Integrated
Consulting
Group

Business Process Management (BPM)

We implement process management in your organization

Offer from ICG-Capability

OUR STORY: BUSINESS PROCESS MANAGEMENT

WE IDENTIFY KEY PROCESSES AND MEASURE THEIR PERFORMANCE

A process-driven organization should know its processes, the people responsible, and should systematically measure the processes and use the data. In our approach, we start by creating a Process Model – a list of all processes in the company. This is a simple overview that our consultants create within days. We start by defining Process Owners, the people responsible for the process, and prepare them for their role, and together we develop a strategy.

Each process area will be further mapped to a more detailed level. Here we aim to focus on transferring the know-how to the company and train and coach the employees to continue the mapping on their own. Our ambition is also to find supporters called process Amabassadors who will maintain the process management. We believe in "co-creation" as a means to effectively introduce process management into the company.

Together we will develop a strategy for data collection and its use. We will demonstrate the possibilities of searching for optimization opportunities based on data collection, we can introduce Statistical Process Control (SPC) or prepare any evaluation analysis. We can help you select and prepare a Dashboard – a way to visualize and communicate data and its results further in the company.

"We don't know who is responsible for the processes and who should initiate improvements."

"There are conflicts in the organization due to unclear roles and responsibilities."

"We don't know how to set KPIs (measurable objectives) for individual departments and processes."

"We don't measure our processes, we don't collect any data."
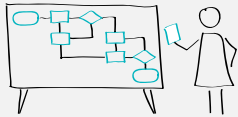
Situations we deal with

THE GOALS WE WILL ACHIEVE TOGETHER

In each project, we will select the key objectives that we will guarantee for you at the beginning of the assignment. Typical objectives from similar projects are listed below.
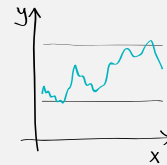
Main goals and benefits

Mapped processes and assigned owners

Process measurement – identifying opportunities for improvement

Dashboards monitoring key KPIs and a defined process for evaluating them

Data analysis – we will analyze collected data and communicate the outputs

EXAMPLES OF BENEFITS FROM SIMILAR PROJECTS

To give an idea of the specific objectives and their fulfilment, we attach examples of real results achieved with a short description

-30%

WITHIN 8 DAYS WE DEFINED THE KEY PROCESSES AND SET THEIR OWNERS.

Impact:
Thanks to clear ownership, the company received a positive score in an external audit, but especially reduced development cycles by 30%, where previously there were constant escalations of problems to all stakeholders.

Where:
The entire company, specifically the product management department

40

FOR 40 KEY PROCESSES WE EVALUATE 5 BASIC METRICS ACCORDING TO THE BALANCED SCORECARD LOGIC.

Impact:
Employee evaluation has been significantly simplified, changing from subjective to transparent, with objectives linked to each other and clearly explained. They are evaluated regularly on a quarterly basis.

