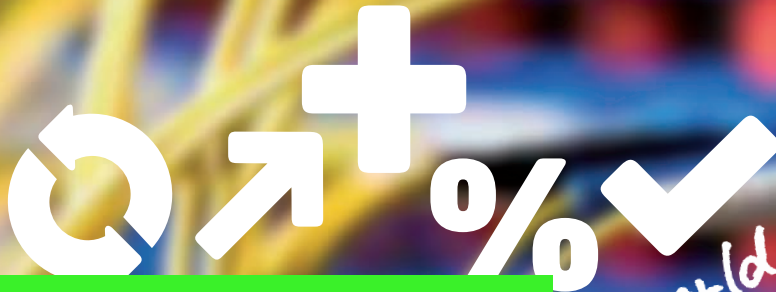


**BOOSTING EFFICIENCY  
WITH CONSISTENT  
END-TO-END PROCESSES**



*Worldwide  
Standards!*

PROCESS-ORIENTED  
ORGANIZATION  
**.CPC**



**“INTRODUCING A PROCESS-ORIENTED ORGANIZATION MAKES COOPERATION TRANSPARENT FOR ALL EMPLOYEES AND SAVES YOUR COMPANY A LOT OF MONEY.”**

Jan Philipp Hölz, Manager at CPC

# STANDARDIZED PROCESSES AND TRANSPARENT ROLES: FROM PROCEDURAL TO STRUCTURAL ORGANIZATION.

**Whether in divisions, business units or throughout the entire organization, there often is a structural organization with defined responsibilities and levels of hierarchy, but cooperation is ill-defined because central questions remain unanswered.**

**Which roles are there?**

**Which role has which tasks, competencies, and responsibilities?**

**Who is working for whom and in what order?**

**What are the deliverables and who creates them?**

**Which deliverables are mandatory, and which have more of a supporting character?**

**How do the different roles and departments work together and what interfaces are there?**

**The consequence:** Ill-defined workflows and unclear role distributions end up costing companies a lot of money. That is why many companies chose to introduce a process-oriented organization. The first step is to define a transparent procedural organization with clear roles and processes from which a suitable structural organization can then be derived.

**Example:** In IT, processes have evolved heterogeneously for years. Cooperation between the different departments is not standardized. Introducing a process-oriented organization is recommended to boost efficiency and cut IT costs. The workflows of the entire system life cycle must be described and mapped end to end – from demand management processes and service delivery (specification, design, implementation and testing) to service operations.

# IMPLEMENTATION:

## MODULAR APPROACH, CUSTOMIZED SOLUTIONS.

**In order to build a process-oriented organization together with our customers, we rely on a modular approach and a time-tested methodology. Depending on what is required, we offer one, several, or all of the following modules:**

**Concept:** Define the scope and level of detail for the process-oriented organization.

**Communication & Marketing Concept:** Ensure early and targeted buy-in of the relevant stakeholders by engaging them in the Design and Integration phases.

**Design:** Refine the processes, roles, and deliverables (or for existing structures, optimize to achieve a consistent process model).

**Integration:** Consistently integrate the processes in one or more organizations. Include the relevant stakeholders in validating the process model to strengthen commitment.

**Implementation:** Permanently implement the new process-oriented organization through target group-specific training, proven proprietary implementation tools, and targeted communication measures.

### MODULE 1

#### Concept

Together with our customer, we initially define the scope of the process-oriented design. Do we need to define the management, value-creating, and supporting processes of the entire organization, a business unit or a department? At the same time, we determine the level of detail needed in the design of the process-oriented organization.

### MODULE 2

#### Communication & Marketing Concept

Without early and targeted engagement of the relevant stakeholders, the project is most likely going to fail. If, for example, the production area restructures for process orientation but does not sufficiently integrate adjoining areas, tension and errors will arise at interface points. Therefore, a communication and marketing concept that identifies the relevant stakeholders, defines the type of involvement, and specifies the communication measures is absolutely essential to achieve sustainable change management.

## **MODULE 3**

### **Design**

In the next step, we flesh out the processes and organizational structure together with our customers. This includes defining and describing the roles, deliverables, and interfaces. For existing processes, we first conduct a process review and then begin process optimization. We bring to bear our many years of process management experience and ensure that all the relevant stakeholders are actively involved.

## **MODULE 4**

### **Integration**

Once the process design is complete, we start to integrate the new processes and organizational structures with the adjoining organizations and areas. Here we use our Conference Room Simulation solution. The new processes, roles, deliverables, and interfaces are simulated together with the relevant stakeholders. Errors, gaps, and conflicts are clearly identified prior to implementation, thus saving time and money. At the same time, the participants develop a shared understanding of the new process-oriented organization.

## **MODULE 5**

### **Implementation**

Implementation revolves around training employees in the new processes and roles and building acceptance for the new process-oriented organization. Here, too, we use proven solutions, such as the Process Workshop. The new processes and roles are put to the test, rehearsed, and internalized in a safe environment using real business cases.

