



# Business Process Analysis

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# Agenda

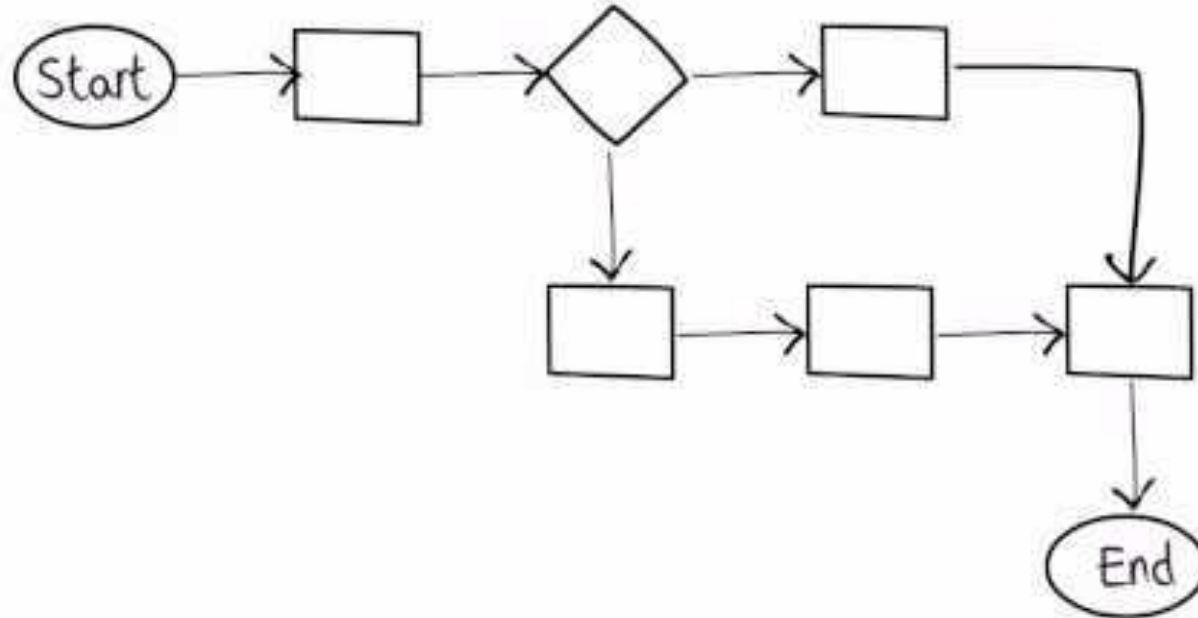
1. What is a business process?
2. What is business process analysis?
3. What is process mapping?

# Bigger Agenda!



1. **Overview:**
  - a. *What is a business process?*
  - b. *When to analyze a Business Process*
2. **Making a Business Process Model**
3. **Creating and Analyzing Business Processes**
  - a. *Creating the As-Is Model*
  - b. *Designing the To-Be Model*
  - c. *Analyzing Your Business Process*
  - d. *Value-Added Analysis*
  - e. *Measures of Improvement*
4. **Process Mapping Specifics**
  - a. *Basic Mapping*
  - b. *Simple Process Exercise*
  - c. *Swimlane Maps*
  - d. *Mapping Exercise*
5. **Additional Resources**

# Module 1 Overview



What is a Business Process?

# Business Process Analysis - Short History

- Michael Hammer (1990) – article in Harvard Business Review: “the major challenge for managers is to ***obliterate non-value adding work, rather than using technology for automating it***”
- Similar ideas advocated by Thomas Davenport and J. Short (1990).
- By 1993 By 1993, as many as 65% of the Fortune 500 companies claimed to either have initiated reengineering efforts, or to have plans to do so.
- Trend fueled by the fast adoption of BPA by the consulting industry and by the study Made in America, conducted by MIT, that showed how companies in many US industries had lagged behind their foreign counterparts in terms of competitiveness, time-to-market, conducted by MIT, that showed how companies in many US industries had lagged behind their foreign counterparts in terms of competitiveness, time-to-market and productivity.
- BPR, although a close relative of TQM and JIT, ***seeks radical rather than merely continuous improvement***. It escalates the efforts of JIT and TQM to make process orientation a strategic tool and a core competence of the organization.

# What Is Business Process Analysis (BPA)?



- Review of existing business functions, activities, and tasks that enable the execution of your department's operations
- Identifies key inputs, outputs, dependencies and hand-offs
- Enables continuous improvement
- Not just process mapping
- Usually confused with procedures
- Often is missing

# Process vs. Procedure

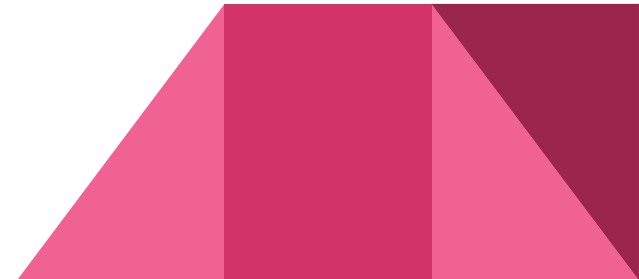
Process  $\neq$  Procedure

A ***process*** consists of the underlying functions, activities and tasks your organization must perform to fulfill its mission.

What are you in the business of doing?

A ***procedure*** refers to documented instructions used by your personnel to perform the actions required to operate your business processes.

How do I do it?





# When Should You Apply Business Process Analysis?

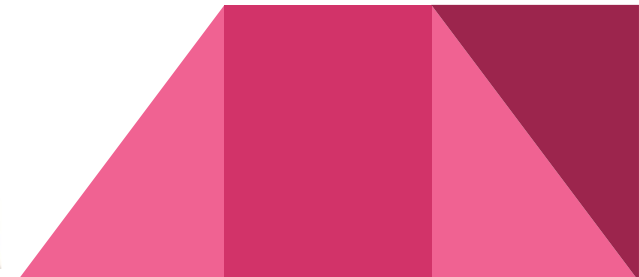
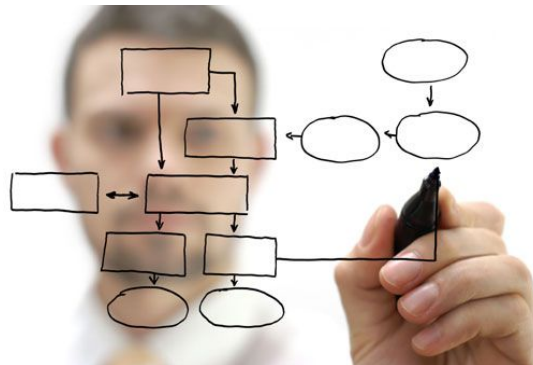


When applied to the right 'as-is' process, BPA gives a clear understanding to the process owners so that they can make a sound judgement.

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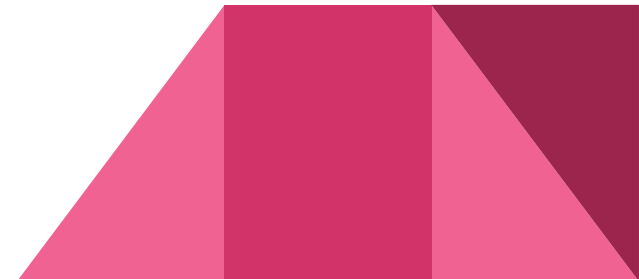
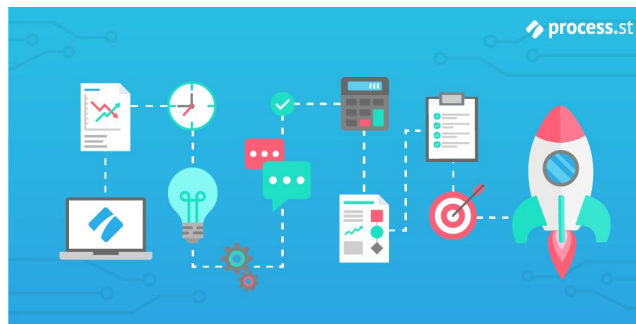
# Examples when you should use BPA:

- Unidentified issues like regular delays or increased customer complaints.
- Process stakeholders are unclear about how to carry out a process.
- Before introducing automation to make sure the process is optimized (*“don’t automate stupid”*).
- A team wants to replace a process with a new improved version.

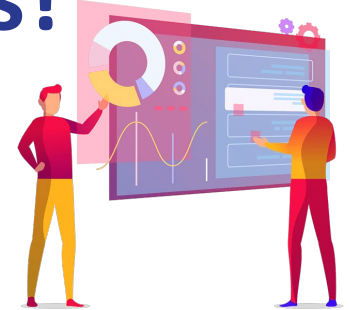


# Benefits of Business Process Analysis

- Gives organizations a *better understanding* of how processes are running and how they can be improved.
- *Clear documentation* of the process and greater understanding
- *Robust data* on how the process is performing
- *Identify the obstacles* that cause delay to certain processes
- *Identify which user actions* are hindering the process and where inefficiencies are
- *Better training* for new employees taking on the process



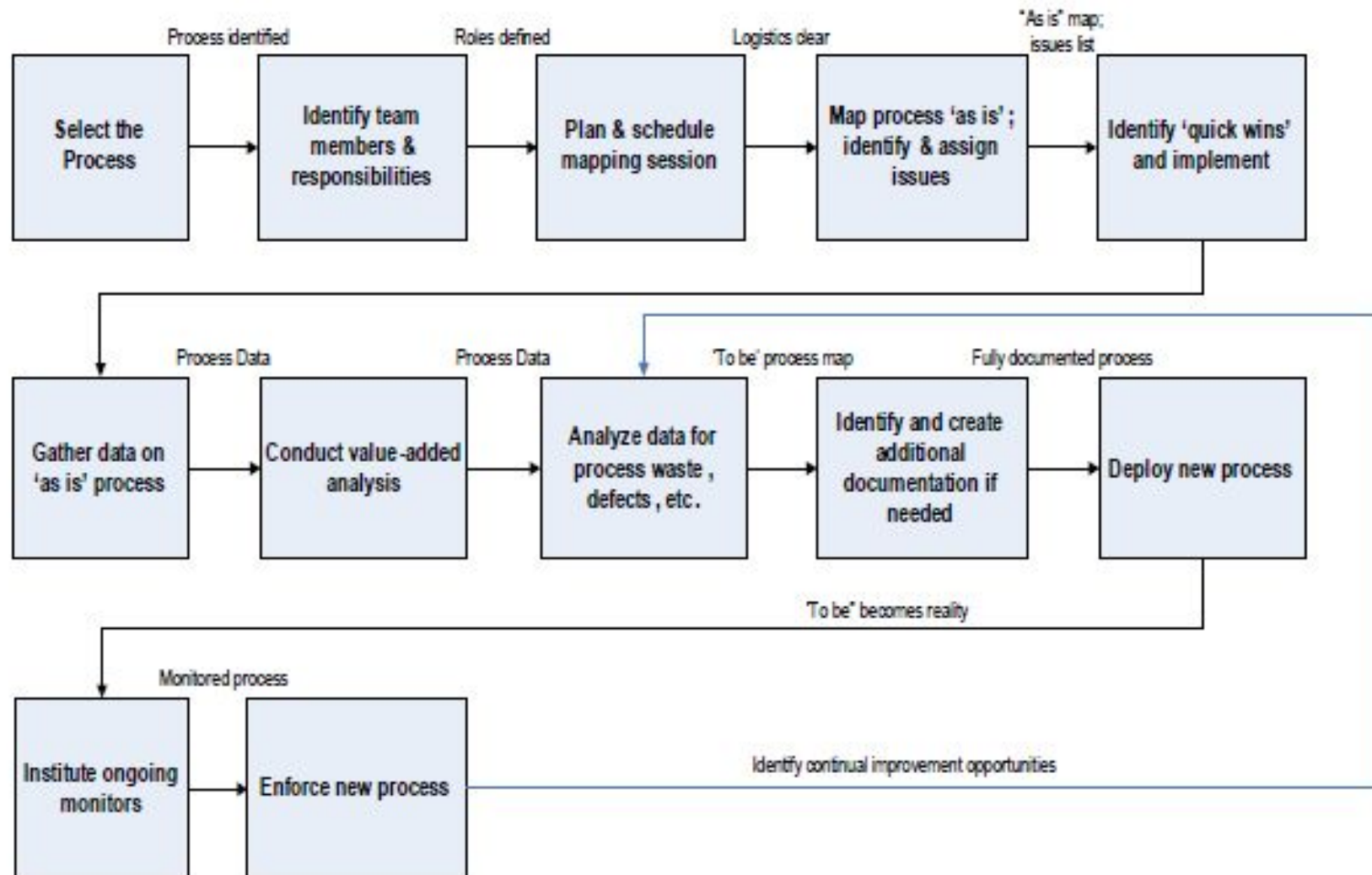
# How to Analyse a Business Process?