Where:
Manufacturing engineering company

93%

PROCESSES HAVE A PROCESS OWNER WHO IS FAMILIAR WITH THEIR ROLE AND TRAINED.
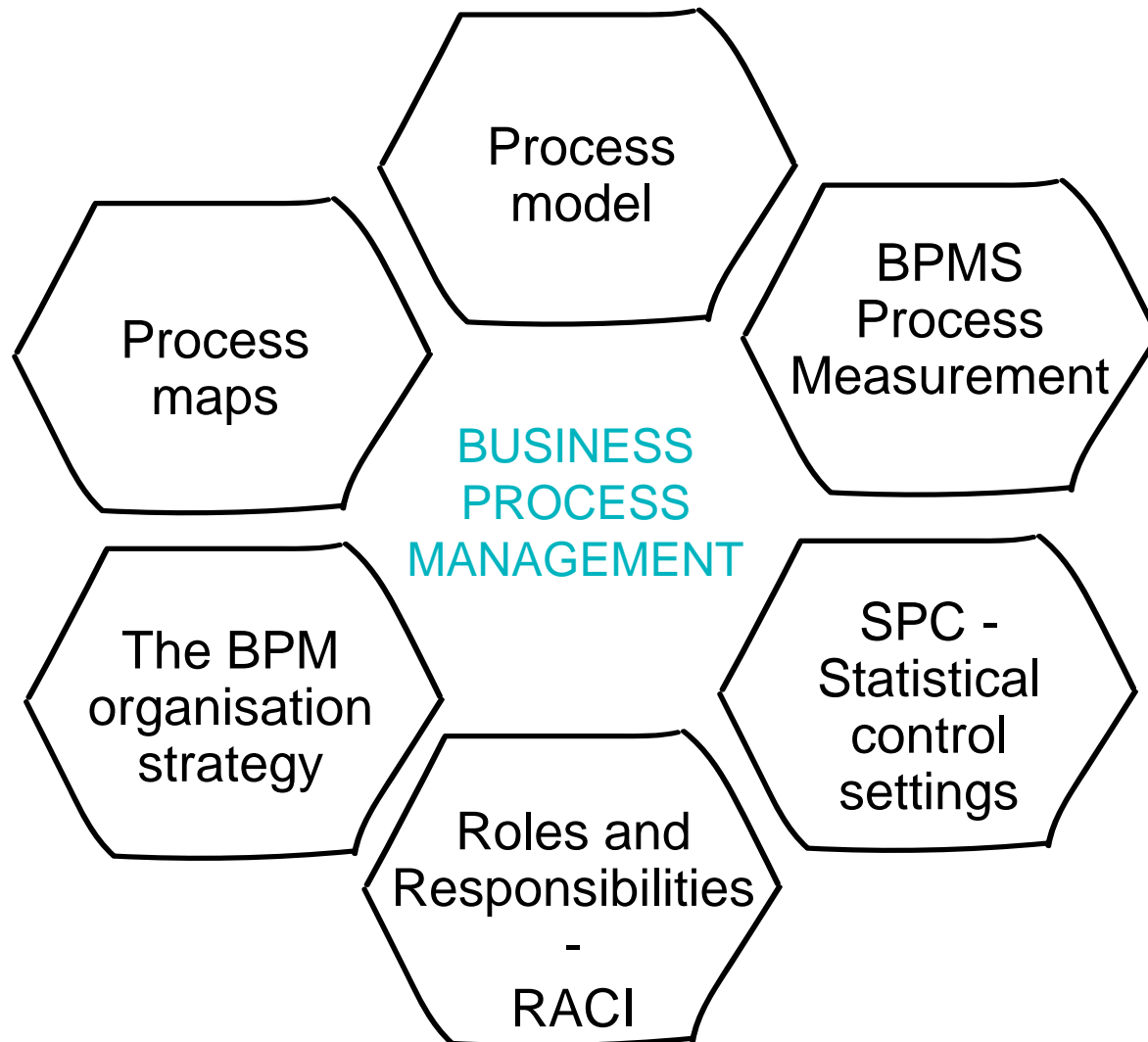
Impact:
Process owner has a clear role, process updates, ownership of process improvement and data collection. This move not only completed the implementation of BPM, but may have reduced the allocation of the centralized team where there was insufficient capacity.

Where:
Financial institutions

MODULES AND TOOLS WE USE IN PROJECT IMPLEMENTATION

Process model

Process maps

BPMS Process Measurement

BUSINESS PROCESS MANAGEMENT

The BPM organisation strategy

Roles and Responsibilities - RACI

SPC - Statistical control settings

Process model

An overview of key processes in the company displayed in a structured form. The process model is mapped in 2 to 3 levels of detail. The model provides an idea of all important activities in the company and helps to manage the processes (set up process management, methodologies, workflows, etc.).

Process maps

Description of the process in the form of a process map at several levels. We use standardized procedures according to the BPMN methodology.

BPMS - setting up and collecting metrics

We set the right process metrics for each process and create a system.

SPC - Statistical Process Control

Evaluate the performance of processes, for example, by using control (regulatory) diagrams. This gives us information about historical data.