**+ END-TO-END PROCESSES, DELIVERABLES,  
ROLES, AND INTERFACES.**

**+ SHARED UNDERSTANDING THROUGHOUT  
THE ORGANIZATION.**

**+ EMPLOYEE AND STAKEHOLDER ACCEPTANCE.**

**= TRANSPARENCY AND COST SAVINGS**



# YOUR BENEFITS AT A GLANCE.

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**1** Using our modular approach, we offer tailor-made solutions ranging from design to implementation of process-oriented organizational models. Our focus remains on boosting workflow efficiency, whether for individual areas or the entire enterprise.

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**2** All the relevant stakeholders are identified early on and included in creating the process design. This builds trust and commitment.

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**3** Using proven tools such as the Conference Room Simulation and the Process Workshop, we ensure that every participant internalizes the new roles and processes and develops a common understanding of the processes, roles, and deliverables. This builds acceptance across the board.

Most employees resist changes to familiar structures and processes. Therefore, an experienced change management partner is absolutely essential for successfully implementing a process-oriented organization. Benefit from our expertise as Germany's leading change management consulting firm.



**“EMPLOYEE ACCEPTANCE IS VITAL FOR THE SUCCESSFUL IMPLEMENTATION OF A PROCESS-ORIENTED ORGANIZATION.”**

Jan Philipp Hölz, Manager at CPC



## REFERENCE CASE:

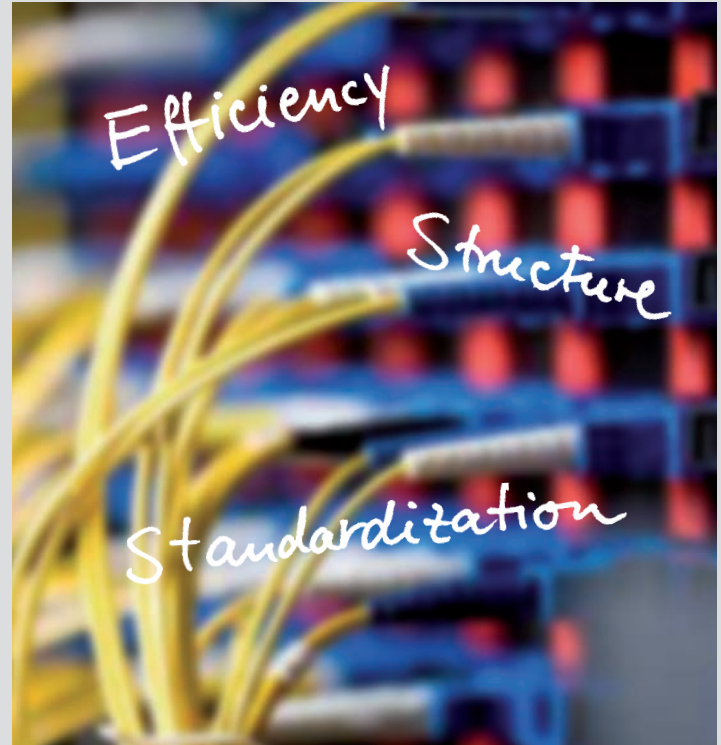
### HOMOGENEOUS WORKFLOWS AND A UNIFORM LANGUAGE.

**Because of its global corporate structure, a leading automobile manufacturer needed to improve the integration of its IT systems and accommodate projects that involved an increasing number of areas. At the same time, corporate IT noticed that there was no „common language“ being spoken in projects and heterogeneous workflows were hindering efficient cooperation.**

What had happened? Structures had evolved independently over time and the IT and specialist departments had been working virtually independently, resulting in processes and roles with little in common.

#### **The solution**

By introducing a process-oriented organization throughout the group's IT, structures and processes were harmonized over a period of two years with the involvement of the specialist departments.



# OUR APPROACH:

## 1 Observe the status quo

- . Rigorously test existing processes
- . Collect and validate best practices
- . Optimize templates
- . Evaluate potential supporting systems

## 2 Develop a uniform, comprehensive process model by standardizing processes, roles and deliverables in line with best practices.

## 3 Validate and optimize the model by involving experts from the individual IT departments

- . Ensure the quality of the process model in Conference Room Simulations using over 100 representative use cases
- . Validate all interfaces with adjoining process domains
- . Rehearse and internalize roles and interactions in training sessions and “Process Workshops”

## 4 Build commitment

Convince management of the viability of the model

## Benefits

- . Projects, line organizations and cooperation models between the different IT departments can be set up more quickly and easily because the process model delivers a reproducible blueprint.
- . The interfaces with the specialist departments are transparent and promote efficient cooperation.
- . Projects now all “speak the same language” – worldwide



You can find further information on  
[www.cpc-ag.de](http://www.cpc-ag.de)

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