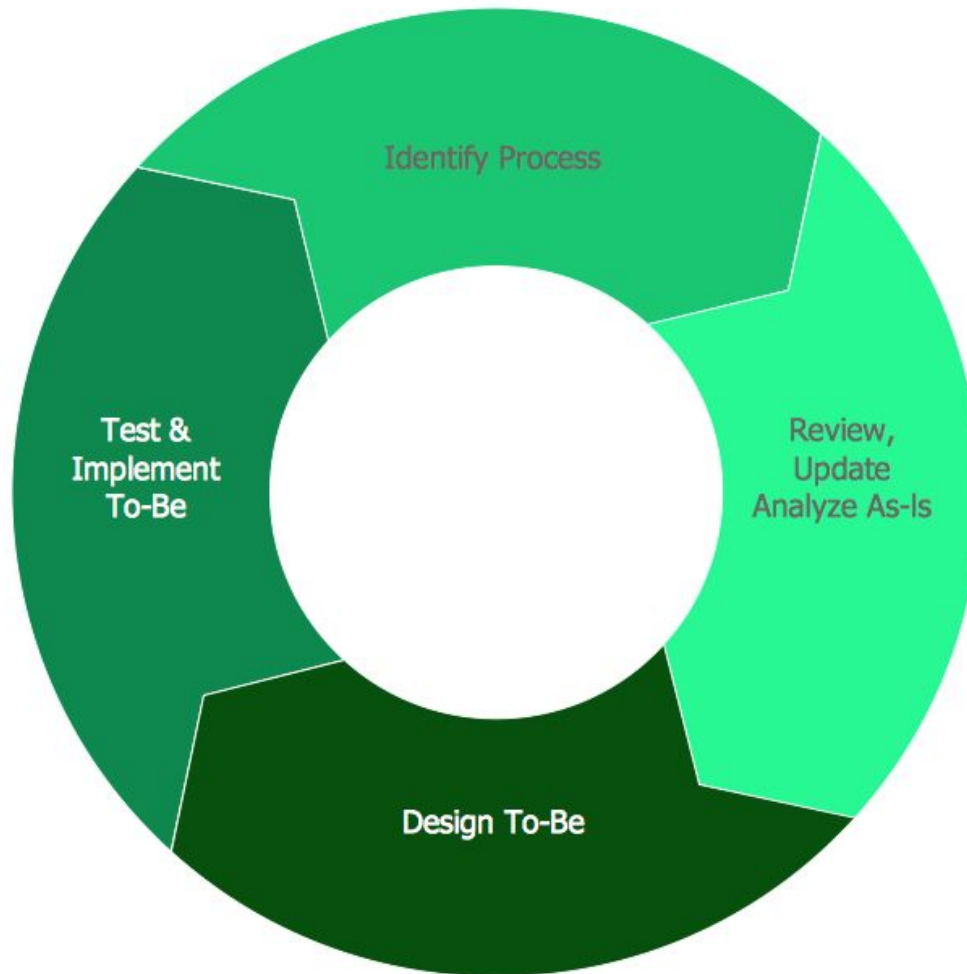
**Business process analysis follows a 4-step plan:**


- *Identify The Process*
  - The first step is to choose the 'as-is' process to be analyzed and identify the stakeholders who handle it. Be sure to have a clear starting and stopping point for the process.
- *Collect Process Information*
  - Next, gather as much information about the process as possible to understand the issues it faces, the objectives, the scope of improvement, and other goals of the analysis.
- *Analyze "As-Is" Process*
  - Implement a business process analysis plan. Get to the bottom of the identified process, define the process in flowcharts and other diagrams, and measure its effectiveness.
- *Develop "To-Be" Plan*
  - Finally, use the analysis to make recommendations how a 'to-be' process should look. Point out the requirements, suggest resources and changes, define a timeline, etc.

# Methodology



# BPR Diagram. Business Process Reengineering Example





# Module 2

## Making a Business Process Model

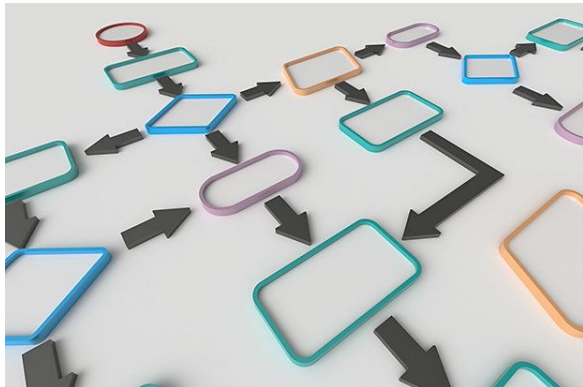
# Selecting the Business Process



- The process should be manageable, not too big to start with
  - Ripe for improvement
  - Able to demonstrate early results
  - Not a high-level process
  - Should be of interest to many people
  - Motivating to work on
  - Impacting the business now
  - Not highly political – all parties need to be amenable
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# Defining the business process.



- A business process refers to activities that employees perform on a day-to-day basis that accomplish an organizational goal.
  - Everything that happens within an organization is a process or a series of processes
  - A business process should cover any variations or exceptions to the process.
  - To understand how to analyze a business process, you need to consider how a process is created.
  - Define a process in your business operation that has a clear starting point and output.
  - Whatever process you are measuring, just be sure that it can be easily split into clear parts with easy-to-identify relationships between them.
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## Talk with key personnel about the process.



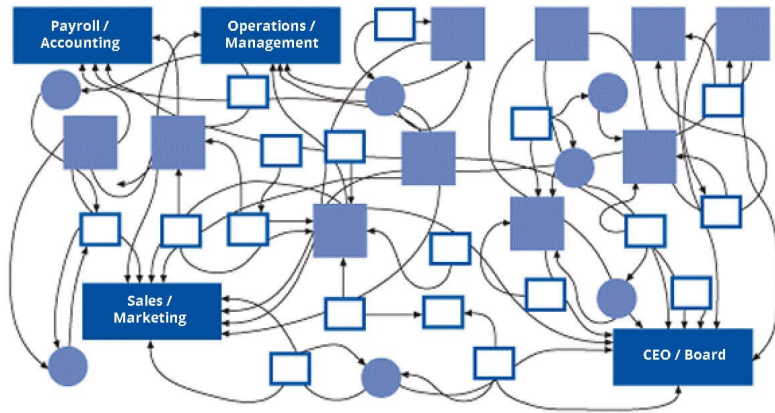
- Once you identify a process to fix, discuss the process with the people responsible for implementation. Take the time to interview key participants, and ask them to identify any potential improvements.
  - Ask your staff what they do and why they do it.
  - Determine the inputs needed to perform each task and where you obtain each input.
  - Identify the outputs of each task, and who receives the output.
  - Ask for suggestions on how to resolve process inefficiencies that your staff uncovers.
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## Document the business process.



- You can document the process as a list of steps.
  - A process will **often cross between different departments** in a large organization. Your invoicing process, for example, will involve the billing department and your accounting area.
  - **Define the departments or functions of the entities in the processes** as well as any inputs and outputs. For example, making payroll requires input from production for people and hours worked, wages rates and salary deductibles from the HR department, etc.
  - **Write down any exceptions to the process.** Just about every business procedure will have exceptions or variations.
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# Create a business process map.



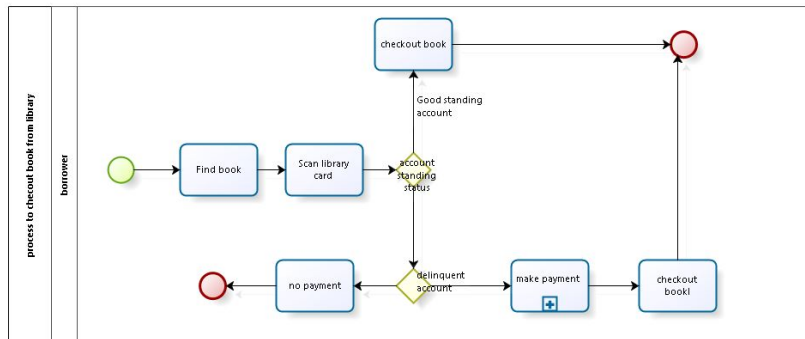
- A process map can help you visualize a business process.
  - Maps may be prepared manually or with the use of software. Word processors and spreadsheet programs with charting functionality can be used. You can also find software that is designed to draw flowcharts.
  - The map is an excellent tool to clearly see the business process in front of you.
  - This visual tool can make it is much easier to identify and fix inefficiencies.
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# Identify the starting point of the process.



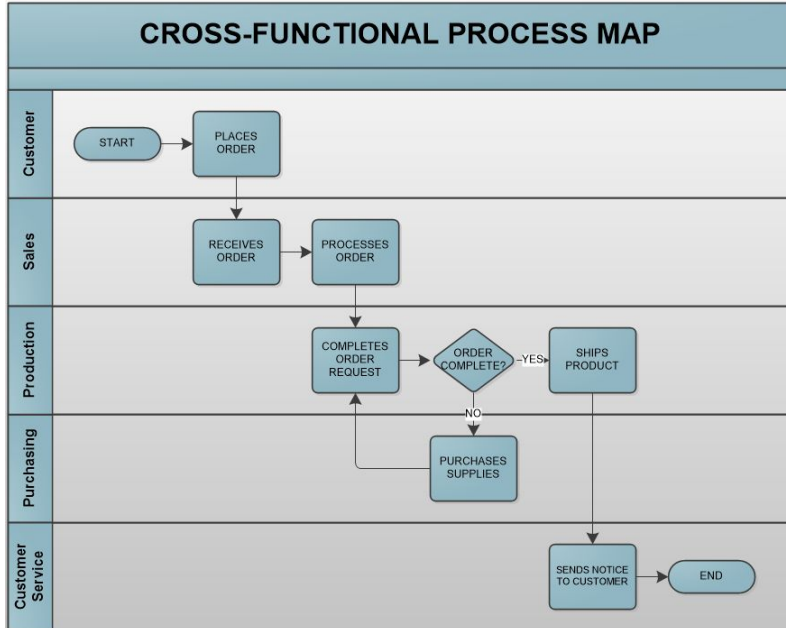
- The starting point of a business process should be what raises your process to action. In other words, it is the input that the business seeks to convert into an output.
  - Starting points generally fall into one of several categories:
    - **External events.** These include the initiation of a transaction or a transmitted alert from another business system. For example, a problem in automated system that requires human attention is an external event.
    - **Content arrival.** For content management systems, the starting point might be the arrival of a new document or other form of content.
    - **Human intervention.** This includes customer complaints and other human intervention within or outside of the business.
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# Separate the different steps in the process.



