

THE ROAD TO SUCCESSFUL PROCESSES



*document,
optimize,
implement!*

PROCESS
EXCELLENCE
.CPC



“PROCESS PROJECTS CAN ONLY BE SUCCESSFUL IF EMPLOYEE ACCEPTANCE AND MANAGEMENT SUPPORT ARE ENSURED.”

Jens Wilke, Manager at CPC

DIVERSE OBJECTIVES: CUSTOMIZED APPROACHES.

Internal causes, external specifications, standards or regulations – the reasons why a company would want to analyze, optimize or document their processes can be as diverse as the goals they are trying to achieve:

- . Standardize workflows for divisions, business units or the entire organization (process-oriented organization).
- . Reduce costs, e.g. through reorganization.
- . Document known workflows for certification or an audit.
- . Implement or standardize processes following a merger or acquisition.
- . Make the company's process knowledge freely accessible to reduce training costs and loss of know-how.
- . Transfer processes from a project to the line organization.



Each of these requirements calls for a customized approach. While for certification it may be sufficient to record and document workflows in a structured way, building a process-oriented organization involves every component of process management – from process documentation and process optimization to implementation across the organization.

EXCELLENT PROCESSES

WORKING WITH THE STAKEHOLDERS.

We offer our customers customized solutions based on their goals. We ascertain the desired scope with the relevant stakeholders and define the required modules, tools, and simulation methods. This ensures early commitment from stakeholders and creates a solid foundation for further action.

1 Process Documentation
During interviews with the staff responsible for process execution, we document the current state of processes at the necessary level of detail according to the methodology agreed upon (e.g. BPMN 2.0).

2 Process Review
The process review identifies the current weaknesses of the workflows where action is needed. To achieve an accurate and realistic representation, we simulate the current processes in workshops together with the relevant process participants and experts.

3 Process Optimization
Working with the customer, we define and prioritize their optimization goals. Typical optimization goals are time, quality, and costs. Next we identify the potential for optimization together with the process participants while relying on creative methods such as the “6-3-5 method”. For the optimization of more complex workflows, our Conference Room Simulation is best practice. In a real-world setting, we simulate different variants of future processes with the relevant stakeholders. This results in mutual agreement on target processes.

4 Process Implementation

Once the target processes have been defined, the path to workflow implementation must be prepared. To secure acceptance by participants – a critical success factor – we use a variety of formats. Apart from our “Process Workshop,” in which we communicate the new processes and help employees internalize them, we also offer traditional training.

Implementing new processes is typically associated with major changes to systems, documents, and interfaces. Our many years of experience with implementation projects have shown that this requires professional and consistent project management.

“Process Workshop”

In this format, every employee assumes the very responsibilities he or she will have in real life. The new processes, interfaces and roles are tested for functionality and acceptance in a test environment. The workshop promotes employee interaction and understanding of the change and speeds up adoption of the new workflows in the work environment.

5 Process Management

Process management entails creating standardized structures (roles, responsibilities, boards and general conditions) for process governance. This is the basis for future process changes and improvements as well as the introduction of new processes into the organization.

PROCESS EXCELLENCE:
TRANSPARENT DOCUMENTATION,
SYSTEMATIC OPTIMIZATION,
SUCCESSFUL IMPLEMENTATION
AND CONTINUOUS IMPROVEMENT
OF WORKFLOWS!



YOUR BENEFITS AT A GLANCE.

“PRACTICABILITY”

Our process experts do not prescribe solutions. Through knowledge transfer and formats such as Conference Room Simulation, we give our customers the opportunity to find the best possible solutions in a cooperative approach. This allows the results to take permanent hold in day-to-day operations, instead of gathering dust in the archive.

“SCALABILITY”

Our approach is equally effective for medium-sized and large corporations.

“ACCEPTANCE”

Whether our customers do business in Germany, Brazil, or China, we always pay close attention to the cultural and national factors of the company as well as the country. All the relevant stakeholders are identified and included early on. This engenders acceptance and commitment.

“EXPERIENTIAL LEARNING”

Using proven tools such as the “Process Workshop”, we ensure that the full breadth of new roles and processes is experienced and internalized. This is how we anchor changes in the organization for the long term.