BPM strategy and organisation

Set long-term goals and strategy for the use, maintenance of process maps and data.
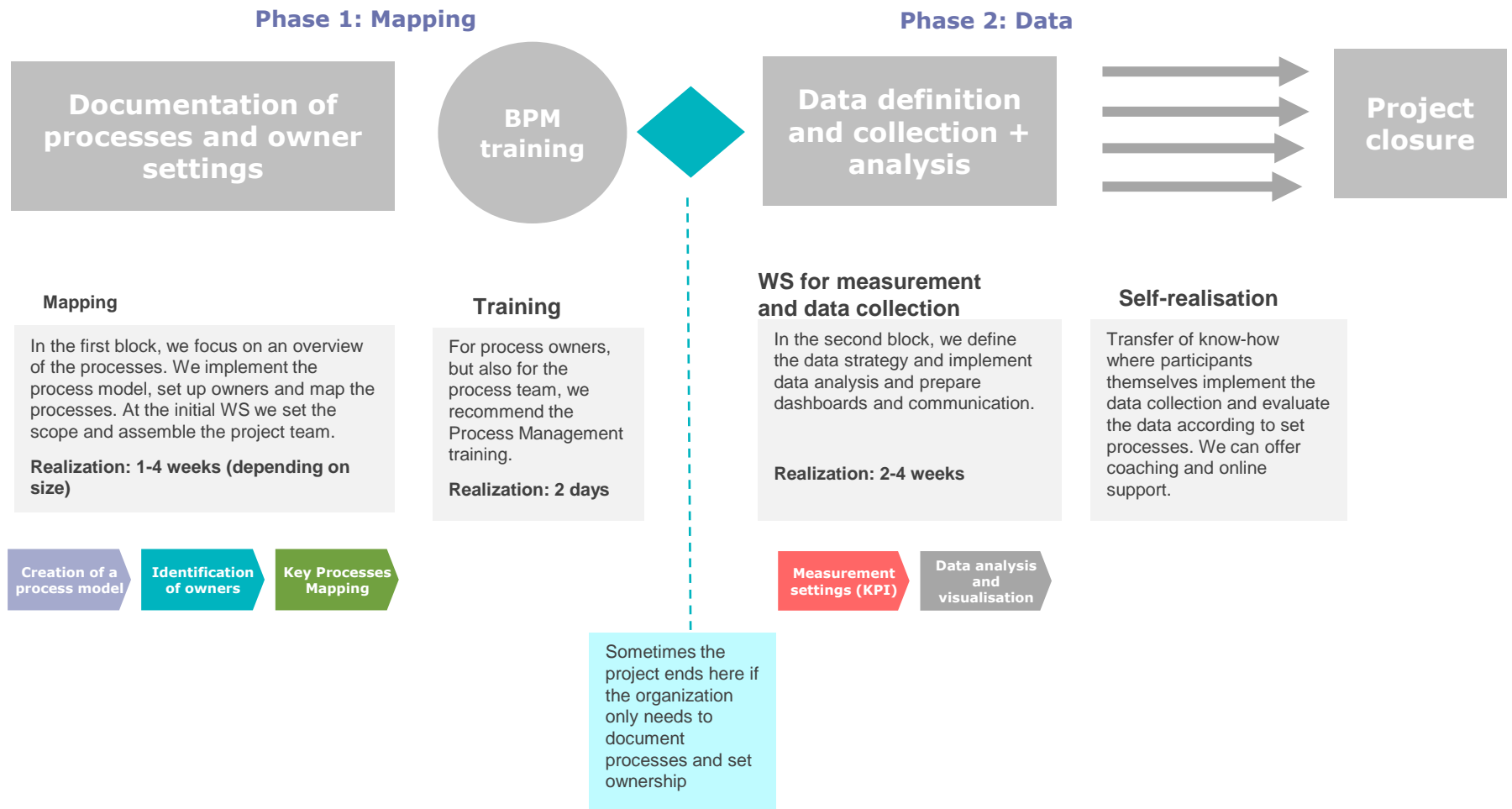
Roles and Responsibilities

Using the RACI matrix, we will organize the roles and responsibilities of each department in the processes.

RECOMMENDED TIME APPROACH FOR THE CLIENT

Here is a suggested approach, which we will modify together according to your specific requirements

Phase 1: Mapping

Phase 2: Data

Documentation of processes and owner settings

BPM training

Data definition and collection + analysis

Project closure

Mapping

In the first block, we focus on an overview of the processes. We implement the process model, set up owners and map the processes. At the initial WS we set the scope and assemble the project team.

Realization: 1-4 weeks (depending on size)

Training

For process owners, but also for the process team, we recommend the Process Management training.

Realization: 2 days

WS for measurement and data collection

In the second block, we define the data strategy and implement data analysis and prepare dashboards and communication.

Realization: 2-4 weeks

Self-realisation

Transfer of know-how where participants themselves implement the data collection and evaluate the data according to set processes. We can offer coaching and online support.