- Identify each individual step in your process and how it is connected to the other steps.
- On the most general level, you will have
  - events (steps that require no action by the business),
  - activities (performed by the business in response to input), and
  - decision gateways (splits in the process where the path of the process is decided by some qualifier).
  - Between these objects, there are connectors, which can be either be solid arrows (activity flow), or dashed (message/information flow).
- In traditional business process modeling notation (BPMN), the steps are represented by different shapes depending on their function. For example, events are circles, activities are rectangles, and decision gateways are diamonds.

# Clarify who or what performs each step.




- Determine which part of the business completes each step.
- Different parts of the process may be completed by the accounting department, customer service, or order fulfillment, for example.
- Alternately, these steps may be completed by specific individuals.

## Decide which type of modeling to use.

- Business process mapping can take many forms, from sequential modeling to causation model.
  - It can also be done using anything from specialized software to post-it notes or a whiteboard.
  - It is up to you to choose which method works best for working with your process model.
  - Keep in mind that models usually work best with group input, so you may be better off using the type of modeling that can be worked on most easily by the group.
  - Keep it simple.
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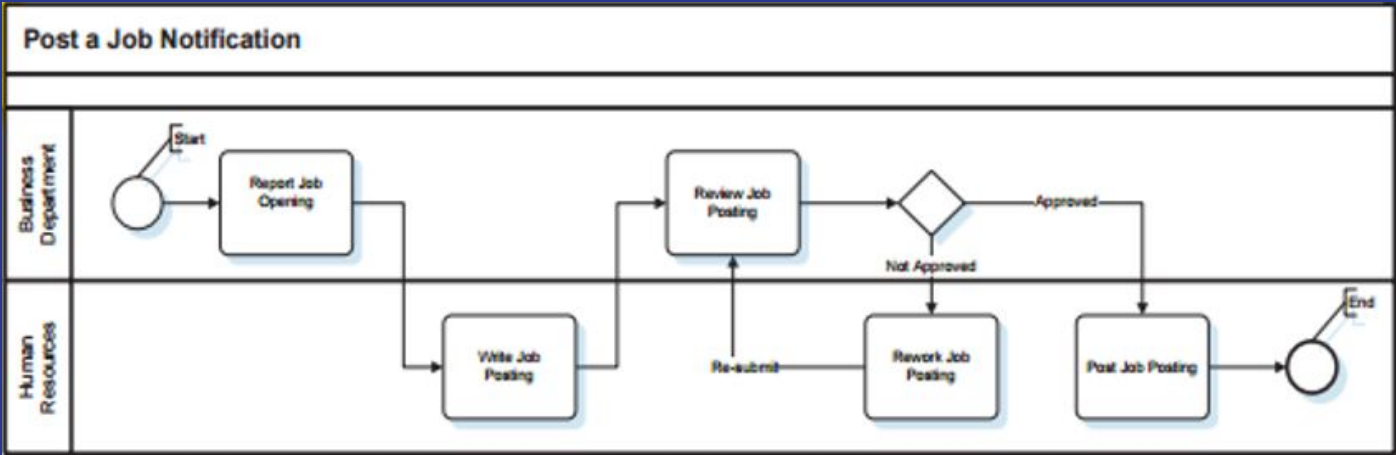




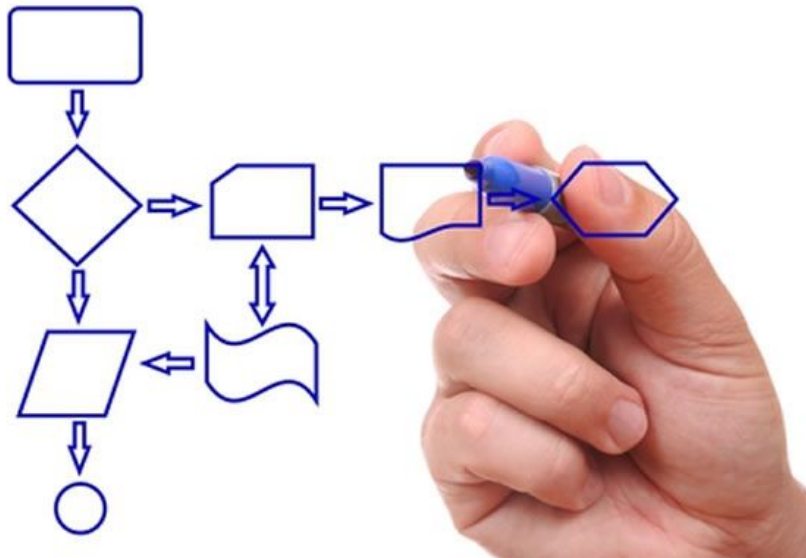
# Module 3

## Creating and Analyzing Business Processes

# Creating an As-Is Model

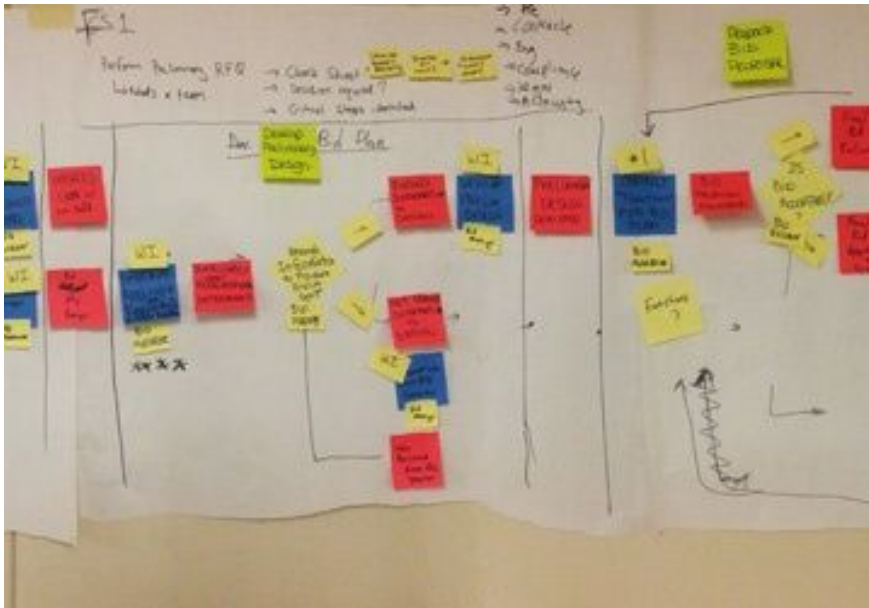


**Start with the beginning of the process and follow the sequence.**



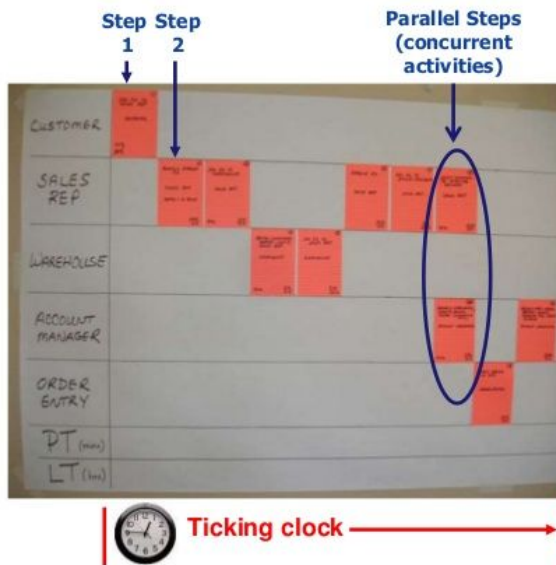
- Begin by including the starting point of the process at the top left of whatever platform you are using to illustrate the process.
- Identify each subsequent step or activity, including decisions between them, and place that step in order from the first one.
- Check each step as you add it to make sure there are not any steps between that step and the previous one.
- Continue until you have reached the output of the business process.

## Make sure you can rearrange parts as needed.



- When you are creating your model, make sure you can move around each step as necessary.
- You may find that some parts of the model can be consolidated, moved around, and reordered to make the system flow more effectively.
- Make sure also that the labels associated with each step, if any, can be moved easily with the step.

# Check your model.



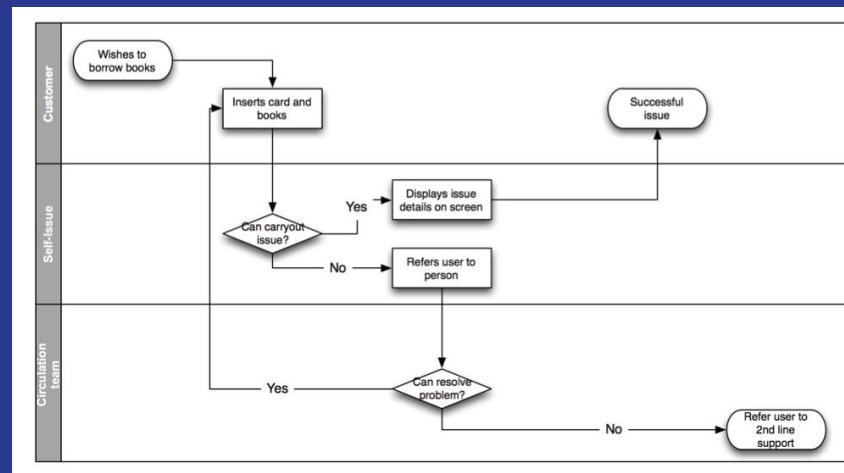
- First, look over your model with a coworker or a group.
- Examine it for any potential holes or missed steps.
- Then, follow the actual business process and compare it to your model.
- Alternately, you can run the model in a focus group or meeting to see any steps that don't flow or are left out.

## Identify inefficiencies or problems.



- Start looking over your model.
- Locate areas where:
  - resources aren't being used efficiently or
  - communications or steps that need to happen are not completed or
  - duplication of effort exists
- Group discussion will add to your ability to find these issues.

# Designing the To-Be Model



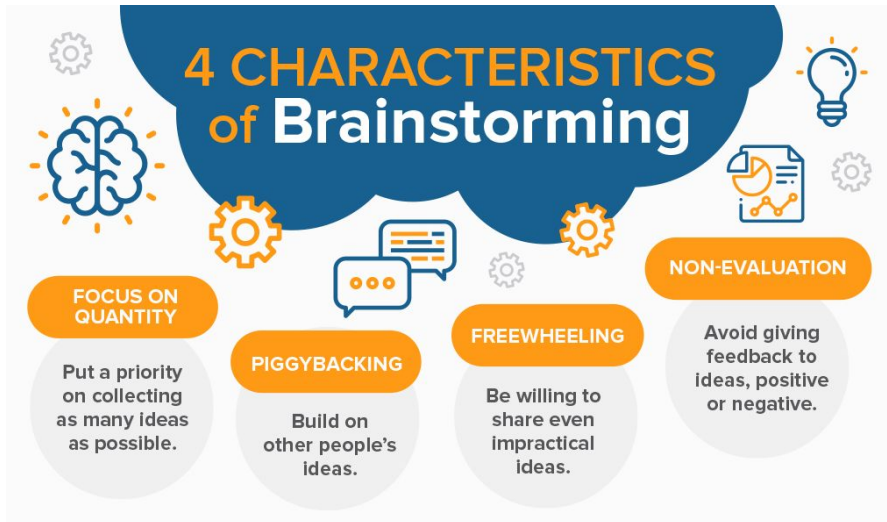
## Conduct a brainstorming session to find process improvements.



