

## **BLCN Management Consulting Capabilities Overview**

BLCN is a process excellence consultancy that helps companies address pain points such as: processing time delays / missed metrics, employee process frustration, audit / ISO issues, customer dissatisfaction, unclear job roles, cross functional issues, software implementations and internal team process training / mentoring.

The BLCN "lean concepts" approach engages the internal staff through the various phases of process definition, root cause analysis and transition planning to ensure an acceptable process design is owned and implemented. These methods are effective for developing common processes across multiple locations, enhancing process integration for a merger or acquisition, laying the framework for a successful software implementation and positioning successful transformation initiatives.

### **BLCN Key Offerings**

**Issue Action Facilitation:** These 1 – 2 day facilitated sessions aid leadership / core teams address larger business issues and define specific action plans. Recent examples include: analyzing the enterprise objective, using a SWOT to define strategic actions; review the customer lifecycle to identify and prioritize customer satisfaction improvement opportunities; reviewing a specific business area to pin point inefficiencies; defining project scope, owners, objectives, milestones and ERP implementation planning.

**Process Excellence Consulting:** Our "Process Accelerators" will aid in speed to issue resolution and value.

1. **FastStart:** This approach **quickly** assesses a specific process and defines action plans for the internal team to complete. The Fast Start delivers an As-Is process map, list of issues / opportunities and next steps for the internal team to complete. The Fast Start ranges 2 to 10 days in duration; BLCN can provide additional support beyond this effort. The applications for a Fast Start include:
  - a. Providing a foundation for an internal team to complete
  - b. Identify quick hits and action plans
  - c. Perform an assessment to understand the process "noise" and determine next steps
2. **RapidStart:** This process based approach leverages facilitated workshops with the operational staff and sponsor to quickly map out the As-Is process, identify the issues and any process differences due to location, customer channel or product needs. The next step is to focus on redefining a To-Be process with an emphasis on business design points and IT functionality vs. deep analysis. This is a very effective approach for:
  - a. Software implementation projects: Gain alignment on the processes with the internal team and leverage a package specialist with the To-Be process workshops to integrate software functionality in the To-Be design discussions.
  - b. Common process for multiple locations or mergers and acquisitions: Map the current processes for one organization, overlay the processes from the other organization(s), leverage internal best practice, develop a common process and put an integration plan in place.
3. **Lean Process Excellence:** This issue based approach is in line with the traditional Lean consulting. Identify strategic objectives, metrics, issues, As-Is process, customer / supplier requirements, detailed root cause analysis, best practice research, To-Be design and implementation. This approach is effective in addressing deep systemic issues or radical redesign.

BLCN also provides the following additional services to support the above options:

- **Business Requirements Development:** With any of the approaches above, the BLCN team will define the business requirements to aid the system development team develop/configure the system. We also aid the business in the draft development of job roles, policy and procedures.
- **Continuous Improvement Reviews:** To ensure sustainability and extended value of the process work, BLCN offers continuous improvement reviews. These annual reviews quickly confirm that the prior improvement actions have been completed, test new business / customer needs and define the next steps to address newly identified issues and opportunities.

**Organizational Change Management:** Eighty to ninety percent of all projects fail to meet their objectives. Ninety percent of those failures are due to neglecting the human element. These projects could have mitigated organizational risk by implementing elements of Organizational Change Management. Such as:

1. **Executive Readiness Assessment / Alignment:** It is critical for the project leaders to have alignment with each other and about the project elements. This assessment entails one-on-one interviews with each of the leaders, covering a range of topics such as issues, value, ownership, urgency, conflicts and success. The feedback session identifies risk areas and actions to enhance moving forward.

