Business Process Improvement by Evans Incorporated

A HUMAN-CENTERED INNOVATION SOLUTION

HOW EVANS VIEWS BUSINESS PROCESS IMPROVEMENT

Evans Incorporated's unique brand of Business Process Improvement (BPI) enhances business performance with a focus on integrating change management and process reengineering practices to guarantee sustainable benefits. The purpose of BPI is to ensure that a company's processes are aligned with and enable the business strategy and that investments are focused on closing the gaps that exist between the two. The unique Evans definition of BPI is: *a people focused and systematic approach to analyze As-Is processes, determine the To-Be model, and prepare the environment for a sustainable solution to an identified gap in performance*.

By focusing on the human element within an organization – the true critical success factor (CSF) for new initiatives and investments—Change Management helps smart leaders guide their employee teams to a successful outcome. Evans' human-centered approach enables our consultants to capitalize on their use-of-self to guide organizations to achieve sustainable change. Human centered change can be defined as *"The process of helping people understand the need for change and motivating them to take actions, which result in sustained changes in behavior."*

One of the unique components of Evans' human-centered solutions and products is its Change Readiness Assessment, an engineered approach for assessing and minimizing risks associated with start-up challenges, growth initiatives, or technology-based projects. Our human-centered approach to analyzing risk is driven by understanding the stakeholders who will be impacted by the initiative. The analysis results in a tailored set of recommendations that define specific strategies and tactics for managing risks throughout the project to maximize ROI – Real Operational Impact™. One of the ways that Evans' consultants do this is through the use of 'presence' to engage stakeholders by acting on observations, feelings, and thoughts to advance the collective objectives of those with whom we work.

The Evans BPI approach and methodology allows clients to identify and implement process changes to improve their effectiveness and efficiency. The integration of Change Management with BPI helps to create organizational resilience for change as well as ensure that change is understood and acted upon appropriately by all stakeholders within and beyond the organization. As trained facilitators, Evans' consultants act as 'instruments of the process' by consciously choosing their presence and mode of intervention to drive the change needed. Our choice of what role we play is critical in determining effective process design and implementation.

WHAT IS BPI?

BPI Is…	BPI is NOT…
• Aligning of stakeholders on a vision	• Process automation only
• Lifecycle Management deliverable creation	• Defining project technical requirements
• Business driven analysis (technology agnostic)	• A resource down-sizing exercise
• A business function level business case	• A means to justify an investment
• Metrics driven investment analysis	• A complete replacement for lifecycle management deliverables
• Data driven customer requirements	• A method by which to accomplish a technology refresh
• Managing change	• A technique to map software function processes
• Organizational maturity	• BPM, or Business Process Management (a tool based method of process improvement)

As indicated below, the level of service required of a BPI initiative may vary based on the scope of desired change and the nature of the BPI objectives. As noted, the change can range from simply capturing the current value of business functions to transformation of an enterprise though extending and optimizing value chains. A particular focus of Evans' BPI offering is a thorough analysis of why and how value can be optimized at a strategic or enterprise level (indicated in the two dotted columns to the right), while ensuring a return on investment is realized at the tactical level (the dotted column to the left).
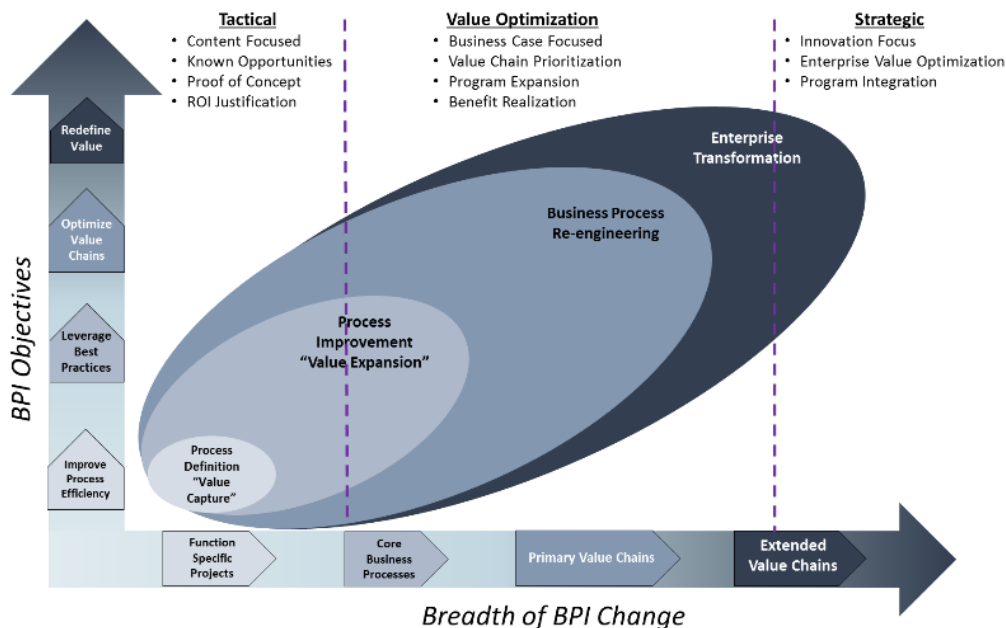
BPI LIFECYCLE