Creation of a process model   **Identification of owners**   **Key Processes Mapping**

Measurement settings (KPI)   **Data analysis and visualisation**

Sometimes the project ends here if the organization only needs to document processes and set ownership

DETAILED PROCESS - ROADMAP

1.	2.	3.	4.	5.
CREATION OF A PROCESS MODEL	**IDENTIFICA-TION OF OWNERS**	**KEY PROCESSES MAPPING**	**MEASUREMENT SETTINGS (KPI)**	**DATA ANALYSIS AND VISUALISATION**
Creation of a process model	**Identifica-tion of owners**	**Key Processes Mapping**	**Measurement settings (KPI)**	**Data analysis**
Process model	**Preparing owners for their roles**	**Key Processes**	**KPI evaluation settings**	**Data visualisation according to usage**
We will create an overview of key processes in the company displayed in a structured form. The model provides an idea of all important activities and divides processes into customer and support categories.	For each part of the process model, we find a process owner and define roles and responsibilities together. Train the owner on his role.	We describe selected processes in detailed maps showing activities and dependencies. We will chart in standardized documentation. Prepare your team to continue the process mapping.	We set the measurement strategy and select key indicators. We will set up measurement on selected processes and teach process owners how to work with the outputs.	If it's in the project brief, we can help with data analysis and prepare dashboards - a way to visualize the data.
Outputs ■ List of company processes in a structured and easily presentable form	**Outputs** ■ Identified owners ■ RACI model - matrix of roles and responsibilities ■ Action plan for the process owner - what needs to be done ■ Training owners	**Outputs** ■ Process maps in two levels 1. SIPOC - Basic (hi-level) process description 2. Detailed process map	**Outputs** ■ Strategy KPIs (which KPIs) ■ Operational definition - description of how to collect data ■ Described and piloted data collection process	**Outputs** ■ Preparation of analyses (e.g. SPC analysis) ■ Dashboards - preparation of electronic dashboards ■ Improvement strategies - Link collected and evaluated KPIs to OPEX programs

We tailor each project to the client, but generally we always work in 5 basic steps.

1. CREATION OF A PROCESS MODEL
WE CREATE A PROCESS MODEL OF THE ORGANIZATION

- Before starting the project, we set the scope of the mapping and the whole model. We can implement a process model for the whole company, or just for one larger department (e.g. HR model, production process model, etc.). We will also set the objectives of the whole project and the level of involvement of people from the organization for the know-how transfer.

- We will create an overview of the key processes in the company displayed in a structured form. The model gives an idea of all important activities and divides the processes into customer and support categories.

- We map the process model in 2 to 3 levels of detail and try to do it together with company representatives in the form of workshops. This way is very effective. Together we are able to write down all the processes in a very short time and most importantly there is also acceptance of the output in the organization.

OUTPUTS

- List of company processes in a structured and easily presentable form

- Strategy and scope of process mapping

- Know-how transfer strategy - we want to show the way, but also transfer the know-how so that the organisation can implement everything on its own.

Examples of outputs:

Process models at different levels of detail

2. IDENTIFICATION OF OWNERS
WE IDENTIFY THE OWNERS AND PREPARE THEM FOR THEIR ROLE

- For each part of the process model, we find a process owner and define roles and responsibilities together. The process owner is responsible for the complete agenda related to the "entrusted" process, e.g.:

  - Updating process maps

  - Finding opportunities and ensuring "continuous improvement" in the area (often in the role of Sponsor (Champion))

  - Data collection and evaluation, visualization and communication

- We can even train the process owner on their new role and together in a workshop we will define an action plan.

- To support process owners, we also train supporters (Ambassadors) who can help with data collection, writing procedures, etc.
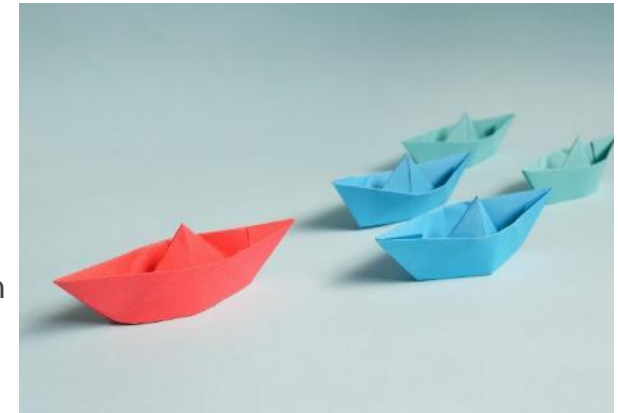
OUTPUTS