- Group sessions can identify process inefficiencies that impact more than one department.
  - Summarize the information you have received and distribute it to process participants. Ask for feedback.
  - Information received from participants in the process should provide you with a clear idea how the process works, and what its issues are.
  - The discussions with personnel become the basis for making changes to a process.
  - Your changes may reduce costs, reduce cycle time, simplify a process or improve customer service (*better, faster, cheaper*).
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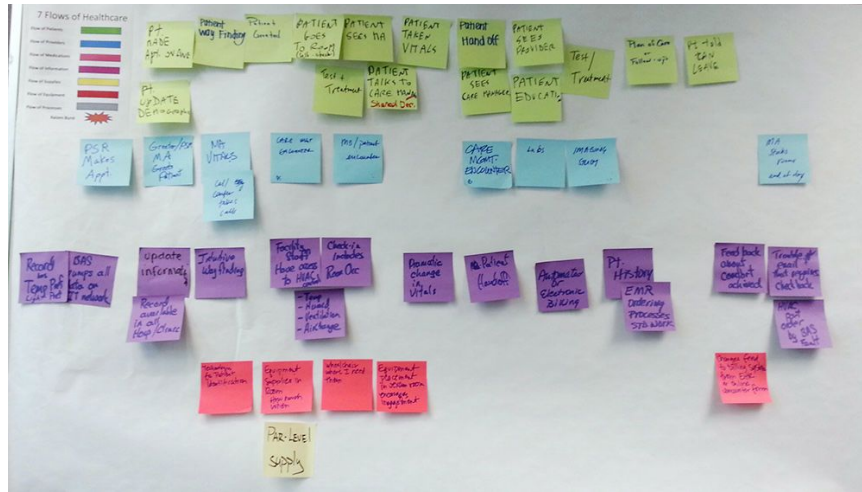
# Brainstorm improvements to the as-is model.



- Using your list of issues with the as-is model, identify potential fixes to the problems.
- You may find that issues can be fixed by focusing on three primary areas:
  - *Automation* may help you reduce resources or time required for a step.
  - *Geographical coordination* can change where work is done for reduced cost or increased efficiency.
  - *Cutting out middlemen* involves reducing the number of participants in the process to reduce the chance of miscommunication or cut costs.
- Other areas for locating improvements may include:
  - *Informational*: measuring more data regarding the process to find issues.
  - *Sequential*: rearranging steps.
  - *Tracking*: helps you monitor process progress.
  - *Analytical*: improves decision-making at decision gateways.

## Identify how improvements will help the business or the customer.

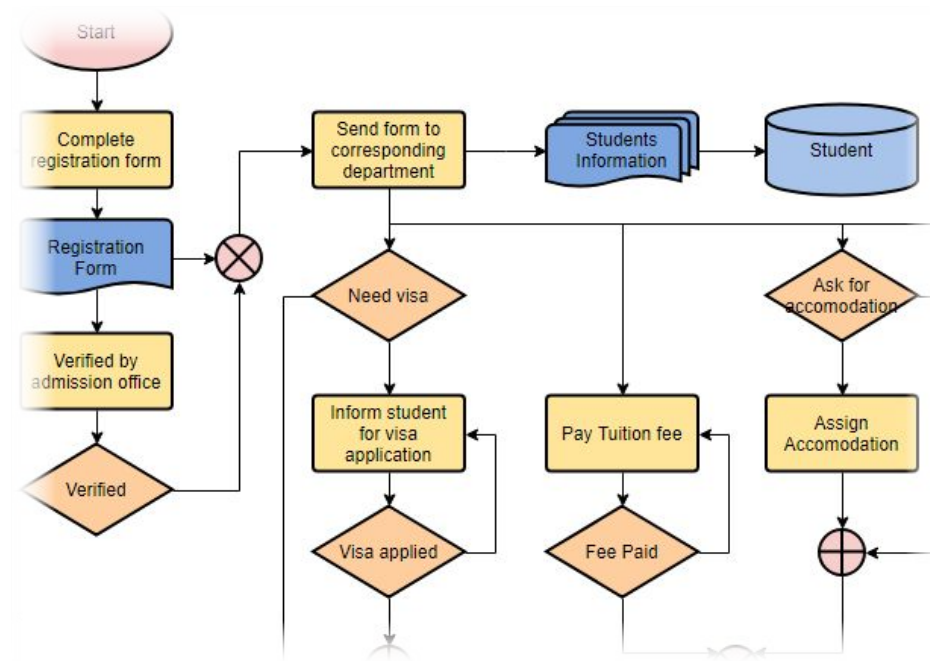
Before implementing a new system based on your improvements, ***make sure that the improvements actually help*** either the customer or the business, or both.



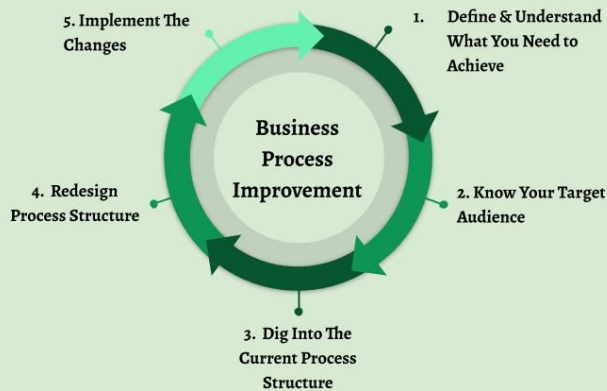
Making a change just because you can may result in unnecessary additional costs or more process mistakes.

# Build the “to-be” model.

- Convert your suggested improvements into steps and place them in your previous model appropriately.



# Implement the new model.



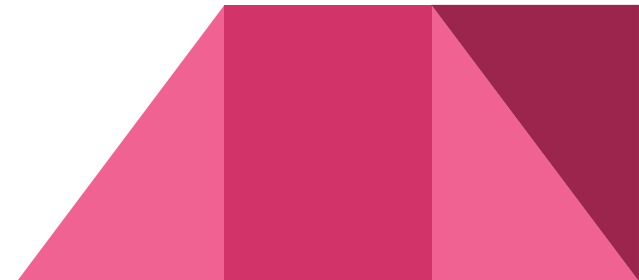
- Test the model using the previous method and then implement it in your business.
  - Make sure to test it regularly and reassess it for inefficiencies and issues.
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# Analyzing Your Business Process



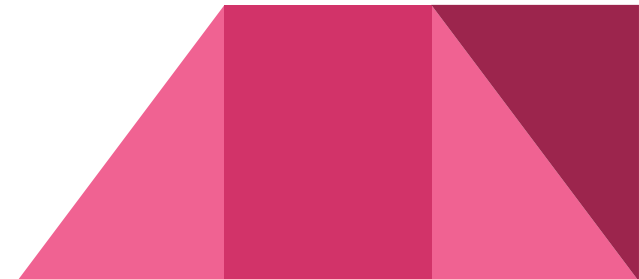
# Management Support is Required

- Management must be supportive of the process mapping procedure for it to be effective.
- Team members must be allowed by their managers to attend meetings, work on their assigned tasks and have access to all relevant information

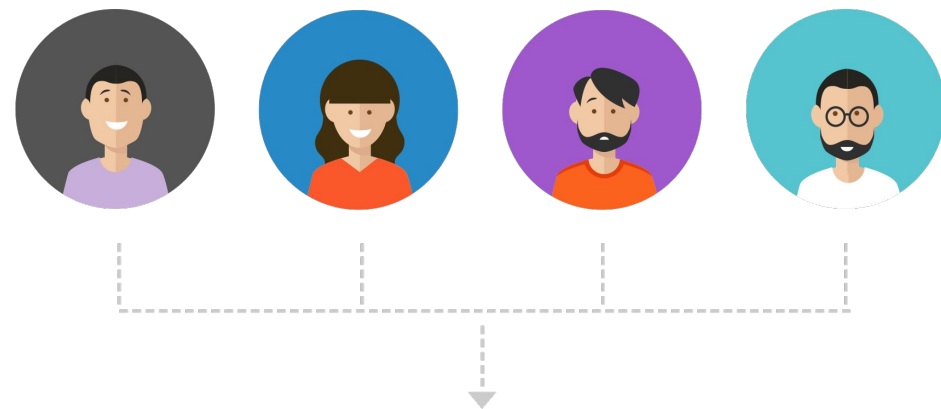


# Team Members & Responsibilities

- Process Owner
  - Facilitator
  - Team Leader
  - Team Members
- ▶ Can be the same person.



# Process Owner



- Is accountable and responsible for the implementation, measurement and improvement of a process
  - Has the authority to change the process, at any time
  - Authorizes resources, including time away from regular work
  - Actively supports the process
  - Breaks down barriers (authority issues)
  - Communicates that the analysis is important
-



- Plans the session
- Maintains team focus on the process
- Ensures process “As-is” is captured
- Makes sure everyone participates
- Preferably independent of the process
- Respected by all levels of organization
- Diplomatic & fair
- Good time management skills

# Facilitator



# Team Leader



- Organizes meetings
- Instructs team members on data needs
- Participates, doesn't dominate
- Makes & tracks team member assignments
- Supports the facilitator
- Able to break down barriers

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- Subject matter experts on the process
- Represent various aspects of the process
- Represent different locations if applicable
- Attend all team meetings and provide input
- Complete assigned action items

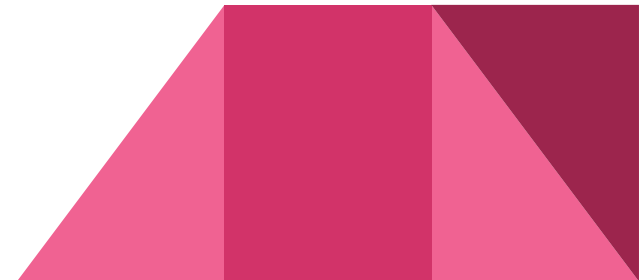
# Team Members



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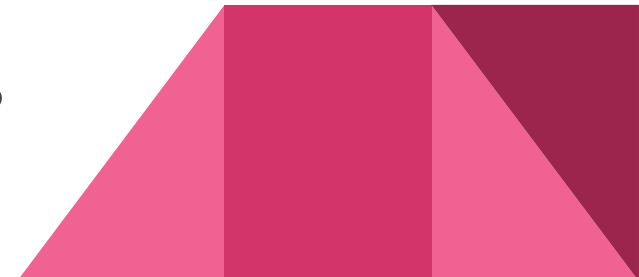
# Before You Begin...

- Make sure you clearly define the scope of the process before you begin to map.
- Everyone should be on the same page regarding where the process begins and ends.
- This will ensure that all participants are focused on the correct process.

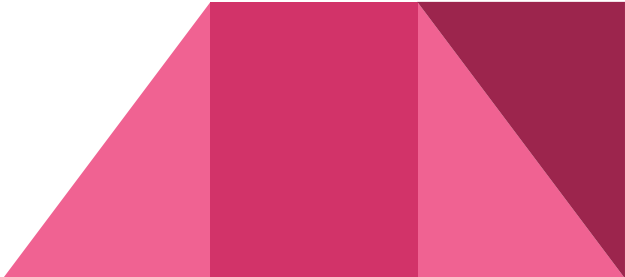


# Questions to Ask:

- What triggers or starts the process?
- What are the inputs?
- What is the next step?
- What are the outputs?
- What media is used? (fax, email, hardcopy)
- How is the customer (internal & external) affected by this?
- How is the supplier (internal & external) affected by this?
- Does this step require special training?
- Does this step need documentation?
- What are the potential problems in this step?

