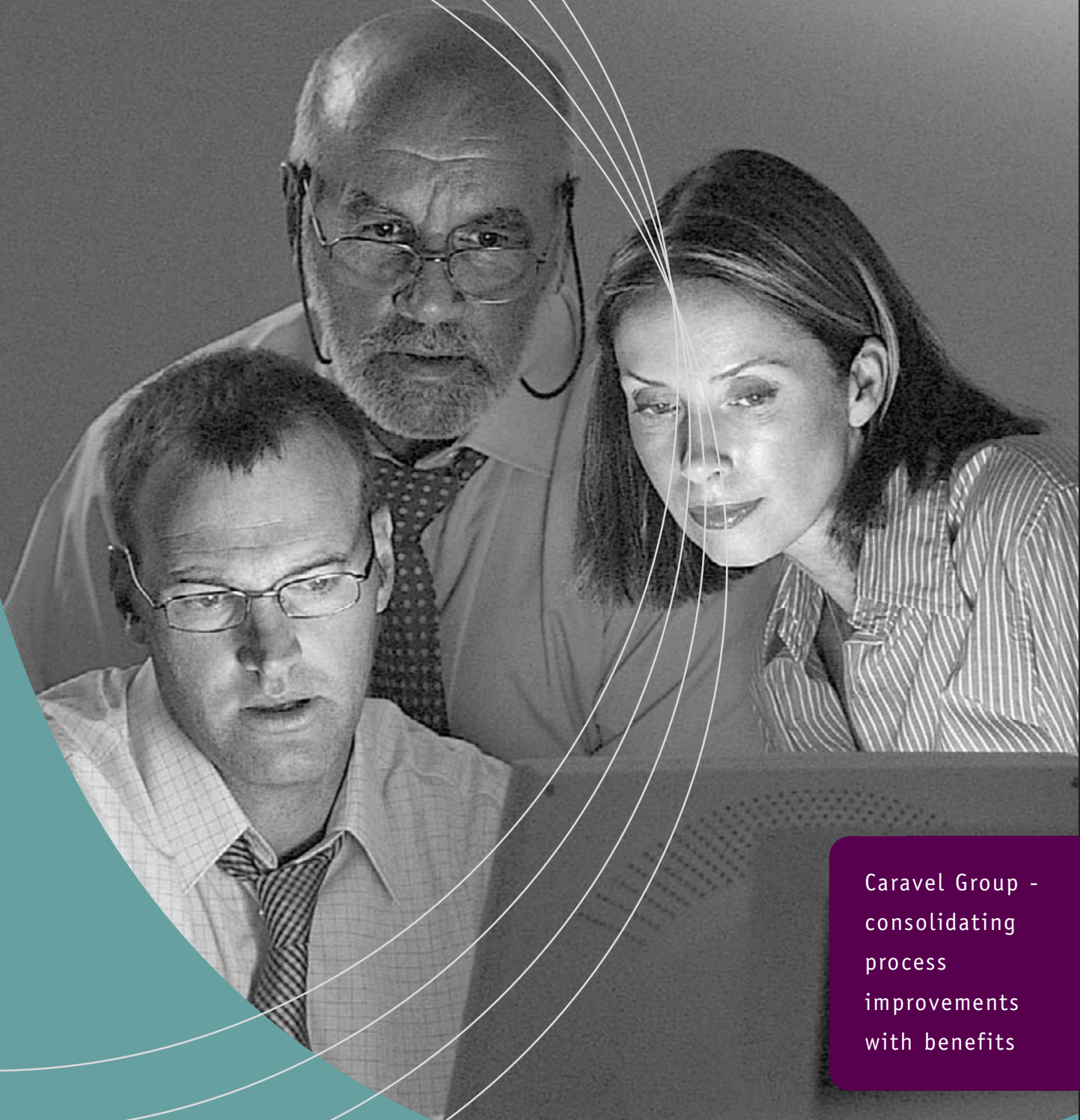


Business Process Innovation



Caravel Group -
consolidating
process
improvements
with benefits

Taking the Opportunity to Review and Improve

In today's competitive environment, businesses are continuously looking for improvement. This may be to remain innovative and relevant in the market, to retain the competitive edge or simply to stay in business. Sometimes it's also the lure of a new management trend or buzzword, such as 'world best practice', that acts as a catalyst for change.

Of course, the implementation of such change has far-reaching effects and there is no guarantee that a new management style or business strategy that is right for one company will be just as successful for another. Before embarking on a process of change it's therefore critical that a business identifies the factors that are driving the change.

Caravel's Business Process Innovation services do just that. They guide organisations through this review and improvement exercise and help them realise business goals through improved business processes.

With its team of experts and solid track record in this discipline, Caravel has the skills and the resources to implement change.



A Road Map for Improvement

Business Process Innovation is not just about creating efficiencies as a means to lower costs and increase profit - it's about creating an environment that promotes effectiveness.

For example, a new and improved process might be more expensive to resource but it may also result in reduced processing times, increased throughput volumes and accuracy. The overall effect would be the reduction of wasteful re-work and overtime costs with increased customer satisfaction and a competitive edge for the organisation.

Businesses looking to generate efficiencies and effectiveness through improved processes need a clear plan which guides the initial review and improvement exercise as well as the effective implementation of the proposed solutions.