- Identified owners

- RACI model - matrix of roles and responsibilities

- Action plan for the process owner - what needs to be done

- Training owners

3. KEY PROCESSES MAPPING
WE MAP KEY PROCESSES IN GREATER DETAIL

- Together we will describe selected processes in detailed maps describing activities and dependencies. We will draw them in standardized documentation according to the BPMN methodology in the SW we agree on. We will implement the process mapping in a series of workshops, always together. This way is crucial for us. At the same time, defined supporters (ambassadors, representatives of process teams) participate in our WS and we gradually transfer know-how so that they can fully map the process.

- Part of the process mapping process is the collection of critical areas for improvement and ideas for change. These can be used for subsequent improvements. A RACI model - an overview of roles and responsibilities in the process - is always included.

- The process maps will be standardized in electronic form.

OUTPUTS
- Process maps in two levels:
    1. SIPOC - Basic (hi-level) process description
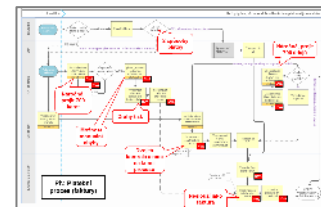   2. Detailed process map
- Transferred know-how on how to map

Examples of outputs:
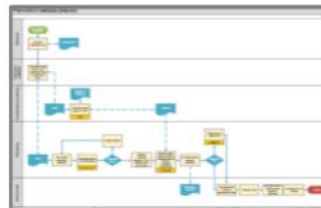
Process Map

Process Map

Process map with opportunities for improvement

SIPOC - A basic view of the process

4. MEASUREMENT SETTINGS (KPI)
WE SET UP MEASUREMENTS (KPIS) AND THEIR EVALUATION

- A process-driven organization is based on process measurement! If we have mapped and standardized processes, we need to start measuring key data.

- We first set up a measurement strategy and select key indicators. It will always depend on the company, the sector and especially the goal and scope of the project to select the right KPIs. We will prepare all the agenda related to data collection, templates.

- We will set up measurements on selected processes and teach process owners how to work with the outputs. We will make a plan how to collect data. Most of the time we work not only with process owners here, but we also try to define "ambassadors", i.e. supporters who will be responsible for data collection.

OUTPUTS

- Preparation of analyses (e.g. SPC analysis).
- KPI strategy (which metrics to collect and for what purpose).
- Operational definitions - description of how to collect data, who, when.
- Described and piloted data collection process.

5. DATA ANALYSIS AND VISUALISATION
## WE ANALYSE AND VISUALISE DATA ACCORDING TO USAGE

- If it is in the project brief, we can help with data analysis (we can teach or implement it in statistical software) and preparing dashboards - a way to visualize data.

- We set up the data so that it can be further used for:

  1. Identifying the need for process improvement (KPIs are systematically deteriorating)
  2. Finding outliers for analysis and possible corrective action (SPC methodologies - setting up control charts)
  3. Identification of root causes and dependencies of variables, quality index calculations...
  4. Communicating results and performance to employees, operators or management
  5. Setting personal performance targets - where we are and where we want to get to
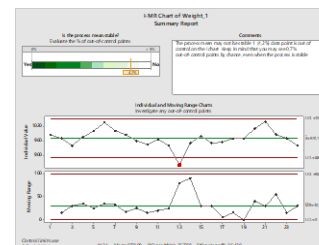 6. Costing, an important basis for controlling