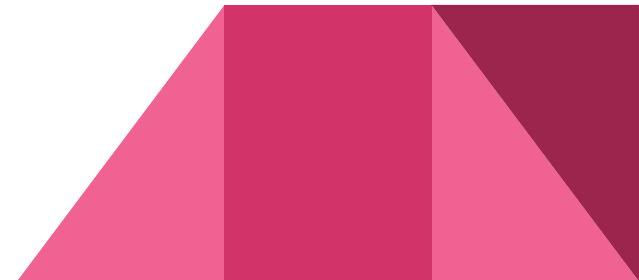


# Identifying & Recording Issues

- Capture all issues – someone should be recording them during the meeting
  - Allow ½ hour before the end of the session to review issues – make sure everyone understands it
  - Get a volunteer to take ownership for each issue (only 1 owner per issue)
  - Review what it means to be an issue owner – gathering info, follow up, etc.
  - Owner commits to a response date
- 

# Examples of Issues

- **Delay** points in the process
- **Cumbersome** forms used in the process
- **Non-value added** activities
- **Repetition** in the process
- **Confusion** in the process
- **Misunderstanding** between processors
- Lack of **documentation**



# Save the Results of the Session

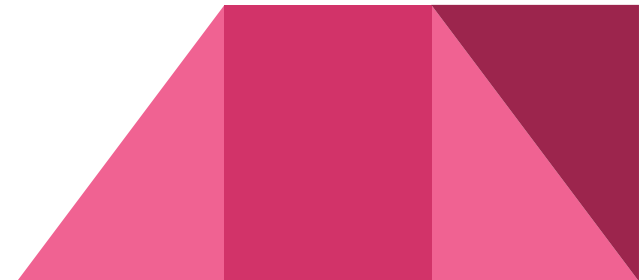
- Tape Post It™ notes in place before removing flip-chart sheets or photograph sheets
- Verify issues have been recorded
- The process owner is responsible for pushing changes, should be accountable
- Process map should be entered into a tracking mechanism, such as Powerpoint, Word, Visio, LucidChart, etc.





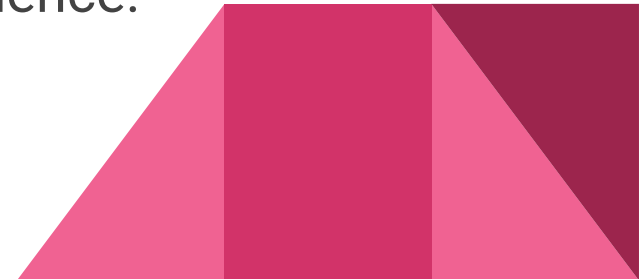
# Analyze the Data

- Identify “Quick Win” opportunities for improvement
- Sometimes the initial mapping exercise can illuminate easy & obvious opportunities for improvement
- Use common sense to assess the value of each step in the process to identify these opportunities
- Teams should always be prepared to identify & pursue quick win opportunities – the return on investment is high



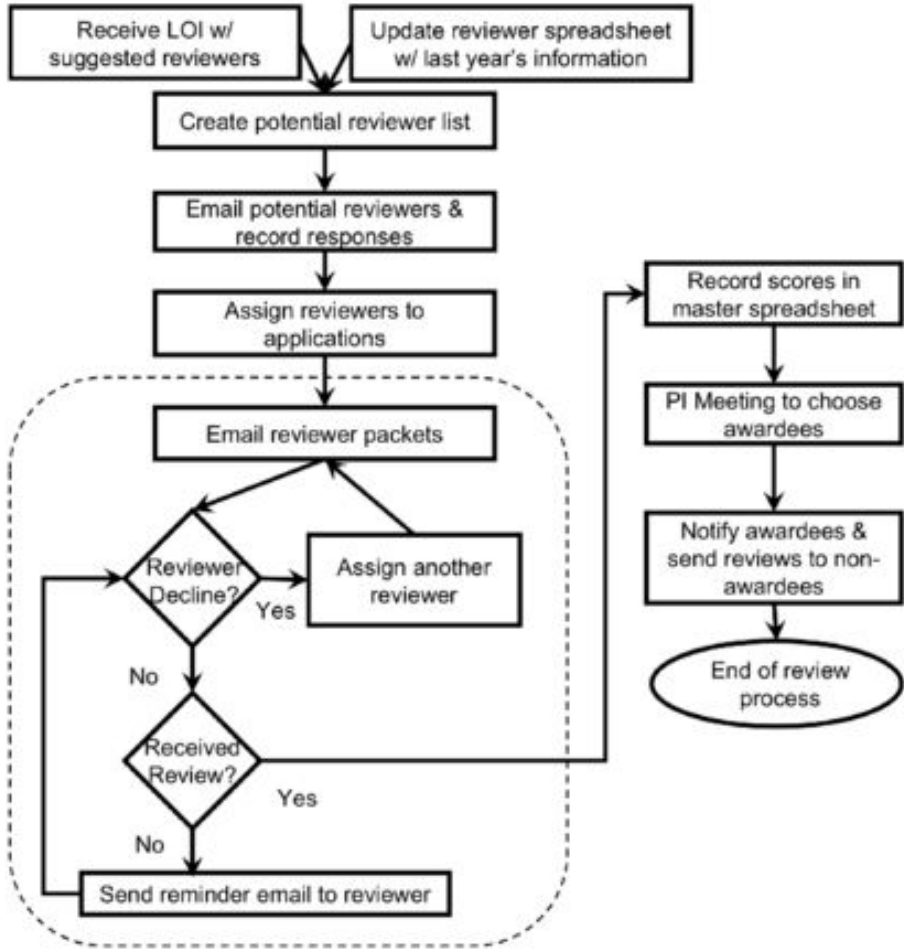
# What's a "Quick Win"?

- Easy to implement – making the change or improvement does not require a lot of coordination or planning
- Fast to implement – making the change or improvement does not require a lot of time
- Cheap to implement – The change or improvement does not require a large investment of capital, human resource, equipment or technology
- Within the team's control – the team and its management are able to gain the support necessary to make the change. The scope of the change is within the team's ability to influence.



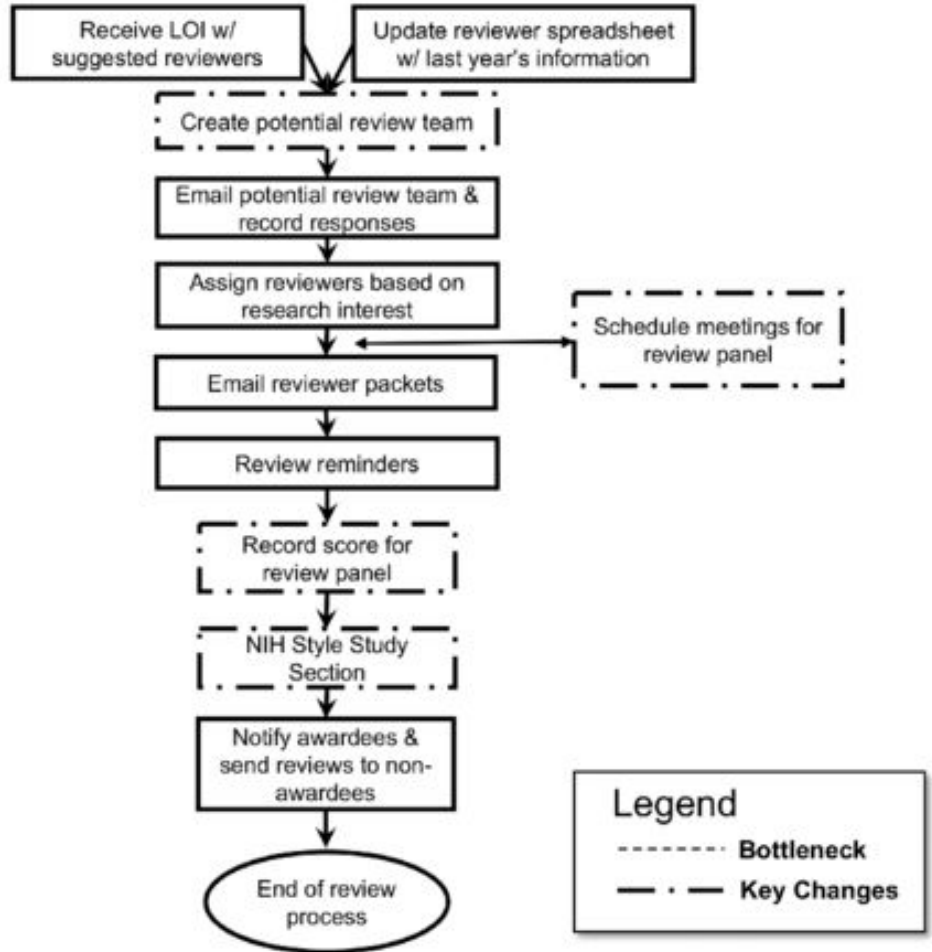
(a)

### Original Process Flow



(b)

### New Process Flow



**Legend**

- - - - - Bottleneck
- . - . - Key Changes



# Value-Added Analysis

# Conduct “Value-Added” Analysis

## Value-Added Flow Analysis

The Value-Added Flow Analysis assesses which steps add value in the eyes of the customer and where time and effort are wasted in the process.



**Value-Added Step**

Time Spent on the Customer



**Non-Value-Added Step**

Wasted Time

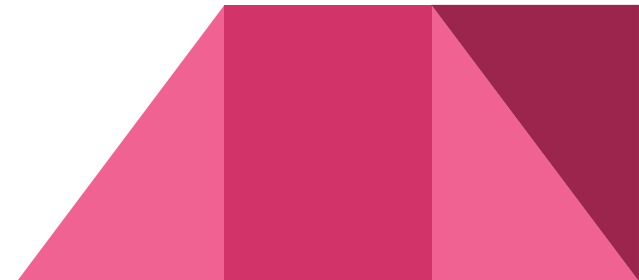


**Non-Value-Added but Required Step**

Unavoidable Wasted Time

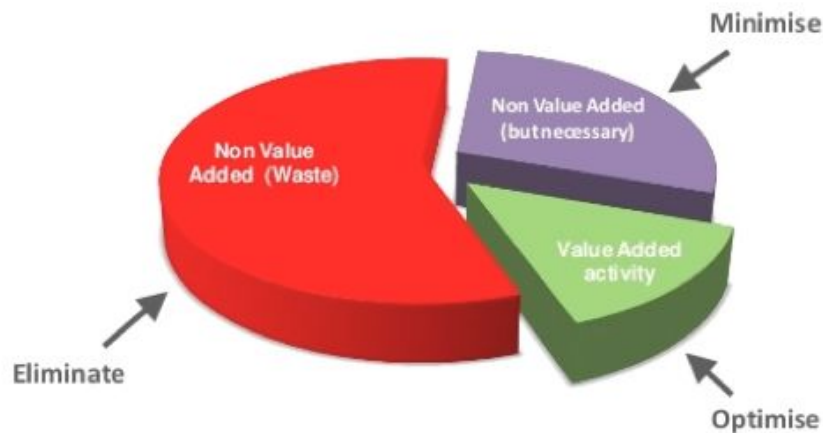
# Value Added Activity Categories

- **Value-added** – transforms or shapes a product or service towards that which satisfies the customer’s real or perceived needs or wants (e.g., material, labor, process costs, field sales, advertising)
- **Strategic Activity** – indirectly transforms a product or service and is strategically important to the long-term health of the business (e.g., training, marketing, capital investment, new product development)