“MODULAR COMPONENTS”

Our modular approach offers tailor-made solutions for our customers – from process documentation and optimization to process management.

	Process Documentation	Process Review	Process Optimization	Process Implementation	Process Management
Standardize workflows for divisions, business units or the entire organization (process-oriented organization).	✓	✓	✓	✓	✓
Reduce costs, e.g. through reorganization.	(✓)	✓	✓	✓	✓
Document known workflows for certification or an audit.	✓		(✓)		
Implement or standardize processes following a merger or acquisition.	✓	(✓)	(✓)	✓	(✓)
Make process knowledge within the company freely accessible to avoid long training times and loss of know-how.	✓				
Transfer processes from a project to the line organization.	✓			✓	(✓)



“WHETHER PROCESSES SIMPLY NEED TO BE DOCUMENTED OR OPTIMIZED AND IMPLEMENTED: TO ACHIEVE SUSTAINABLE RESULTS, THE RELEVANT STAKEHOLDERS MUST BE INVOLVED FROM THE VERY BEGINNING.”

Jens Wilke, Manager at CPC

REFERENCE CASE:

PROCESSES MADE TRANSPARENT TO ALL.

A major real estate group tasked us with creating uniform, transparent and applicable documentation for all corporate processes. The documentation had to meet the minimum requirements of the internal control system, serve as the basis for SAP system specifications, and be useful for training purposes. As the scope of the project was being specified, additional goals became evident: The company would have to be able to adapt the processes itself and make them accessible to employees via the intranet.

Specifically, over 20 process groups with 150 individual processes needed to be documented, charted as a process map, and saved together with associated work instructions.

To lay the necessary groundwork for the project in cooperation with the customer, we first delineated the strategic, business, and legal objectives of the process documentation. We then talked through the business processes with the process experts and documented those processes according to the objectives. At the same time we uncovered further potential for optimization, which we immediately implemented in the documentation. After finalizing the process documentation, we worked with the process owners to discuss, fine-tune and hand over the individual process groups. This was a key step since the owners

of the new processes had to be able to convincingly explain the new processes within their own departments and also develop them in the future. In a final meeting with the process participants and department managers, we solidified a high level of commitment for the processes.

As a supporting measure to increase employee awareness the process plans were published on the company intranet and presented individually in each region.

“IN ADDITION TO GOAL-ORIENTED AND TRANSPARENT DOCUMENTATION OF OUR CUSTOMER’S PRECESSES WE ACHIEVED ONE THING ABOVE ALL: THE PROCESSES ARE BEING IMPLEMENTED ON A DAILY BASIS AND FORM THE BASIS FOR CONTINUOUS PROCESS IMPROVEMENT WITHIN THE COMPANY.”

REFERENCE CASE:

INTRODUCTION OF STANDARDIZED HR PROCESSES.

A leading international telecommunications company was faced with implementing standardized processes throughout the enterprise using the HR roles model as a template. A previous project with another consulting firm had been unsuccessful.

The client tasked us with defining and implementing processes for three HR service roles: Business Partner, Shared Service Center, and Competence Center. First we crafted a process model and a communications concept, anchoring them at the top management level. Appropriate tools such as FAQs, an intranet platform, and a newsletter were introduced.

The HR processes in all organizations were recorded and documented, then harmonized and optimized across the entire group. In “Conference Room Simulations”, the processes as well as the interaction between the various employee roles were tested for day-to-day viability.

To conclude the project and cement the success of the HR role models, over 500 employees from all the affiliated companies rehearsed the standardized processes and new roles in “Process Workshops”.

Other benefits included the following:

- . A best practice process model was designed that can be used to improve HR services on an ongoing basis.
- . Operational problems and disruptions were reduced.
- . Strong commitment to the transformation was developed because all participants had actively taken part in shaping the changes.
- . Disparate companies in the group began communicating with one another.
- . The basis for a uniform IT landscape was created.
- . Internal customer satisfaction rose significantly.
- . The Business Partner, Shared Service Center, and Competence Center roles gained mutual understanding and are now communicating better than ever.



You can find further information on
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