OUTPUTS

- Analysis

- Dashboards - preparation of electronic dashboards

- Improvement Strategies - Link collected and evaluated KPIs to OPEX programs

Examples of outputs:
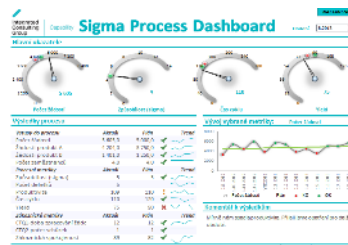
Dashboard sample

Example of SPC analysis

About us:
ICG Integrated Consulting Group

ICG INTEGRATED CONSULTING GROUP

ABOUT US

We are a consulting company operating in 12 European countries with more than 35 years of experience. We focus on process improvement using methodology of Lean Six Sigma, business innovations and change management. We deliver particular projects, trainings and combined programs to our clients in both service and manufacturing organizations.
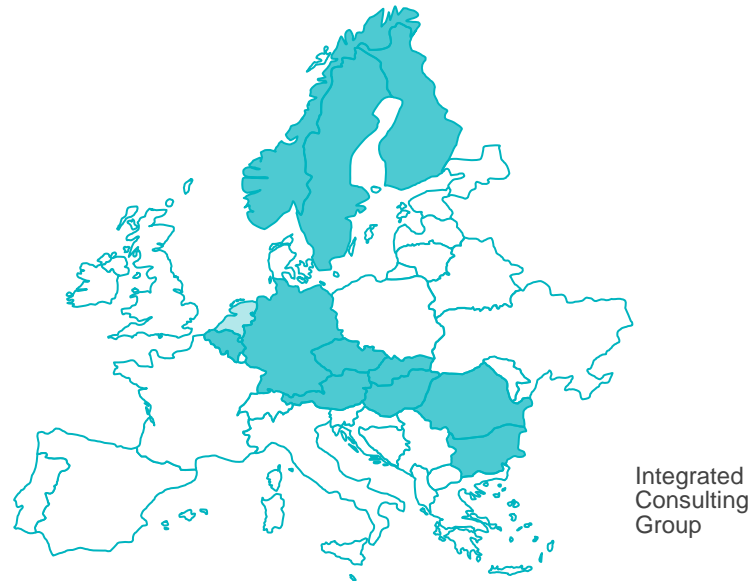
140
CONSULTANTS

12
COUNTRIES

35
YEARS

Integrated
Consulting
Group

Global Partnerships

innova
management institute
CHINA

SCHAFFER CONSULTING
USA

change factory
EUROPE

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7 values of our company

1. The customer is always our top priority. We build long-term relationship based on trust.

2. We deliver more than the customer expects.

3. We are committed to results. We are rewarded for the supplied value.

4. We fully adapt to specific needs and requirements of the client.

5. Positive feedback from the customer is the main indicator of success for us.

6. Whatever we do, we want to do it as the best one in our field.

7. We do, what we enjoy, and we want you to enjoy it as well.

WAY OF OUR WORK: CO-CREATION

- In our work, we effectively combine expert project knowledge with soft techniques to work with people and develop people. We offer and combine tutorials, training and coaching.

- Our work is based on engaging people and using innovative approaches. Consultations and analyzes are combined with group workshops to ensure the necessary commitment to change.

- We implement the projects together with the client. This will make it easier to accept the proposed changes and help transfer knowledge and methodology to the organization of the client.

- In case of interest from the client we provide detailed certified internal staff training for selected methods and procedures for process management, improvement or change management.

We transfer our know-how to your employees so that you stay in your company after the project is over