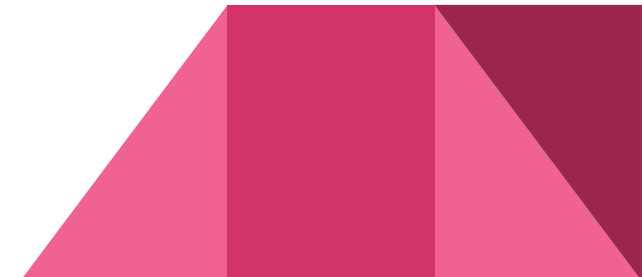
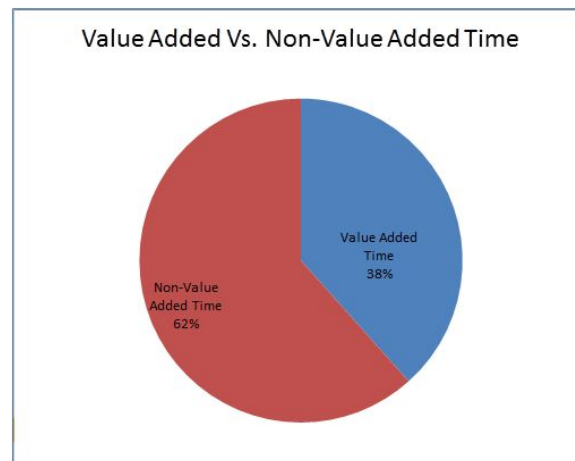
# Non-Value-Added Activity Categories

- **Support Activity** – does not add value as perceived by customer, but provides a service which maintains the operations process or is driven by actions outside the organization (QA, purchasing, logistics, human resources)
- **Waste** – within control of the organization, consumes time, resources and space, but does not contribute to the transformation of the product (inspection, material handling, rework, supervision, expediting)



# Interpreting the Results of Value-Added Analysis

- **Activities identified as non-value-added are candidates for a more detailed analysis.**
- A more detailed process map of the nonvalue-added activity may be required.
- Root cause analysis techniques can help to identify the reasons for bottlenecks, delays, etc. (*Why, why, why, why, why..*).





# Ask...

- Where are the problems?
- What do the patients / service users complain about?
- Where are there things done more than once?
- What does staff complain about?
- Have you got all the data you need?
- If not what is your plan to complete the map?
- ***Can you eliminate any waste?***
- ***Can you eliminate any steps?***



Analyse

Improve

# Ask...

- How many steps and handoffs (passing the patient/service user from one person to another)?
- Time between each step - any delays and why?
- Where are the bottlenecks or queues?
- Steps that do / do not add value?
- How many steps for the patient/service user and are they built in for a reason?

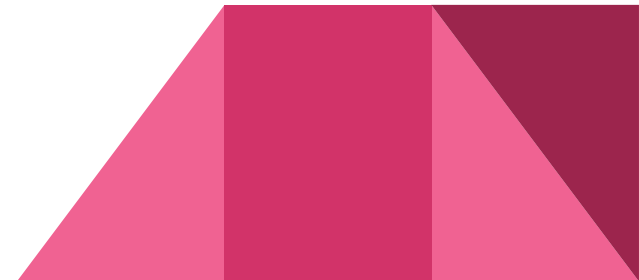


Analyse

Improve

# Tips...

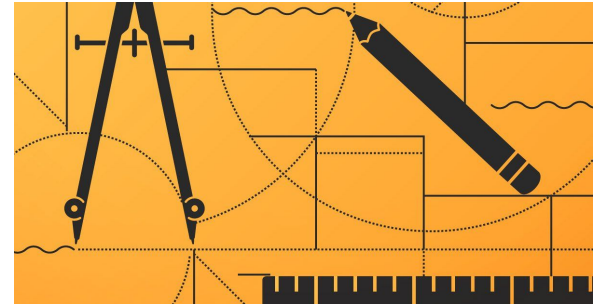
- Plan, plan, plan, and plan some more! A complex mapping event can take several days and you need the right people.
- Good facilitation for your mapping event is worth its weight in gold!
- Current state mapping is not about process redesign.
- Don't be afraid to get out there and see the process for yourself - warts and all need to be included in the current state.
- Don't forget the data.



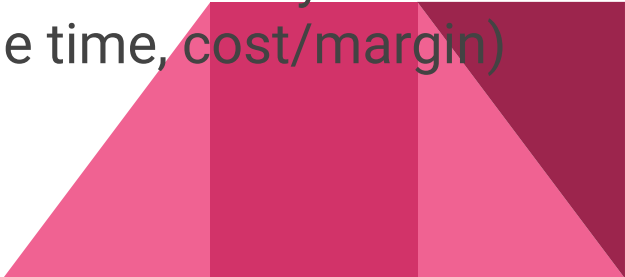
# Measures of Improvement

# Measurements Require Clear Definition

- Operational Definition
  - A precise description of the specific criteria used for the measures (the what),
  - the methodology to collect the data (the how),
  - the amount of data to collect (how much), and
  - who has responsibility to collect the data (the who)
- Provides everyone with the same meaning
- Ensures consistency & reliability
- Describes the scope of a measure (what is included and what is not included)



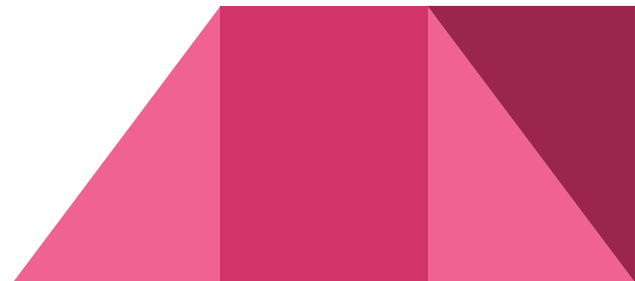
# Types of Measurements

- **Timeliness** – Do we meet the defined criteria (e.g., 48 hours for billing)
  - **Accuracy** – Number of issues resolved on first enquiry
  - **Cycle Time** – Time it takes from point A to point B
  - **Efficiency** – Output vs. input (e.g., # of invoices processed per hour)
  - **CTC (Critical to Customer)** – Impacts the customer (incorrect invoices, wrong product shipped, etc.)
  - **CTB (Critical to Business)** – Customer may not be directly affected, but it is critical to the business (cycle time, cost/margin)
- 

# Examples of Measurement Definition

**Poor:** “Cycle time for applications.”

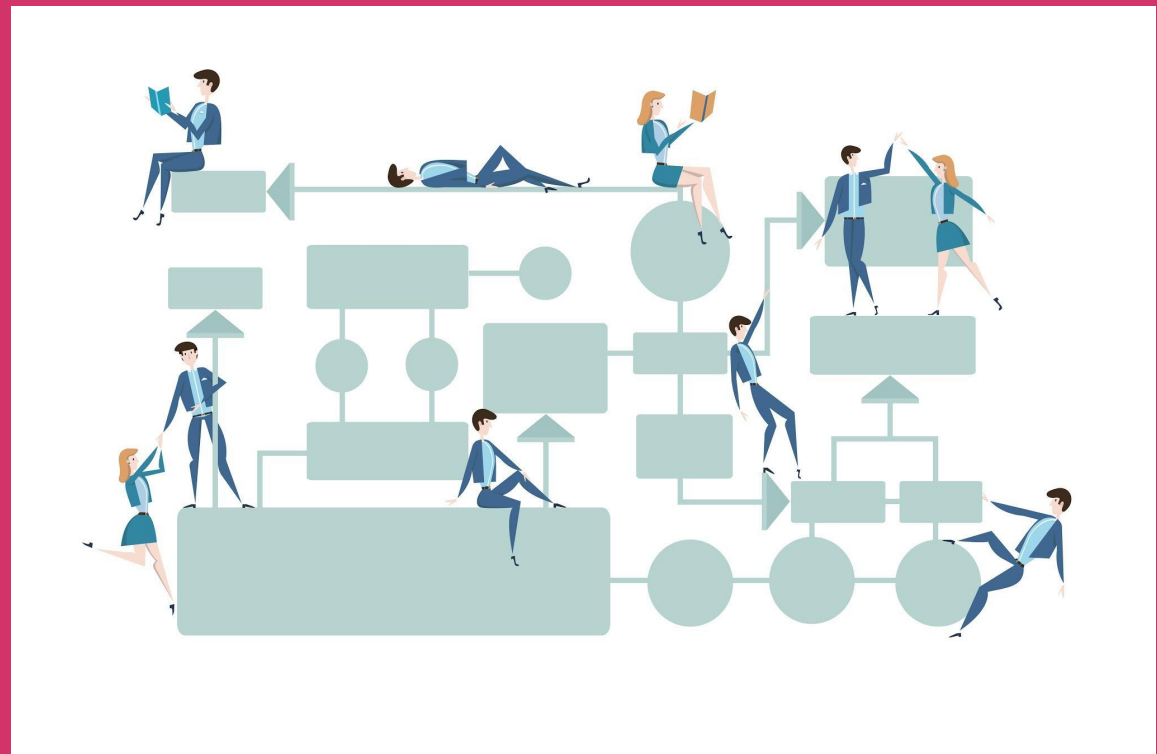
**Good:** “Collect data from all applications received by fax on a weekly basis. The response time will be determined by the date and time of the fax received as shown on the faxed application to the time the approval/rejection letter is faxed to the applicant as shown by the fax log. The data will be reported weekly as an average response time per application.”



# Module 4

## Process Mapping

### Specifics





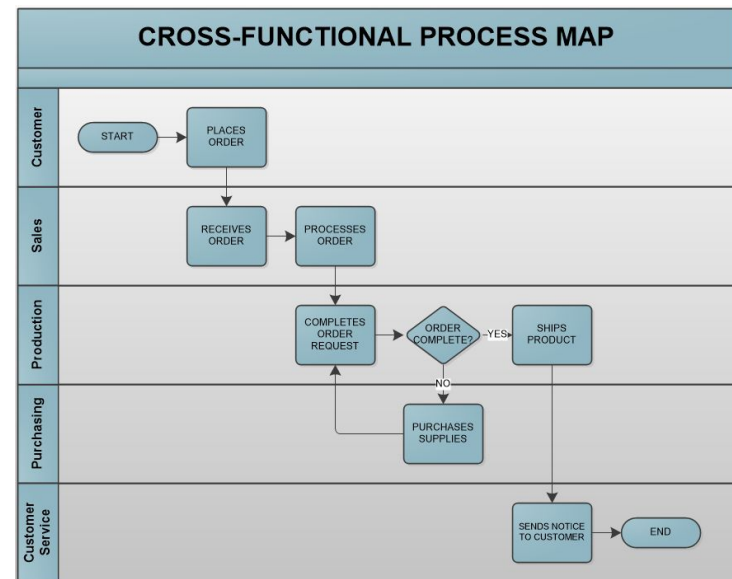
# What is a process map?