The Business Process Innovation scope of works includes:

- identification and understanding of the business objectives, context (regulatory requirements) and benefits to be derived from such a project
- documentation of existing processes
- design of 'ideal' processes to suit the executing resources (human or automated)
- reduction or removal of hand-offs between business units
- mapping of current processes to 'ideal' processes
- implementation, integration and testing of new/amended processes
- identification of all change management considerations (HR, employee relations, OHS, training, corporate culture, etc)
- management of transition through staff communications and logistics management

Who benefits from Business Process Innovation?

Business Process Innovation can be used to improve a number of business functions and business interfaces to the external world.

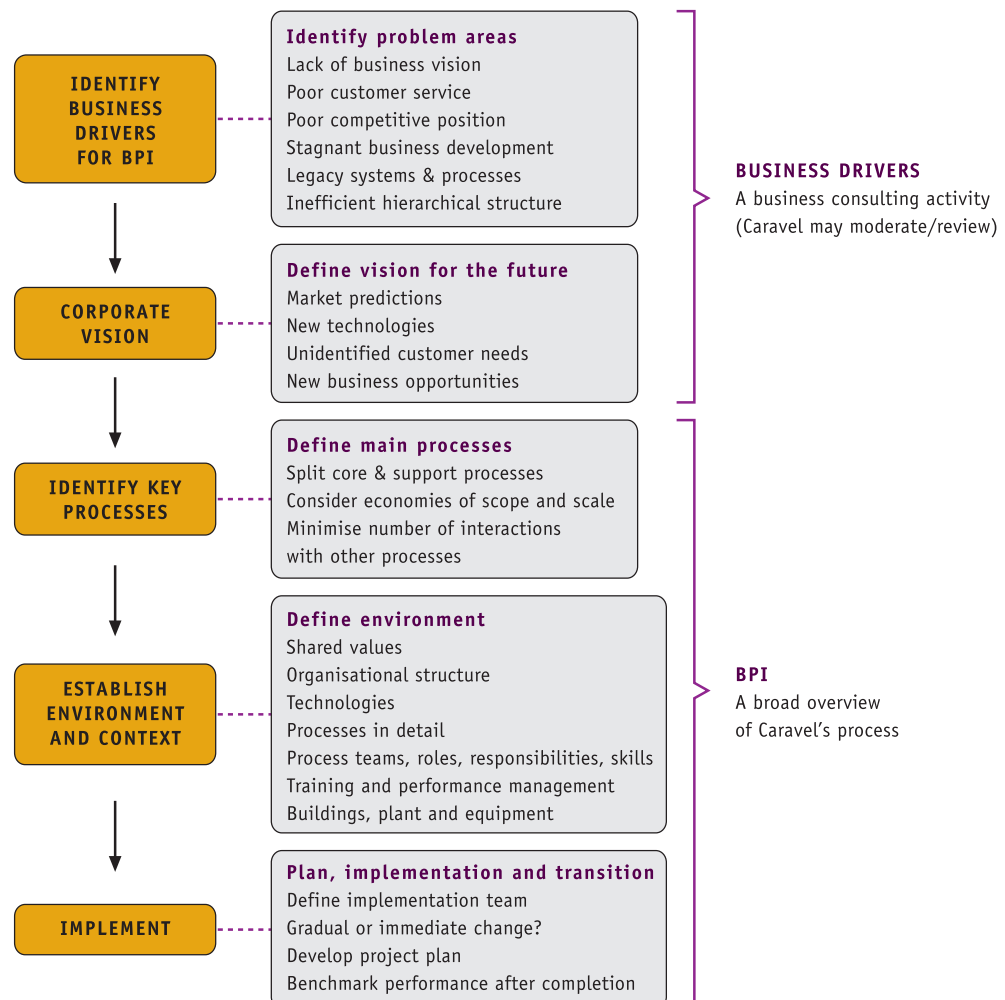
The planned business process review and improvement programme delivers benefits for any business in areas as diverse as customer management, workflow or accounting processes to corporate governance and compliance processes.

On a business level, the extent of the benefit will be dependent on the regularity of reviews and openness to a change in business practice.

Not all organisations require a business-wide review of processes, but most of them have individual, specialist business units that benefit from the process. Such business units are often dependent on time efficiencies in order to generate profitability.

Examples include:

- call centres
- operations control centres
- help desks and service centres
- customer contact centres
- data centres
- foreign exchange dealing rooms



The process - focus on implementation

DESIGN CRITERIA IDENTIFICATION	DATA GATHERING	ANALYSIS & DESIGN	IMPLEMENTATION GUIDANCE
<ul style="list-style-type: none"> Regulatory requirements for collection & retention of data, processing times (by law) together with notification systems 	<ul style="list-style-type: none"> Workflow logic & associated documents 	<ul style="list-style-type: none"> Internal and external interfaces 	<ul style="list-style-type: none"> Fixed & variable costs
<ul style="list-style-type: none"> Data master/slave systems in context of a wider view of the corporate data model 	<ul style="list-style-type: none"> Dataflows and associated data dictionaries 	<ul style="list-style-type: none"> Capacity growth and bandwidth constraints 	
<ul style="list-style-type: none"> Determination of data policy on ownership, custodianship and maintenance of data 	<ul style="list-style-type: none"> Data translation 	<ul style="list-style-type: none"> Resource type executing a process (human or automated) 	
<ul style="list-style-type: none"> Consequential effects on co-operating systems (e.g. data warehouses, business continuity plan and disaster recovery) 	<ul style="list-style-type: none"> Time stamping 	<ul style="list-style-type: none"> Process initiators and interrupts 	
<ul style="list-style-type: none"> Design of business rules to be followed 		<ul style="list-style-type: none"> Process authority steps 	
		<ul style="list-style-type: none"> Process exceptions 	
		<ul style="list-style-type: none"> Processes for CRUD on data 	
		<ul style="list-style-type: none"> Synchronisation 	