OUR SERVICES
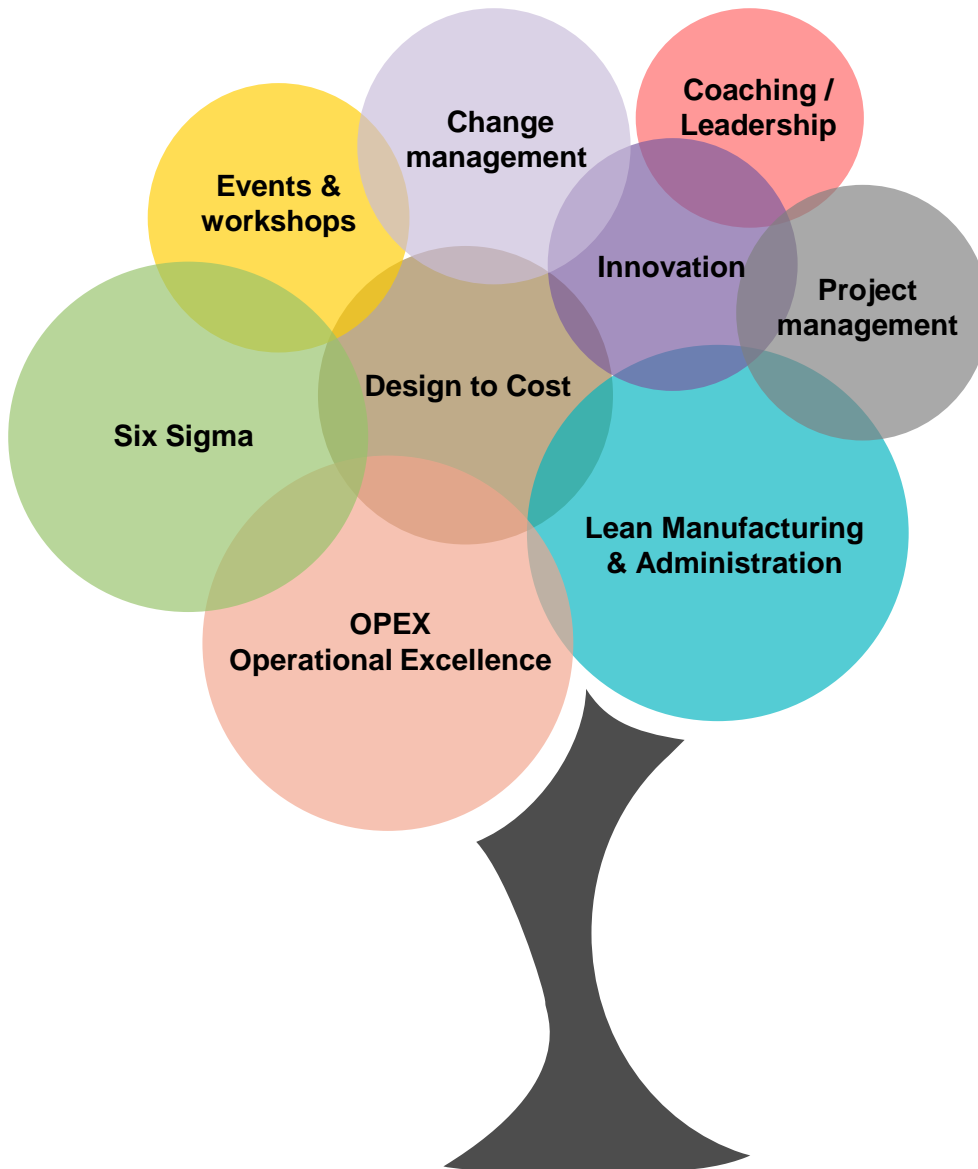
Operational Excellence
Process optimization | Identify opportunities - Process Audits | Process mapping | Process design | Cost reduction | Business process management

Six Sigma
Certified Lean and Six Sigma | Training | Six Sigma coaching | Implementing Lean Six Sigma into an organization | Interim Six Sigma Black Belt | Data analysis

Lean
Training of Lean techniques and tools | Value Stream Mapping | SMED optimization | Lean Culture | Simulation for Lean Tools Exercise | KAIZEN workshops | Lean Administration

Change Management
Change management | Changes with rapid results | Culture Diagnosis| Communication of changes | Change management training | Motivation and goal setting training

Project Management
Project support | Project management | Strategy of PMO Project office | Project management training

Innovation & Creativity
Innovation of products and services | Innovation workout | Strategic innovation | Innovation trainings | Creative problem solving | TRIZ | Design Thinking

Workshops & Events
Increase the efficiency of internal workshops | Mobilizing Large Groups | Specific problems solving | Training of workshop facilitation | Outdoor Training Programs

Design / Design to Cost
Design for X | Design to Cost Academy | Development of new products and services | Developing new „Business Model"| Total Costs Management

Leadership / Coaching
Coaching | Presentation skills | Right communication | Conflicts and how to deal| Sales skills| Mentoring | Trainings

A TEAM OF PROFESSIONAL PERSONALITIES

- Our team consists mainly of experienced consultants and some high potential junior consultants

- Our ambition is to have a good mix of different personalities, women and men, old and young, with different nationalities and academic backgrounds

- Every consultant has strong process competences and appropriate social skills

- Every consultant has know-how in at least one of our key competences: strategy, innovation, organization, controlling or leadership

- We all enjoy our work and engage ourselves fully in our projects – there are no strict management functions, all consultants are key persons

- For each core competence we have at least 5 in-house top professionals with a strongly established market position