While the required level of service may vary based on the scope of desired change and the nature of the BPI objectives, the Evans BPI methodology provides a repeatable and customizable lifecycle, with corresponding set of steps and recommended tools/techniques to ensure that maximum value is derived from any BPI initiative. BPI provides a foundational understanding of the needs of an organization, from both a business and technical perspective. Through the varying application of standard BPI practices throughout the BPI lifecycle, each of the five stages contribute differently to the design (or re-design) of implementation approaches for potential or existing projects and investments.

| Scoping and Planning | As-Is Analysis | To-Be Design | Transition & Implementation | Continuous Improvement |

1. Scoping and Planning Stage

Inadequate scoping and planning is the most common pitfall for new projects. In guarding against this, it is especially important to take the necessary time to determine the scope of what the customer needs, and plan for an appropriate level analysis to enable a sustainable solution to the original problem. There are six recommended steps that should be followed to properly scope and plan a BPI initiative:

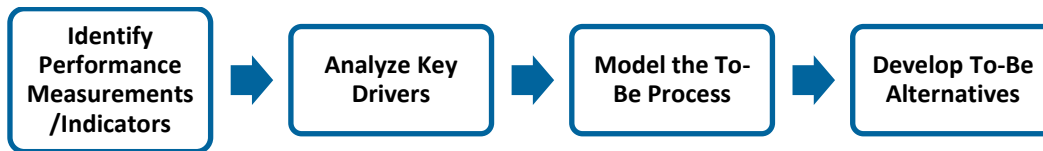| Engage Stakeholders | → | Prioritize Outcomes | → | Determine Program Scope | → | Design BPR Team | → | Create Plan |

2. As-Is Analysis Stage

The goal of this stage is to gain an understanding of the current state of the operational environment by examining existing processes, responsibilities of the relevant organizational units, current technology, and the policies that govern the work. Understanding the As-Is process (sometimes also referred to as the '*current state*' or '*process baseline*') is critical to establishing the baseline measures of how the process is performing, the gaps that exist at a functional level, and the preparation needed to build a To-Be model. The following steps within the As-Is stage speak to the purpose behind conducting an As-Is Analysis.

| Identify Business/ Functional Scope | → | Characterize Existing Business Processes | → | Perform Cost Analysis | → | Identify Improvement Opportunities |

3. To-Be Design Stage

The third stage of the BPI lifecycle is to design the future state's operational environment through its processes, responsibilities of the relevant organizational units, potential requirements/concepts, and implications to new or changed policies that govern this work. Understanding the future environment is critical to establishing the baseline measures of how the To-Be process will perform, how the gaps in the As-Is process are being filled and enabling successful change. The following steps encompass the 'why' behind To-Be Design.

Identify Performance Measurements /Indicators → **Analyze Key Drivers** → **Model the To-Be Process** → **Develop To-Be Alternatives**

4. Transition and Implementation Stage

During the fourth stage of the BPI lifecycle, the BPI team supports the project in its implementation of the To-Be solution and transition to the operations and maintenance (or sustainment) phase of a particular lifecycle. Acting primarily in a support and subject matter expert role, the goals of the BPI team's work during this stage are to:

- Increase the likelihood that short and long term benefits identified for the project are realized
- Motivate stakeholders to take the actions necessary to achieve desired changes in behavior
- Improve performance of those affected by the To-Be process change

Develop Implementation Strategy, Plan, and Business Case → **Lead People and Process Components of Solution Implementation** → **Provide Process Expertise to Solution Implementation Team**

Note: The steps above may occur concurrently and often are performed in an iterative manner with other activities during the solution implementation phase of a particular lifecycle.

5. Continuous Improvement Stage

Continuous improvement is an ongoing effort to improve products, services, or processes. Continuous improvement is incremental adjustments made in response to measurement of established metrics rather than redesign or "breakthrough" improvements. Seen from the perspective of BPI, this phase triggers a continuous improvement set of project activities that aim to address the following:

- Measure effectiveness of business process changes
- Mature and seek to implement organizational change strategies and tactics
- Transition into a sustainment mode that encourages improvement
- Address business and technology aspects of the change

Track Variances from Established KPIs	→	Identify Problems and Develop Process Improvements	→	Assess if Redesign is Necessary, and Request Funding as Appropriate

A STRATEGIC PARTNERSHIP WITH EVANS

The Evans BPI solution is designed *with,* not *for* our clients as is the case with any strategic endeavor. We work alongside our clients from beginning to end, as we define the problem(s), pain points, and areas of improvement and design a future state that maps to an organizational strategy. We integrate our consultant's knowledge, experience, and skills with the awareness of the client's unique situation and reality to drive a sustainable BPI strategy and change. Evans' consultants have the ability to transform knowledge gathered through intervention into a behavioral embodiment of an organization's values, belief systems, and culture as we take a strategic advisor role with a client. Through experience with proven frameworks, we **tailor solutions specific to each client's unique environment by developing processes that bridge people with organizations' missions and visions.**

When clients choose to work with Evans, we aim to develop a strategic partnership that guides our clients to a sustainable solution aligned with their strategy.