The thorough approach of the multi-faceted business innovation process ensures that outcomes will be based on reliable data.



The Tools of the Trade

Successful Business Process Innovation implementation builds on the skill sets associated with information engineering.

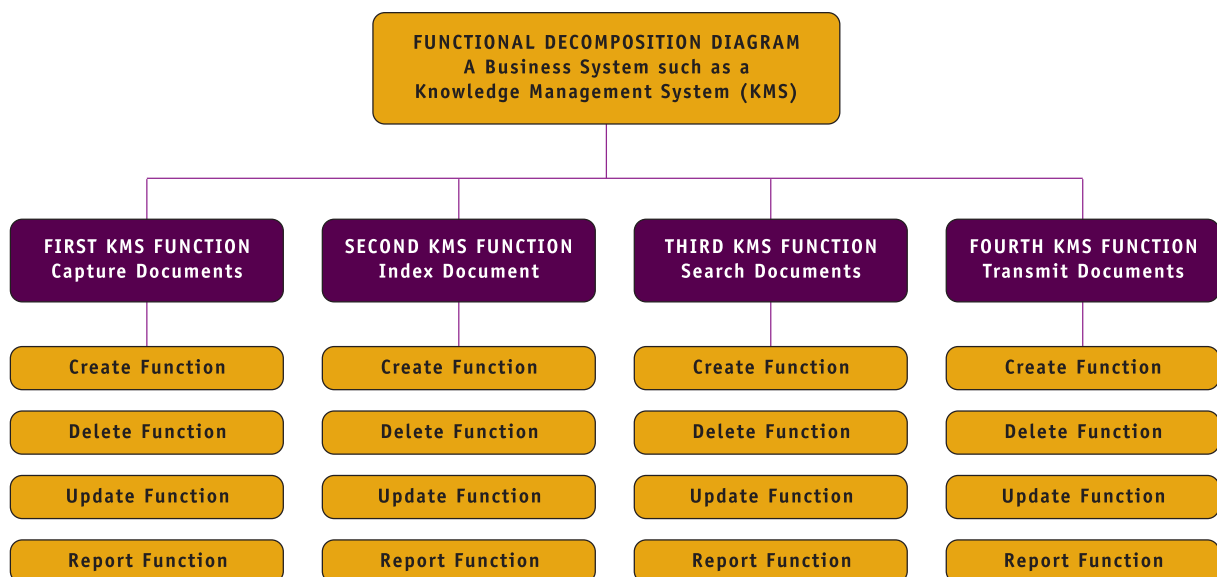
It utilises several standard forms of documentation that help to communicate plans in details.

These include:

- functional decomposition diagrams
- process flow diagrams
- dataflow diagrams
- data dictionaries
- communication flows
- workload studies

Functional decomposition diagrams

A functional decomposition diagram clearly separates all individual component parts and shows the business functions that need to be undertaken by the process.