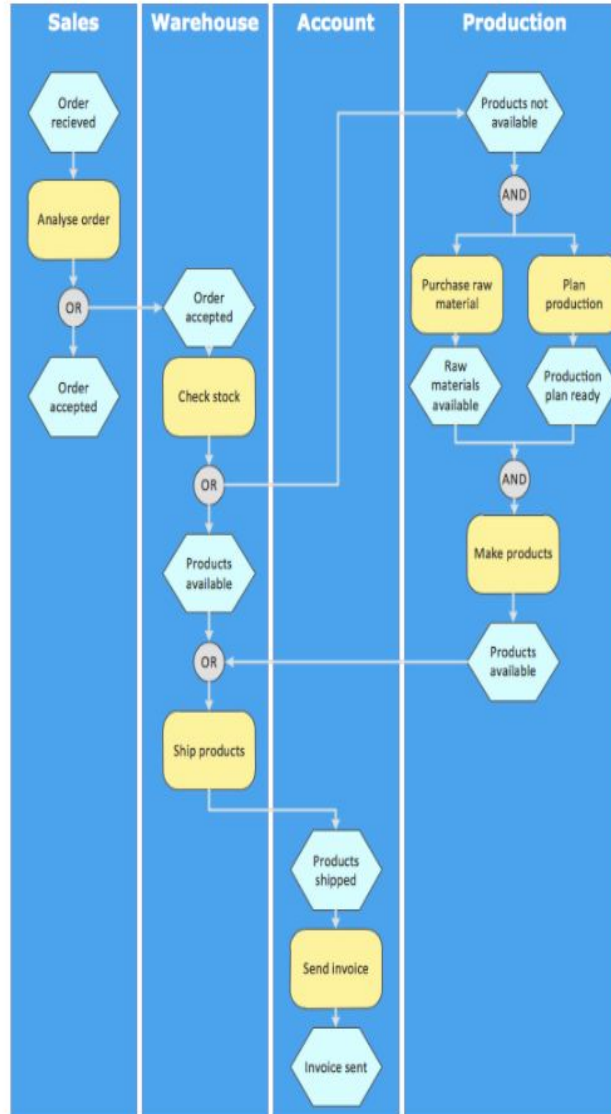
# What is a Process Map?

A defined graphical representation of a process showing the:





- Steps of the process
- Inputs and outputs for each step
- Suppliers and customers
- Media used
- Issues in present process



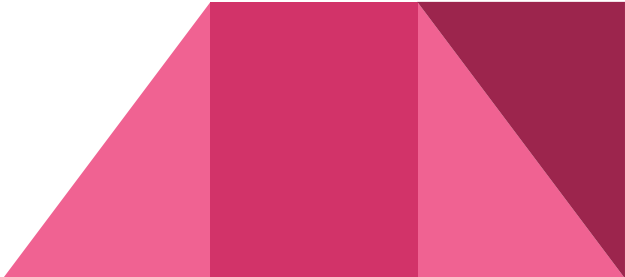
# An Event-driven Process Chain (EPC) - flowchart used for business process modelling




# Mapping

<b>Strengths</b>  	<b>Weaknesses</b>  
Different perspectives shared	Effort to set up
Interpretation is shared	Cost of external facilitation (?)
Team building	Time – delay is setting up and time taken to map
Everyone understands the issues – reduces resistance to change proposals	People who are not in room don't get engaged (as with any tool?)
Lots of ideas for improvement (*)	Multiday events can be intensive and tiring
(*) May need to car park good ideas for process re-design until the appropriate time)	Lots of improvement ideas overwhelming – follow up does not meet expectations

# Definitions

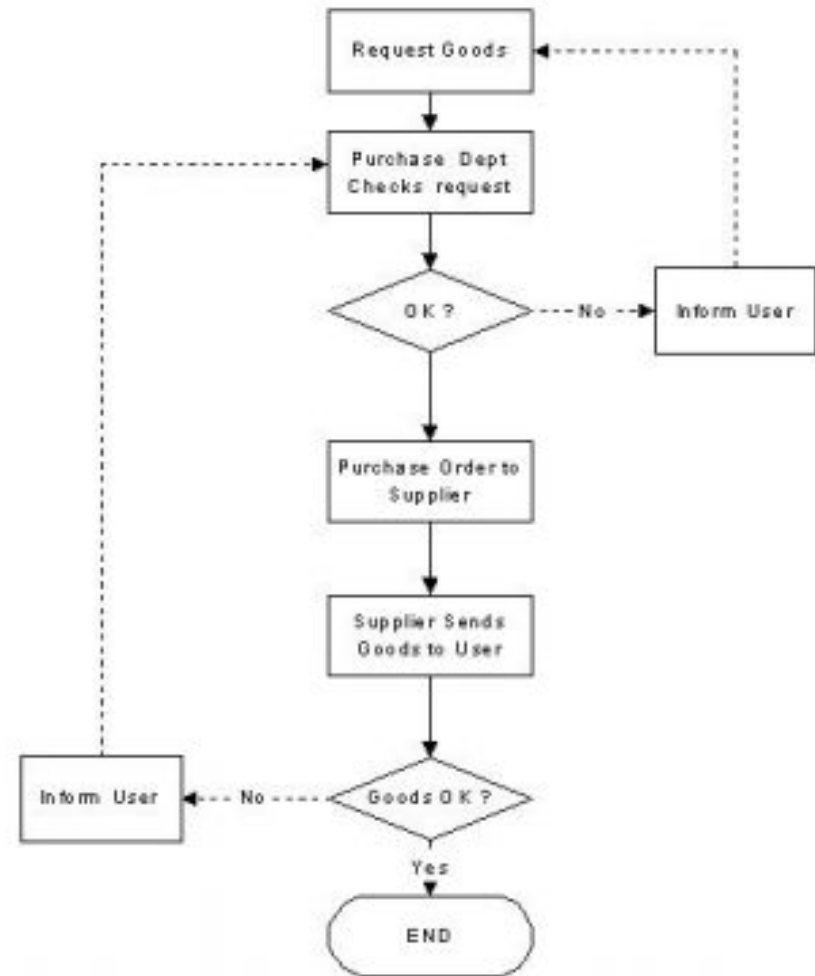
- **Suppliers** – people/departments/functions who supply the inputs to the first step in the process
  - **Customers** – people/departments/functions who receive the end product from the process
  - **Inputs** – items/materials/information that a supplier(s) transfers to the processor(s) for use in the process
  - **Outputs** – items/materials/information that a processor(s) transfers to the customer(s) during or at the end of the process
  - **Media** – method by which inputs and outputs are transferred (email, fax, shipping)
- 

# Mapping the Process

- Control the flow of dialogue – keep participants on track and focus on process “as-is”
  - Don’t ask ‘yes’ or ‘no’ questions – ask open-ended questions instead
  - Follow the logical flow of the process
  - Focus first on “assume it works” – then return to capture “what if it fails”
  - Map activities not functions (i.e. ‘send invoices to A/P’ not ‘A/P’ – be specific)
  - Have a team member keep a documented “issues list” – check periodically to make sure all issues have been captured
  - Make sure everyone participates
  - Keep the pace moving, park unresolved issues after 5 minutes
- 

# Simple Process Flow Diagram

- **Determine the start and stop points** to your flow of process steps . The stop point is typically near the customer.
- **Walk through the flow**, writing down the process steps as they exist now. Make sure you use a verb to describe the process step.
  - You can be very general or very specific.
    - General: “Machine Part”
    - Specific: “Turn part, grind outside diameter, and deburr part”
- At a minimum, **record the process steps**, decision points, and transportation methods
- Once you have roughly mapped out the process, **make it more formal by adding symbols**.



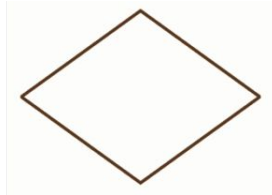
Simple Process Flowchart

# The Five Mapping Symbols You Need

**Terminator** - appears at the **start and end of every process**. By having a different shape it becomes clear for anyone following the process where the start and end point is.



**Decision Point** - used to indicate a point in the process where the **path can change based on a decision**.



**Predefined Process** - indicates a part of the process that has **already been defined elsewhere** and will not be mapped out in detail within this process.



**Process Step** - the most common symbol you will see in process mapping. This symbol **identifies where an action or activity takes place** in the process.



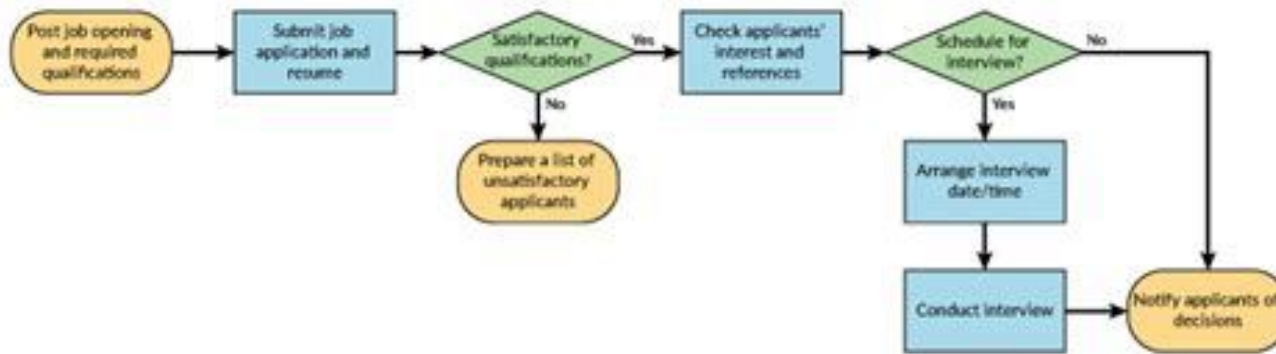
**Data Symbol** - used to indicate when **information needs to go into or come out** of a system.





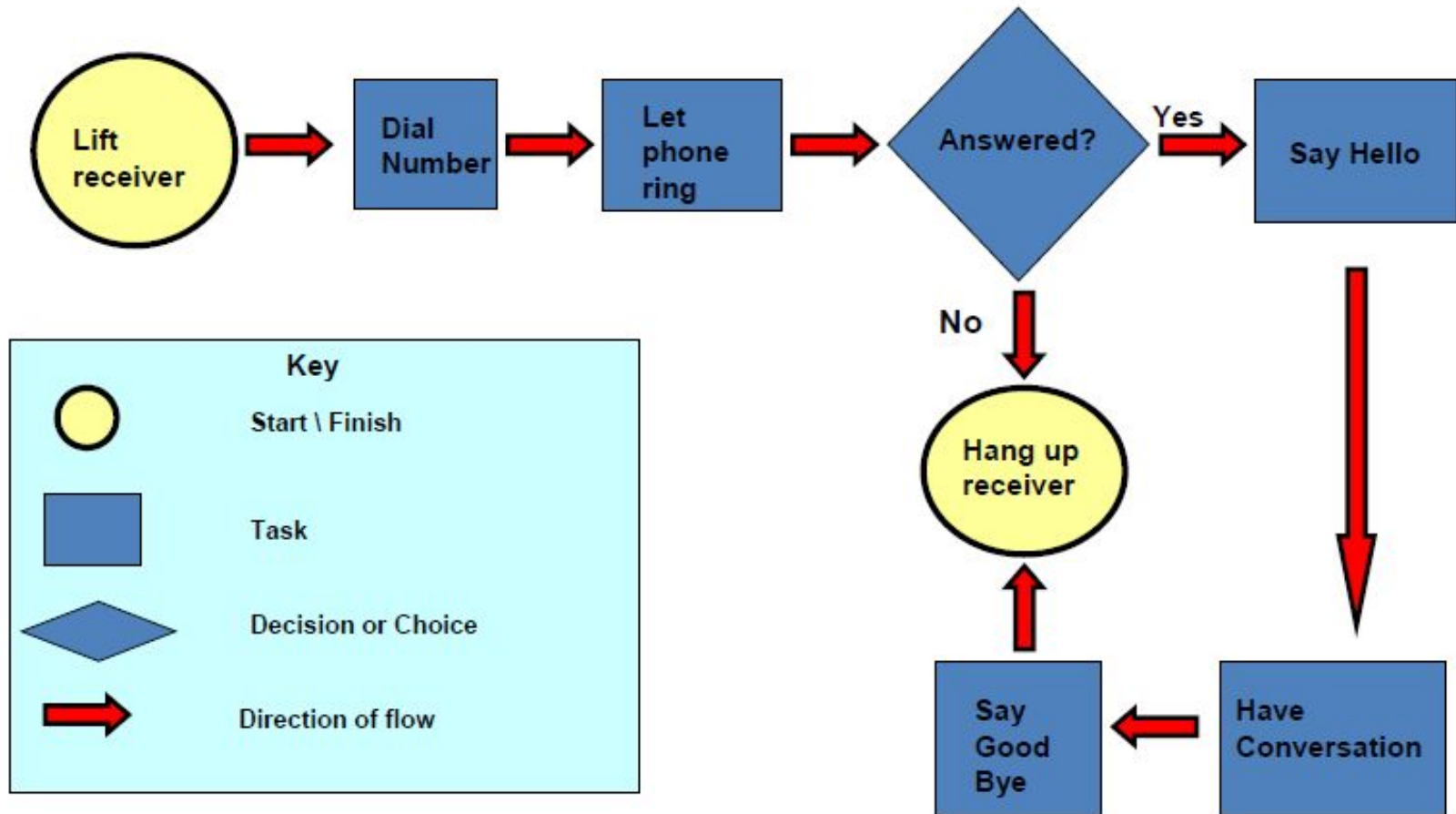
# Exercise for Process Map

Take a critical operation in your workplace and map it with a simple process diagram.