- It is important to maintain the variety of different personalities in preferably hierarchy-free environment – we are all vivid personalities of different age
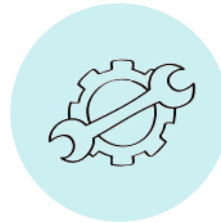
HUNDREDS OF CUSTOMERS
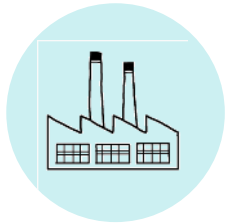
Production Industry

Retail

Service Industry

State-Owned Company

Health Organization

Public Administration

University

Non-Profit-Organization

PRODUCTION INDUSTRY: ABB | Ahlstrom | Alcatel Lucent | Andritz | AVG Technologies | AVL | Bayer Material Science | Bayer Schering | Berndorf | BMW | Boliden Kokkola | Bosch | Carlsberg | Carrier – United Technologies | Coca-Cola | Constantia | Dacia Renault | Daiichi-Sanko | Danisco | Dorma | Ericsson | Evonik | Fazer | Fortum | Fresenius | Geberit | Head | Heineken | Heraeus | Hoffmann La-Roche | Knorr-Bremse | Kone | Konecranes | KWB | Lenzing | LISEC | Magna Steyr | Mann+Hummel | Mayr Melnhof AG | Metso | Michelin Romania | Mitsubishi Heavy Industries/Rocla | Momentive | Neste Oil | Nokia | Nokian Tyres | Norpe | Novartis | Orion | Outokumpu | Pepsi | Petrom OMV | Philips | RÜTGERS | Sandvik | Sanofi-Aventis | Sappi | Scandia | Schaeffler INA | Schenck Process | SMA Solar Technology | SMS Siemag | Speech Processing Solutions | Stora Enso | STRABAG | Teleste | Texas Instruments | Thyssen Krupp | Tieto | TMD Friction | Tondach | Tridonic | UPM | Vacon | Vaisala | Valio | Velux | Videoton | VTI | Waagner Biro | Wacker Neuson | Wärtsilä | Zwack

RETAIL AND SERVICE INDUSTRY: Airport Graz/Vienna | Accenture | Acredia Insurance | Allianz | ASA | Austrian Post | AVIS | BKS Bank | Budapest Bank/GE | Conwert | Coop eG | DB Regio | DB Schenker | E.ON | E-Plus | Erste Group Immorent | German Railway | Helsinki OP Bank | ISS | Kleine Zeitung | Klöckner | Metro Group | Neuroth | NORDEA | One / 3 | Praktiker | Prisma – Euler Hermes | Raiffeisen International | Saubermacher | Service Innovation Group | Styrian Saving Bank | Suntours | Telekom Austria | Verbund | Vodafone | Zurich Group

STATE-OWNED COMPANY, HEALTH ORGANIZATION: AKH Vienna General Hospital | Austrian National Bank | Austrian Patent Office | Austrian Railways | Cncaf Minvest | Energy Styria | Federal Computing Centre | Federal Forests of Austria | Federal Theater | Feibra | Finnair | Finnish Institute of Occupational Health | Finnish Railroads | Forest Ministry | German Society for International Cooperation (GIZ) | Holding Graz | Hospitals Köln | ITSV | Linz AG | Magyar Posta | Municipality Munich | ÖBB Austrian Public Bus Company | Romanian Post | Social Security Institution | Styrian Medicine Institutions | SUVA Swiss Insurance Company | Tarom | Theater of Graz | Veikkaus

PUBLIC ADMINISTRATION, UNIVERSITY AND NON PROFIT ORGANIZATION: Aalto University | Austrian Federal Ministry of Agriculture, Education, Environment, Finances, Health, Internal Affairs, Science and Culture, Social Security | Business University Vienna | City of Graz, Helsinki, Linz | Euma | European Commission | European Forum Alpbach | European Institutions | EUSA | Federal Chancellor Department | Fraunhofer | German Academy of Technical Sciences | Graz University of Technology | Highschool in Gävle | Kemi-Tornio University of Applied Sciences | Labor Union of Private Employees | Provincial-Government of Berlin, Hamburg, Lower Austria, Salzburg, Styria, Upper Austria, Vorarlberg | Romanian Federal Ministry of Finance | Senior Expert Service | Tekes | University Klagenfurt | WKO

Integrated
Consulting
Group

Make an impact.

Your Partner in Change.