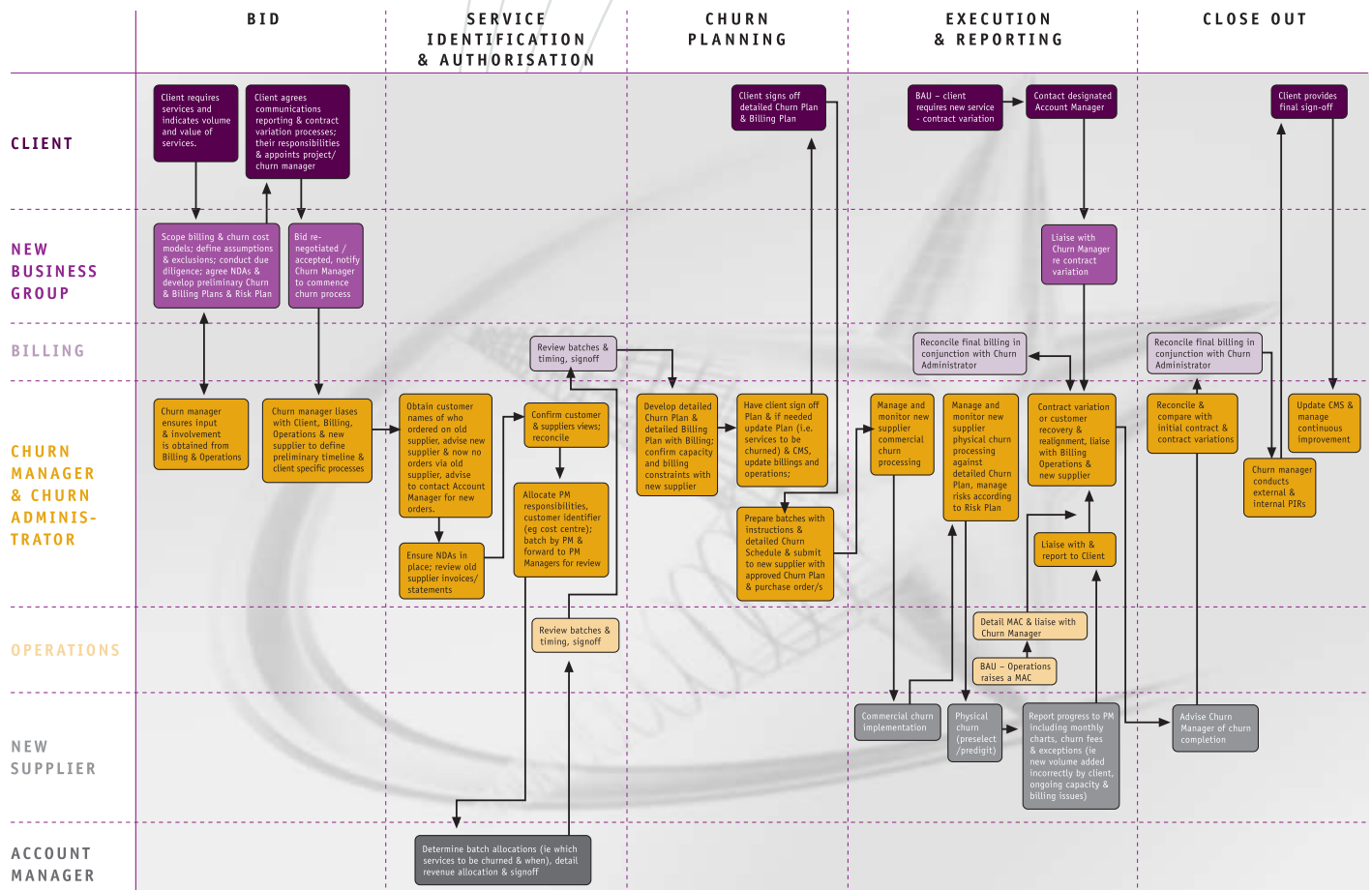


Process flow diagrams

Process flow diagrams identify the processes to be performed by the desired business function, linking the broad process in time with organisational units that perform the process. The process creates virtual 'lanes' and is also known as a 'swim lane diagram'.

The outcomes of a process flow diagram are:

- definition of outputs
- definition of logic
- development of business rules

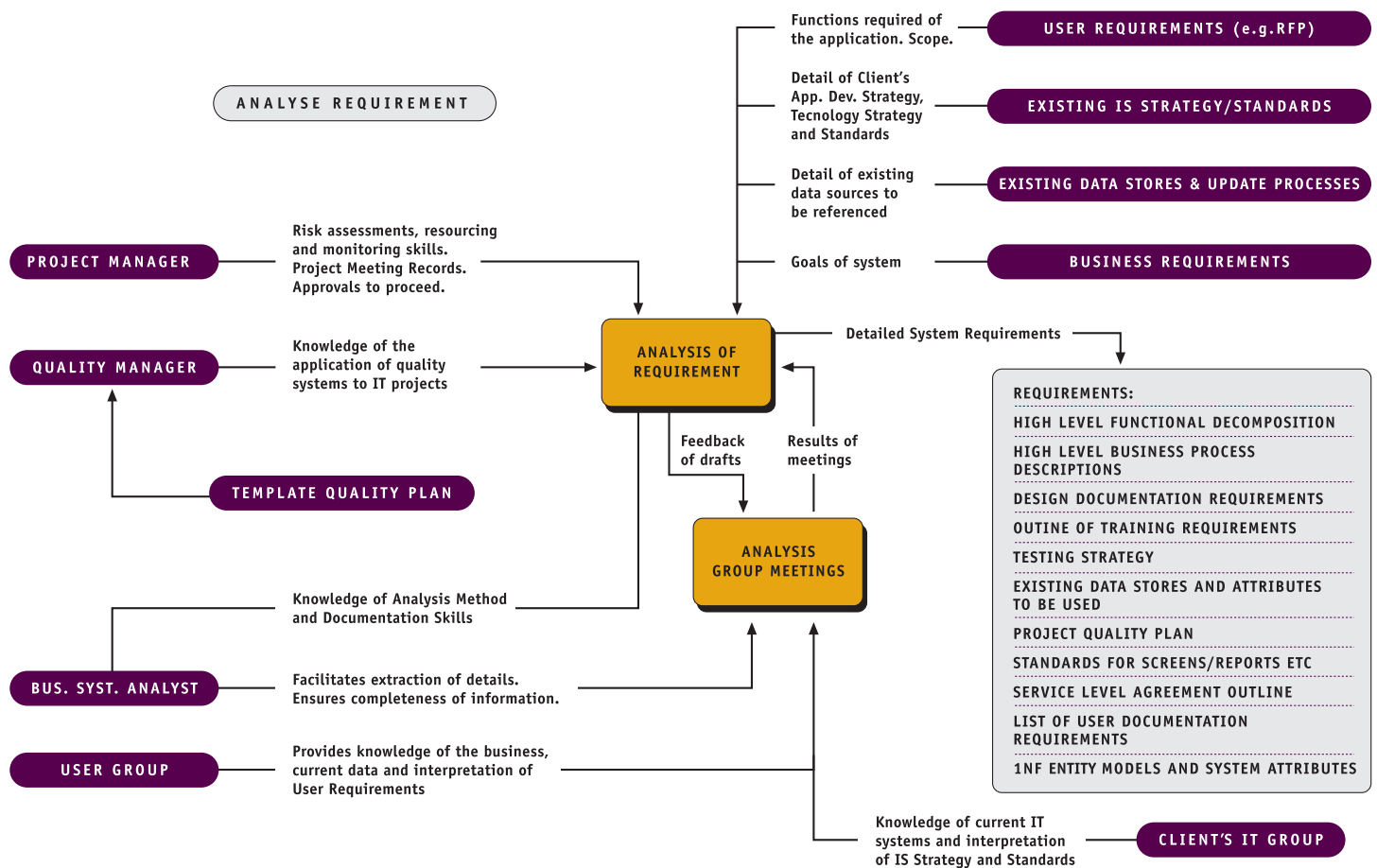


Dataflow diagrams

Dataflow diagrams demonstrate the linkages and knowledge bases that are required so that a particular process can be executed by a human or automated resource. These 'knowledge bases' may be processes or other data used as inputs.

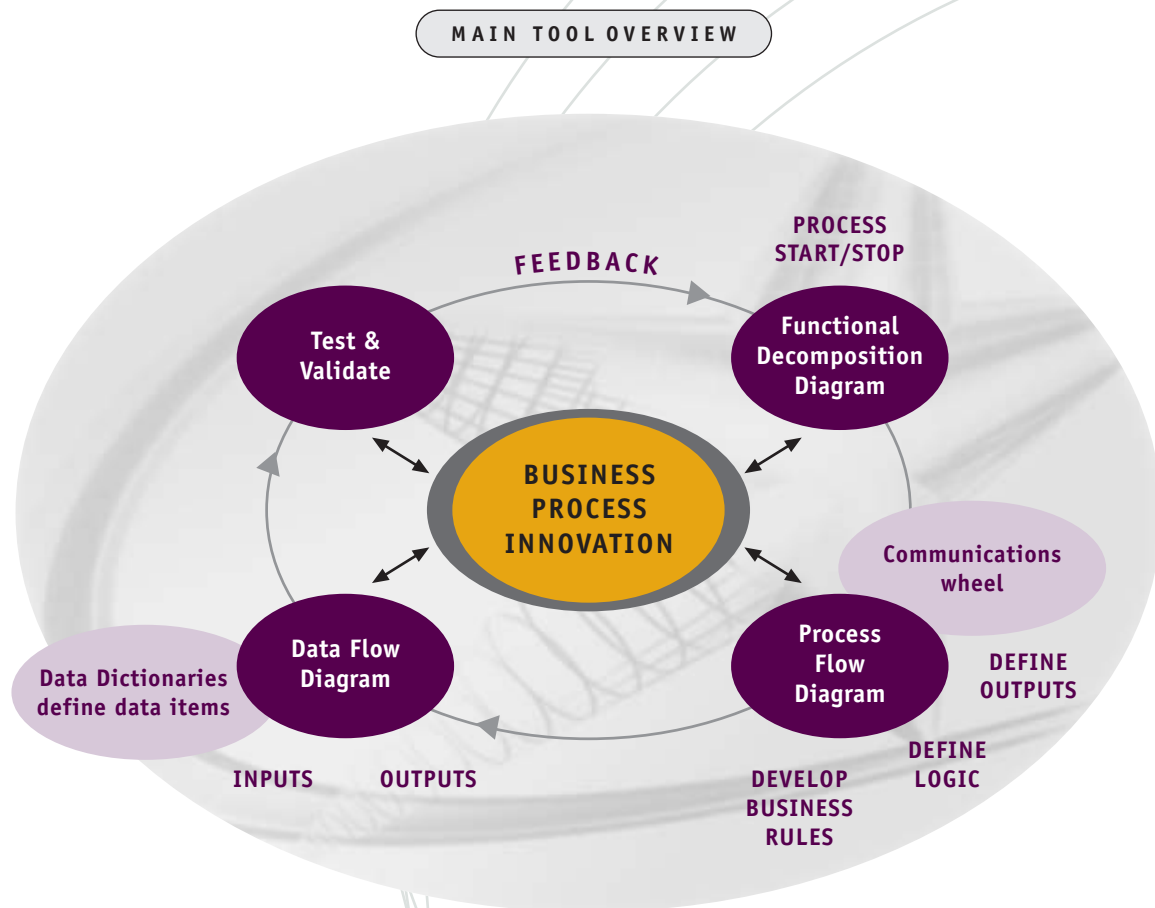
The diagram identifies the inputs of knowledge used by a process to generate an output.

The dataflow diagram enables the review team to identify and analyse the volume and frequency of data accessed throughout the process.



Data dictionaries

Data dictionaries are a subset of dataflow diagrams. They define data items and specify attributes such as size (numbers of characters, decimal points) and format (date, time).