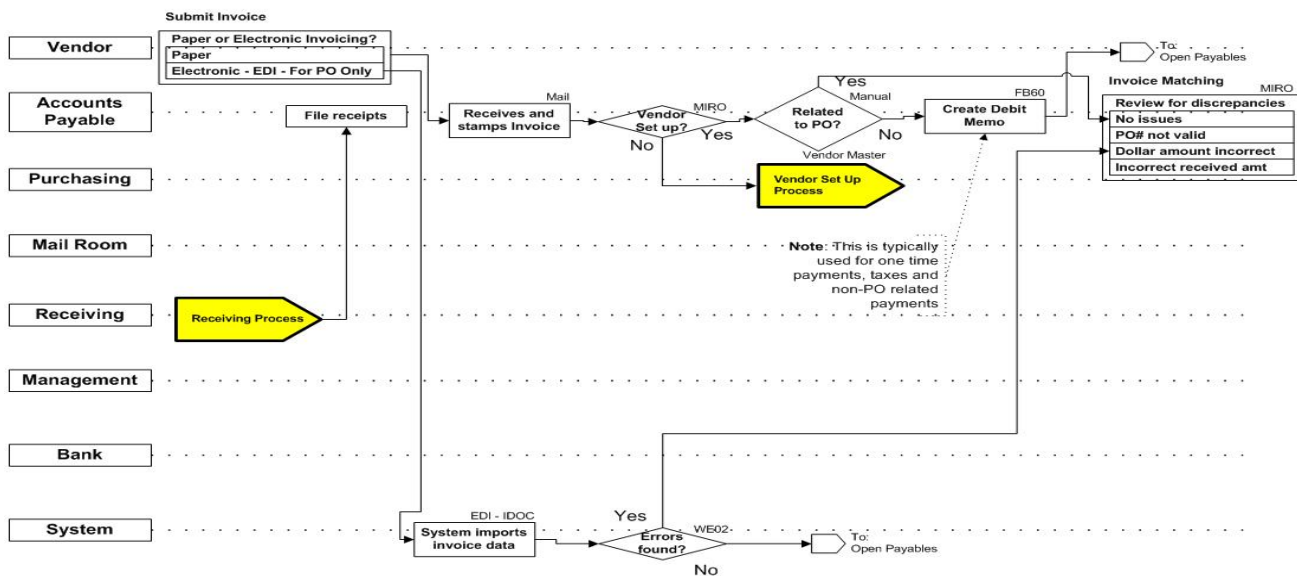
2. **Organizational Assessment:** These assessments use written questionnaires that test the understanding and perceptions of the impacted organization related to implementation history, impacts to the organization, impacts to individuals and sponsorship support. Focus groups are then used to further clarify survey findings. Actions are assigned to the project team and leadership.
3. **Communication Planning:** This effort is the communication framework for the life of the project; the plan defines the audience, vehicle, content and the timing of their delivery. Messages are aligned to the Awareness, Understanding, Implementation and Follow up phases of the project.
4. **Job Design:** Job design, or re-design, is an activity that reviews the current and future state of a job role after the To-Be process design phase of a project. This activity will identify potential impacts to leveling, staffing, skill training needs and productivity during the learning process before and after the deployment.

### Training:

**Lean Process Improvement / Business Analysis Training.** This 3-day methodology training integrates the fundamentals of Lean for the back office with business analysis (business requirements gathering). The training provides the internal team the base methodology to analyze and address business process issues. A consultative trainer leads the participants through the content and has them work on their own process issues during the exercises. If one participant is able to address one issue, the course will pay for itself! The content can be personalized for an organization's specific needs.

## Representation of the swim-lane process flow used in by BLCN Strawman Vendor Payment

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### Comments from Our Clients:

- I have never seen value identified, or realized, this quickly
- The internal teams were very interactive, which made them more creative, excited and enhanced the cross functional interactions. This resulted in agreed upon actions to achieve the future design.
- The approach is so simple, but yet so powerful
- We had been wrestling with this process for over a year. We got too deep and went nowhere. BLCN was able to get us on target and obtaining benefits within three weeks!
- We shaved 40% off of our cycle time, which allowed for more time to analyze data before executing our decisions
- The RapidStart approach reduced our configuration time by 25% and produced a base for us to define solid business requirements (from a software integrator)
- BLCN maintains a 78% repeat business rate – an indicator of client satisfaction!

For more information about this paper or BLCN, please contact us at:  
303.530.4895, email to [info@blcn.net](mailto:info@blcn.net) or visit our website at [www.blcn.net](http://www.blcn.net)