

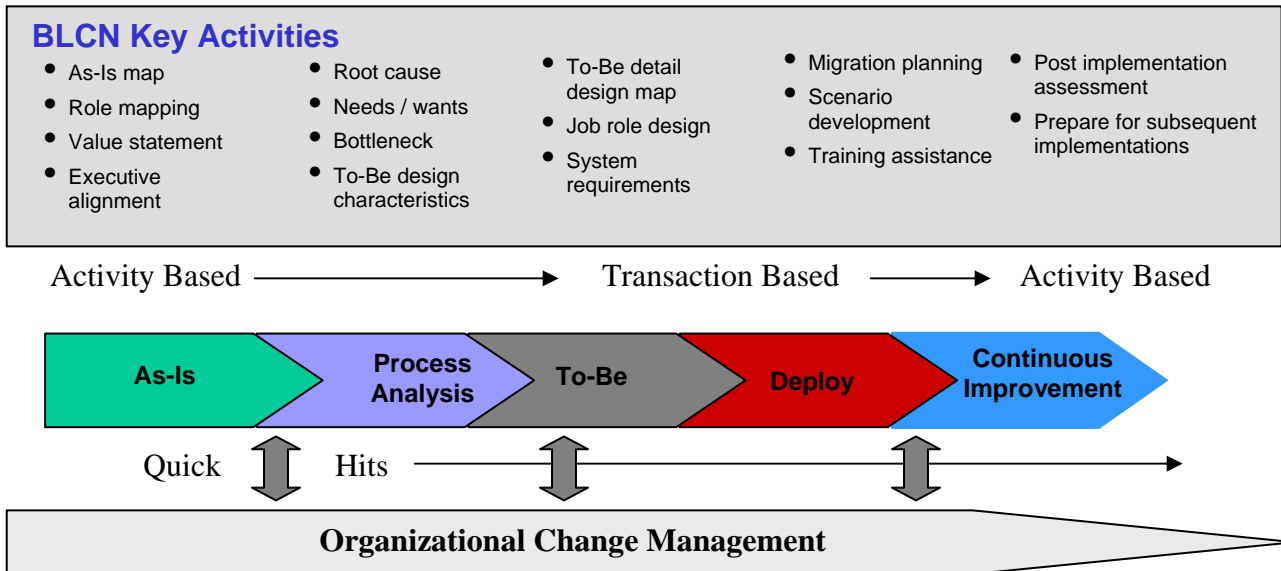
**Business Process Improvement / Lean Enterprise**

Are you facing any of these problems or frustrations?

- There are excessive time delays, process frustrations, lost information, high cost, unclear roles, lack of buy-in; even though there have been many “improvement activities” in that area?
- Just deployed a new software package and have not seen the benefits, in fact, there seems to be more problems now, than before.
- Are planning on implementing a new software package and want to mitigate the standard risks before diving into implementation
- Need to leverage shared services, or gain efficiencies by developing commonality among divisions or integrating processes with a recent acquisition.

BLCN has a process methodology that leverages strategic intent, issue resolution, Lean Concepts and internal buy-in to enhance process value and implementation success. This methodology is flexible enough to be applied to a small (less than a week) or very complex problem. 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 methodology phases and how BLCN can drive continued business value through Lean Business Process Analysis and Improvement.



**As-Is:** The purpose of the As-Is phase is to define the current state, how work is actually performed and measured, not how it is perceived or documented. In 25 years, we have yet to see anyone agree to the current state! During this phase, the BLCN team leverages our Process Accelerators to quickly define the current process, roles, measures and issues. This activity is often overlooked by organizations and results in poor results and implementation. This phase gets the entire team on the same page, focuses on the problem and opportunity areas, provides the basis for measuring the level of change and is a base for your transition plan.

**Process Analysis:** The purpose of the Analysis phase is to further define and resolve the business issues through various root cause analysis methods, bottleneck resolution, identify strategic design points and to eliminate process waste or redundancies. We ensure proper connectivity to other processes and include supplier and customer input. Organizational readiness assessments typically complement this phase.

**To-Be:** The purpose of the To-Be phase is to define the process / activities, system requirements, measurements and job role requirements for the To-Be design. Building on the As-Is and Process Analysis phase information, BLCN facilitates the project team into developing the future role based process flow. This process flow is also used as a communication tool to gain additional insight and buy-in of the impacted organizations.

Once the process flow is complete, BLCN will assist in the development of:

1. Business Requirements; a foundation for the IT team to develop system specs
2. Business Policy changes
3. Job design impact assessment

Once the process design has been tested, a transition plan is developed for people, process, and technology changes.

**Deployment:** The purpose of the Deployment phase is to fully implement the design. BLCN provides a support role with ongoing project management, follow up organizational change management activities, perform Lessons Learned Workshops, and further deployment planning.

**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 were closed, test the existing process design for any new changes due to lessons learned or environmental changes. Then develop an action plan to close newly identified issues and needs. If major gaps are identified, BLCN will assist 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. Also reference:

- BLCN Organizational Change Management
- BLCN Lean Process Improvement and Business Analysis Training

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)