Communication Flows

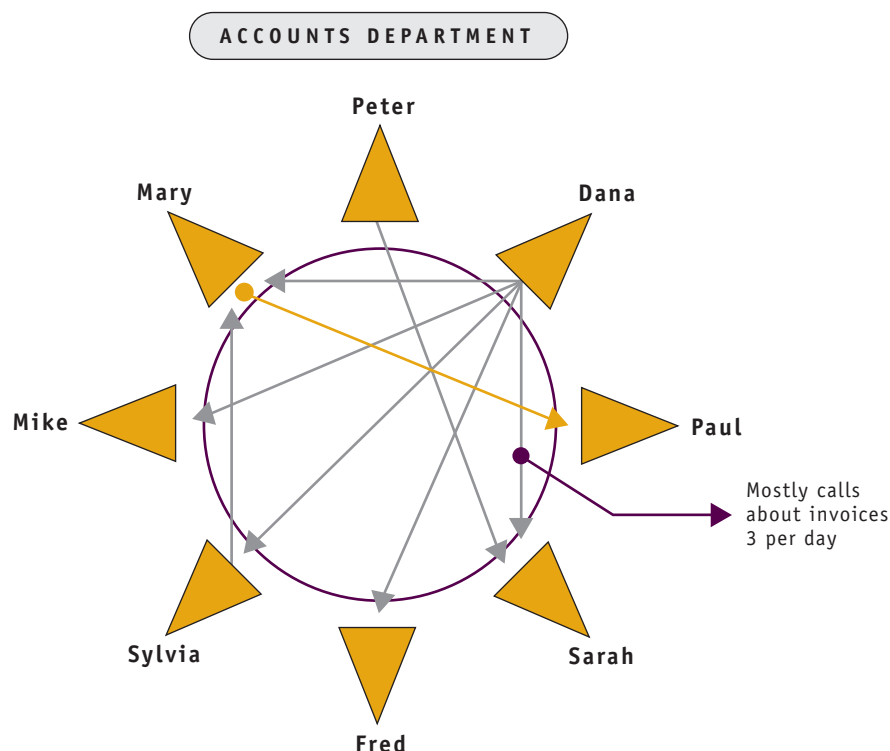
The flow of communication within an organisation is a critical aspect of business process innovation. Formal or informal communication frequently results from the execution of business processes and often represents the linkage between various business processes that are usually poorly documented.

The tool used to document these flows is a “Communications Wheel”. It represents the people with whom a person or department communicates. It shows the linkages of who communicates with whom, through what channel (email, fax or telephone), how often (frequency) and for what reason.

The resulting information is analysed with a view to generating process efficiencies including reduced hand-offs, error reduction and establishing priorities.

As an important element of existing process identification, communication flows usually come to the fore in conjunction with swim lane diagrams.

The ‘communication wheel’ effectively uncovers undocumented processes and allows analysts to take these into account.



Workload studies

Workload studies are an important tool to maximise resource efficiency and effectiveness. They help to identify opportunities for improvement by analysing the effort, frequency of access to data and execution of processes. In a nutshell, it's about de-skilling the job and optimising the headcount. They help to assess the impact not only on the underlying automated process, but also on the human resources as the analysis provides relevant information that ensures adequate resourcing for skills and headcount.

The results of workload studies also have a downstream impact on overall HR and planning for accommodation.

A document ties the diagrams into a coherent description of the current processes, which can then be used to re-craft the processes into the 'ideal' view of the world as seen by the business.



The Process

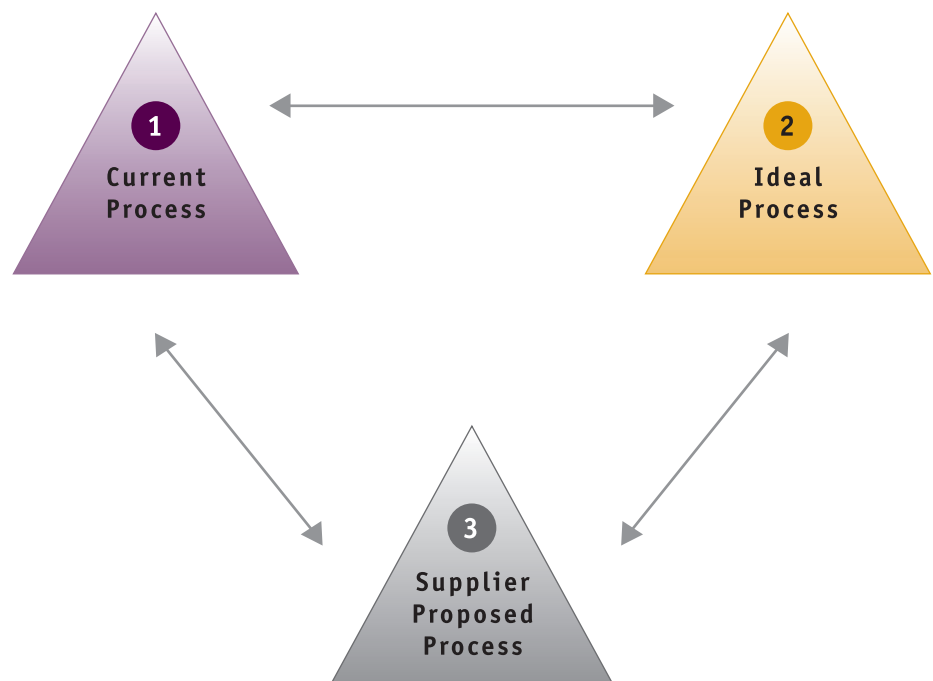
- a Fundamental Choice

The identification of the 'ideal process' frequently precedes the consideration of alternatives promoted by suppliers as 'World Best Practice'.

