **ERP Process Redesign – Three Separate Beverage Companies**

BLCN worked with an ERP integrator to address process issues in front of an ERP implementation. BLCN leverage the process accelerators to quickly facilitate AS-IS and TO-BE process designs of 18 core processes. The ERP integrator participated in the TO-BE designs to aid in the system configuration. The process design realized immediate savings that funded the process effort and reduced the system configuration / training efforts by 25%. The integrator stated that the BLCN RapidStart process approach was a significant contributor to the overall design success. Three separate redesign efforts:

- Soft drink bottler with 5 locations
- Wine and Beer Distributor in 4 states and additional sales channels
- Regional Dairy that processed raw milk into finished products

## **ERP Order Fulfillment Redesign – Franchisee Organization**

A national franchise was having difficulty in obtaining a common order fulfillment process for their 50+ franchises. BLCN worked with the national office to define the base order fulfillment process, and then tested that design with select franchise groups to gain buy-in. The franchise review identified issues / opportunities, updated the process and core requirements. The nation office took over the effort to complete a single set of requirements and deployed a franchise accepted Order fulfillment system and process.

## **Hiring Process Redesign: National Truck Line**

A national long haul truck line had concerns with excessive turnover during the on-boarding process for hiring new truck drivers. BLCN mapped out the process from recruit to training process, including interviewing new and experienced drivers, as well as driver trainers. Recommendations related to the process reduced turnover by 20%.

**Capital Procurement Redesign – National Retailer**

A significant amount of manual intervention was needed to manage capital procurement projects. Beside these inefficiencies, there were various exposure risks that needed to be addressed. BLCN performed a redesign effort of the procurement process working with various internal teams. The findings included unstructured workarounds, individual ways of doing things and no key control points resulting in financial exposure. BLCN led a cross functional team, using Lean, to redefined the process, assess job impacts, recommend policy changes and drafted a set of business requirements for the existing ERP package. This resulted in a 40% reduction of cycle time and mitigated the risk of capital project over runs by linking critical commit and expense data with the projects.

**HR Recruit to Hire, Hire to Termination Redesign: Medical Device**

An international Medical Device company had just implemented a new system. A year later, the VP of HR was struggling with inefficiencies and inconsistencies. BLCN used the Fast Start process approach to quickly define the current process. The results identified that there was not agreement on how work was to be performed, additional manual workaround steps were put in place, lack of role definition and most of the pain points were related to manual steps. Using a combination of organizational change and Lean process redesign, the HR processes and policies were redefined, specific actions with names and dates were published and executed. Follow resulted in a reduction in hiring cycle time 20-40% and reduced HR “exposure”.

**SEC Reporting Redesign – Oil and Gas**

A petroleum pipeline company struggled to consolidate financial data in time for Public and SEC reporting. BLCN used the Fast Start process approach to quickly analyze the process from an end-to-end view. The two week effort eliminated many Excel spreadsheets, manual interventions, management reviews and reduced processing time by 12 days. Business requirements were defined to further enhance automation of the process.

**Training Customization: Multiple Clients**

BLCN offers a 3-day Lean Process Improvement and Business Analysis training course and can offer customization of that training; below are a few examples.

*Global Software Company:* The software company was looking to enhance their Sales selling methods. BLCN delivered a 2-day version of the training course that aided the Sales team to include an issue based approach in the Sales methodology. Many attendees altered their current approach and closed deals within the following month.

*National Lumber Company:* The Company was rolling out a nation wide ERP system and wanted customized training for the core team. BLCN worked with the Company to define three 1 day deliveries of the material, based on where they were in the project lifecycle, and incorporated Company material into the BLCN training content.

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