Caravel's implementation approach, however, carefully analyses the gaps between the ideal process and the current process or the supplier proposed process respectively. A thorough analysis of risks, costs and benefits effectively highlights the most appropriate path for an organisation to realise the envisaged benefits.

Clearly, what may be appropriate for one business may result in unnecessary exposure to risk and cost for another.

Caravel's comparative approach avoids the pitfall of choosing the wrong process. By analysing the virtual gaps between the different processes, the approach identifies the most appropriate process.



Achieving Successful Outcomes

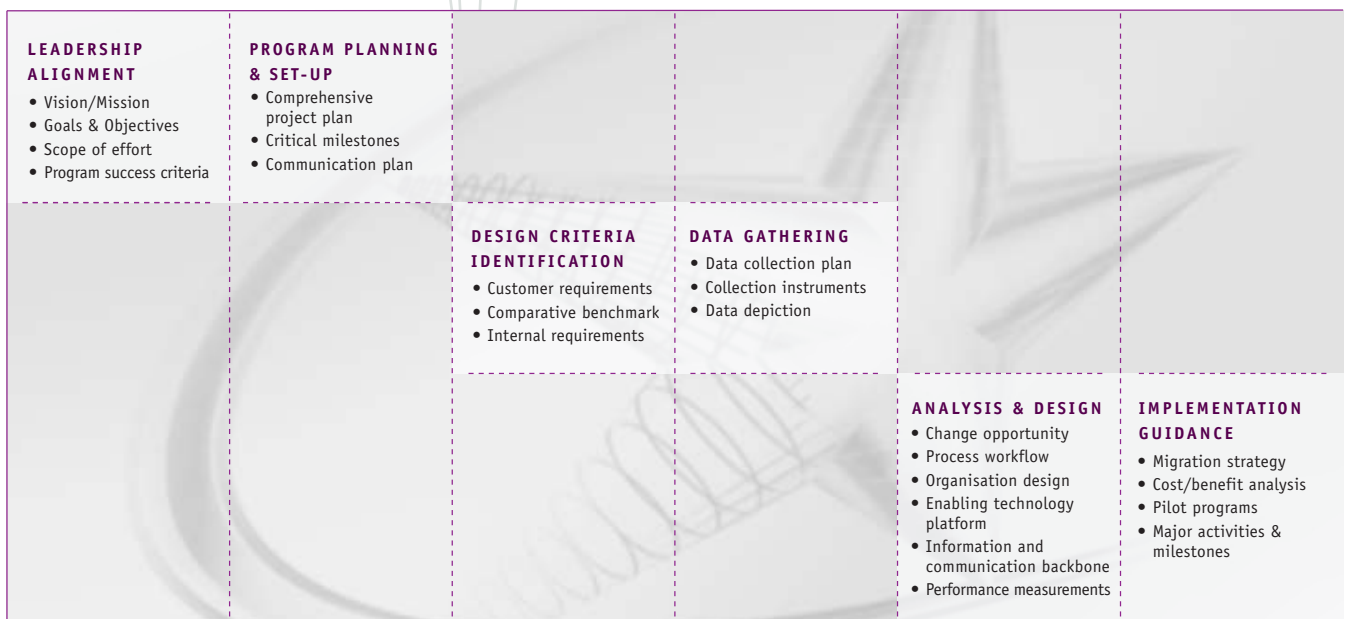
Moving from the status quo to a new operating environment requires a specialist that has the experience and the expertise to deal with the intricacies and complexities associated with a business process innovation exercise. As a project management specialist Caravel excels in the delivery of highly complex multi-disciplined projects. We understand the scope and complexity of an organisational Business Process Innovation exercise and can effectively lead a project to review, improve business practices and implement efficiencies to realise the business goals.

Specialist knowledge in the areas of strategic project management, change management and mission critical moves adds to the credentials that make Caravel a trusted – and independent - service provider.

Caravel specialists have a proven track record in change management – they provide the critical link between the strategic vision of the BPI and the delivery of the desired outcome.

Caravel's independence from any one vendor or supplier ultimately ensures that the recommended supplier is the most appropriate to achieve results.

THE CARAVEL METHODOLOGY

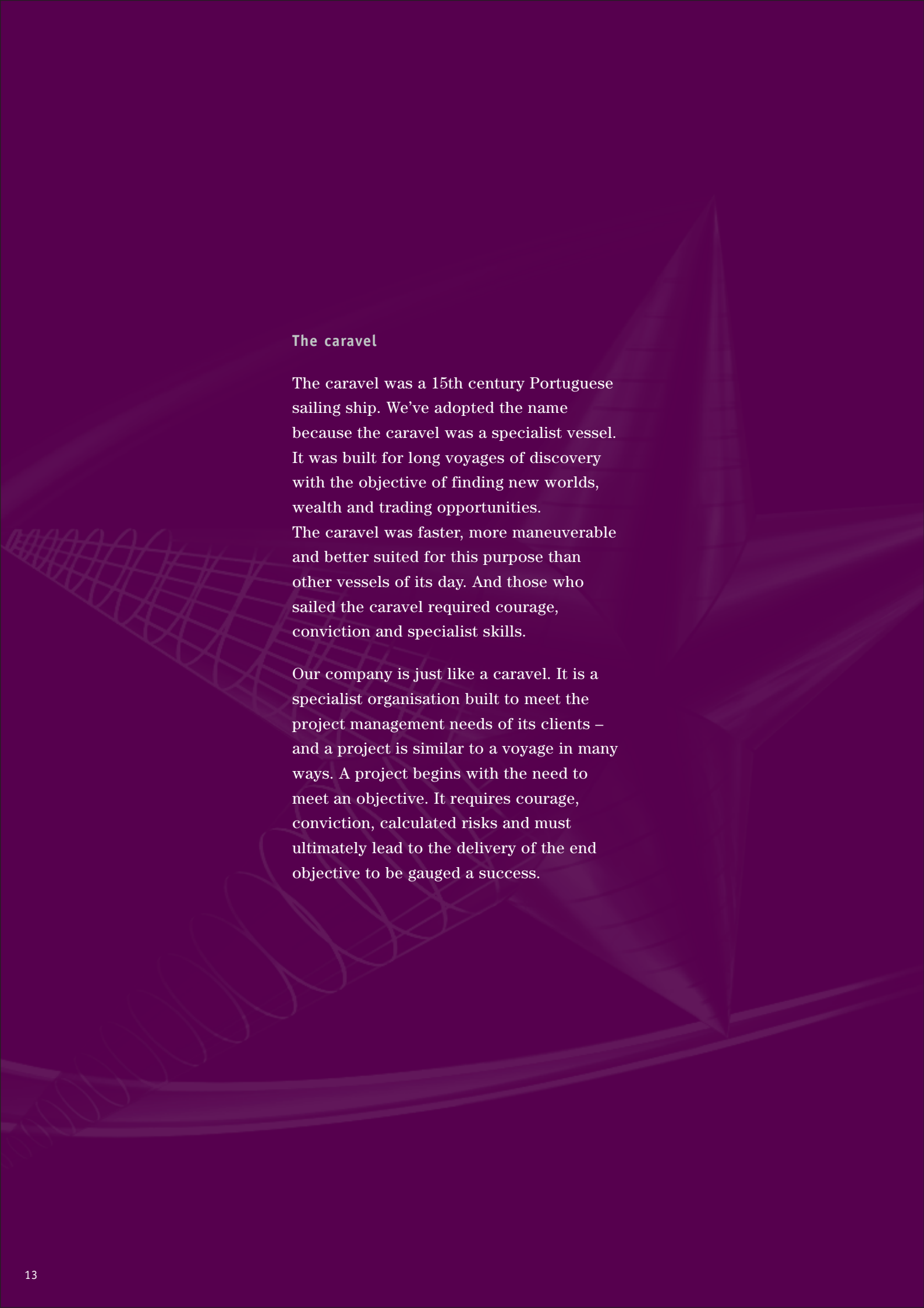


PROJECT MANAGEMENT

CHANGE MANAGEMENT

COMMUNICATIONS

Caravel will tailor this methodology to suit your specific needs



The caravel

The caravel was a 15th century Portuguese sailing ship. We've adopted the name because the caravel was a specialist vessel. It was built for long voyages of discovery with the objective of finding new worlds, wealth and trading opportunities. The caravel was faster, more maneuverable and better suited for this purpose than other vessels of its day. And those who sailed the caravel required courage, conviction and specialist skills.

Our company is just like a caravel. It is a specialist organisation built to meet the project management needs of its clients – and a project is similar to a voyage in many ways. A project begins with the need to meet an objective. It requires courage, conviction, calculated risks and must ultimately lead to the delivery of the end objective to be gauged a success.

Caravel's range of project services

As a leader in projects, Caravel offers a range of specialised consultative and implementation services that span the entire life cycle of a project from inception, through implementation to final hand-over. Caravel adds value at every point along the way through project management services for:

Strategic Management of Projects

Core services include:

- Multi-project Management
- Organisational Resource Management
- Value Management
- Project Feasibility Studies
- Critical Chain Modelling
- Organisational Project Management Maturity Assessment

Project Assurance

Core services include:

- Project Governance
- Project Audits
- Project Health Checks
- Project Performance Management
- Recovering Troubled Projects
- Project Risk Assessments
- Post-implementation Review
- Mentoring and Training

Project Planning and Execution

Change Implementation

Business Process Innovation

Business Partnering

Enterprise Management Solutions

Operational Management Centres

Core services include:

- Customer Contact Centres
- Service Management Centres
- Operational Control Centres
- Mission Critical Moves

Safety Critical Projects

Dealing Rooms

Bid and Tender Management

Project Management Office (PMO)

Security Management Projects

Caravel can tailor a range of industry-specific services to suit the exact needs of your organisation.

Please refer to our website for your nearest Caravel office: www.caravelgroup.com



www.caravelgroup.com