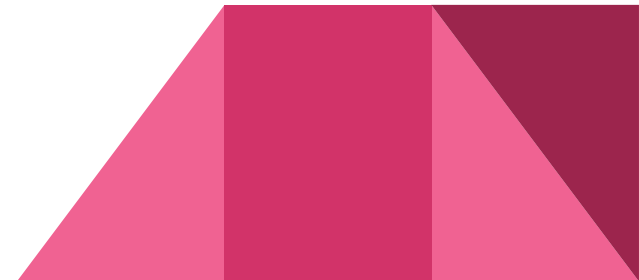
# Create the current state process map

*Improving Quality*



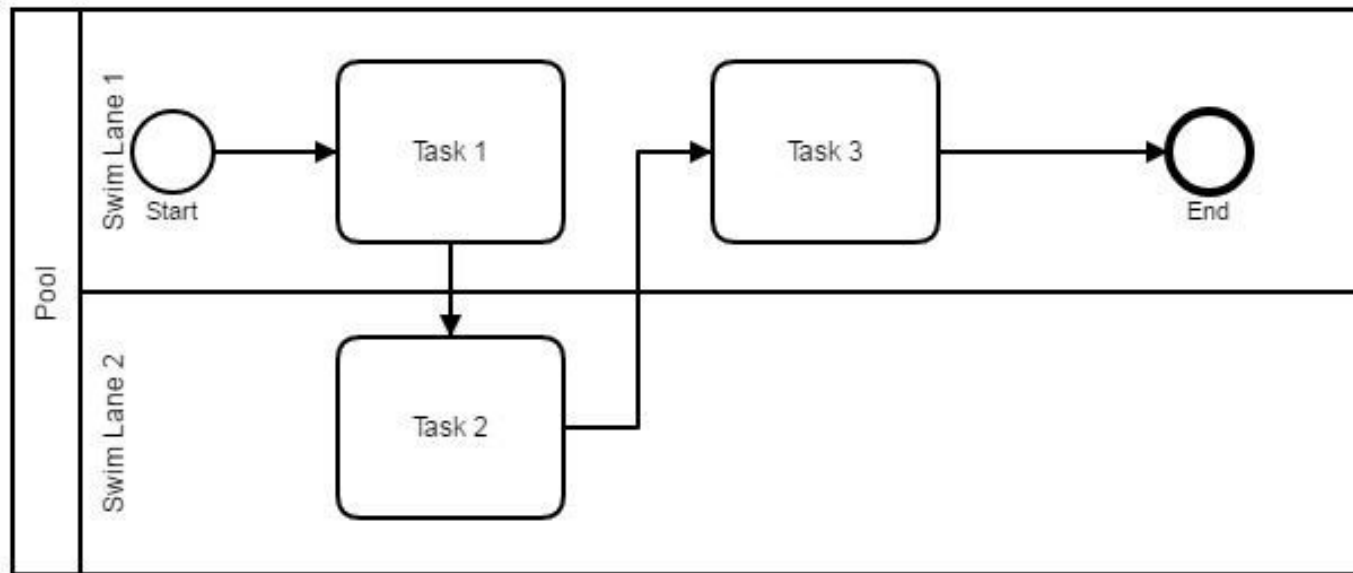
# Swimlanes, Flipcharts & Post It™ Notes

- Swimlanes help to clearly define who does what & when
- Shows transfer of responsibilities
- Sticky notes placed on a flip chart allow for free thinking/flexible arrangement and can be permanently attached or photographed later.



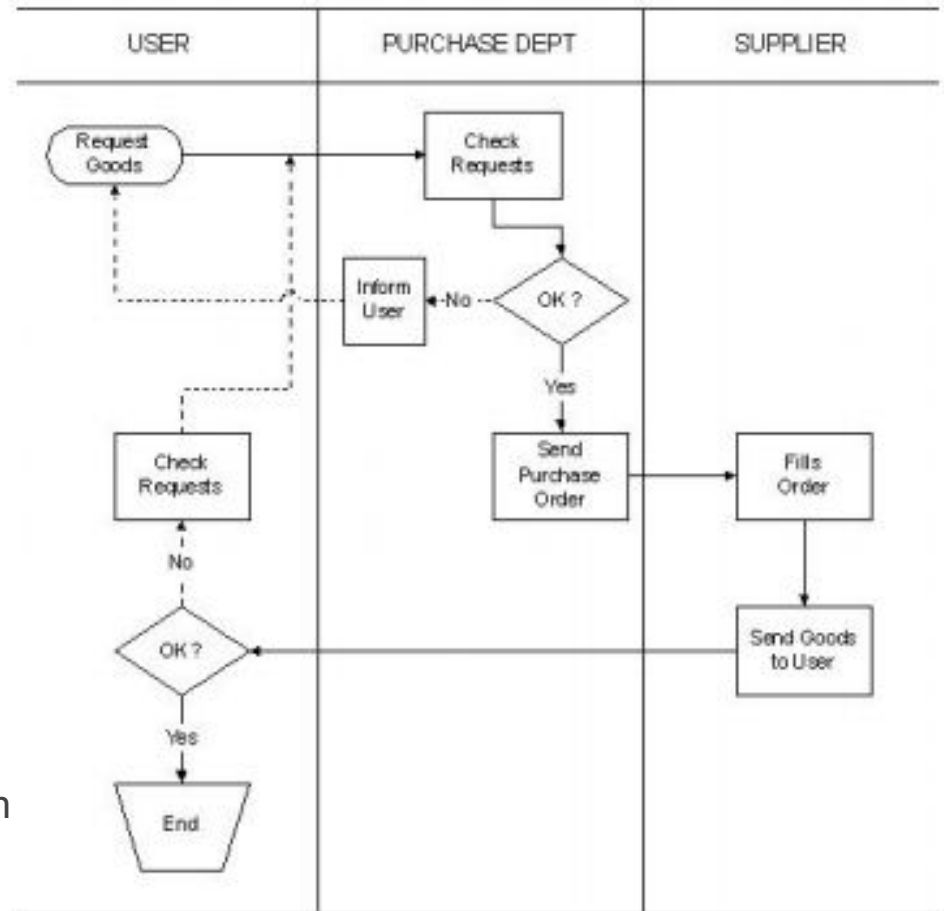
# Swimlane Diagrams

These diagrams, also known as cross-functional maps, detail the sub-process responsibilities in a process.



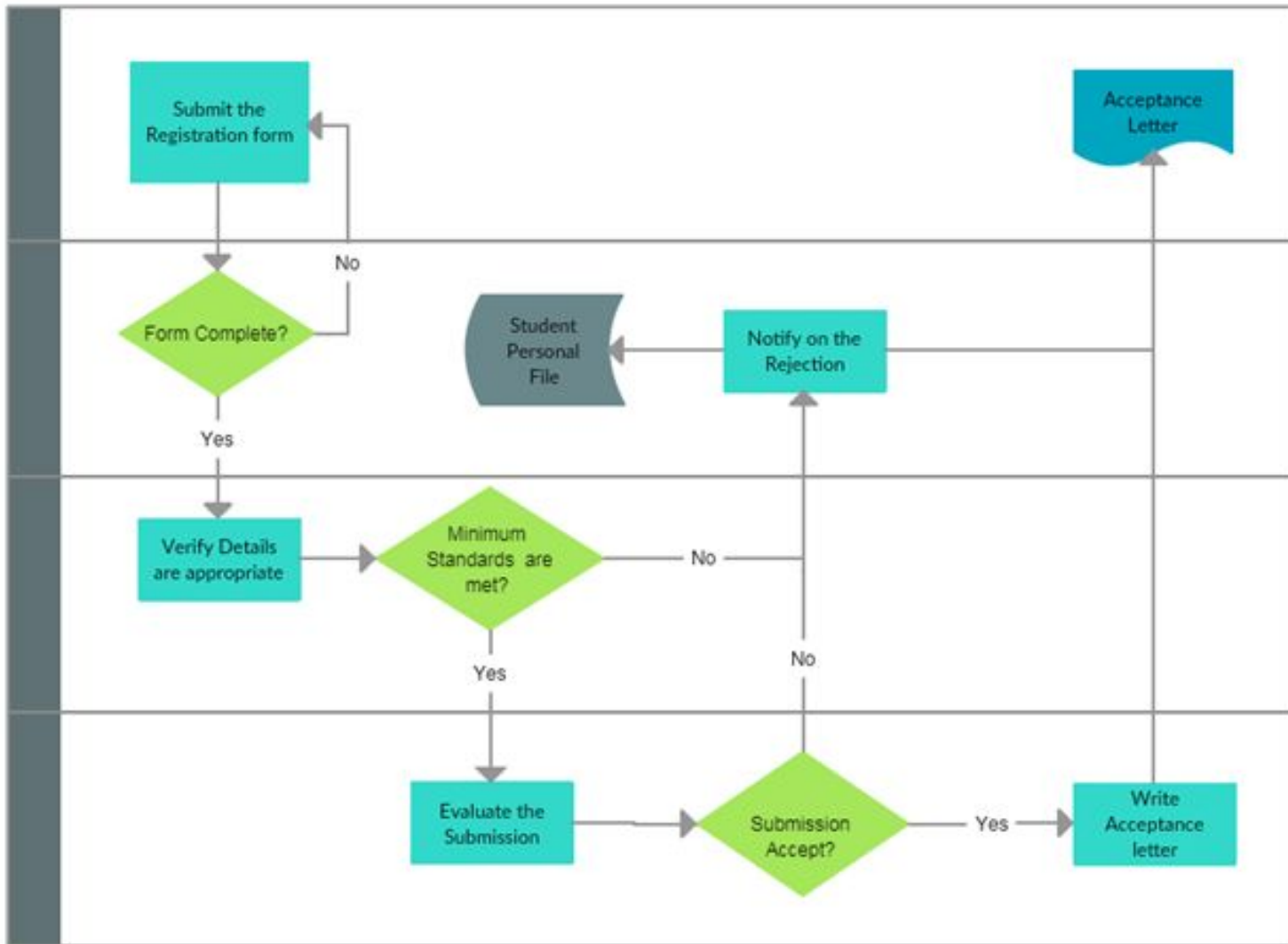
# A Deployment Flowchart (Swim Lane)

- Here a "department" or "agency" dimension is added horizontally along the top of the chart. You may use individuals, groups, departments, functions, etc. - whatever kinds of 'units' play major roles in the process.
- Draw vertical lines to separate the functional boundaries.
- When the flow moves from one function to another, a horizontal line denotes this.
- Draw the sequence of activities from top to bottom.
- Use the task and decision-making symbols as before and always connect symbols with arrows indicating the direction of flow.

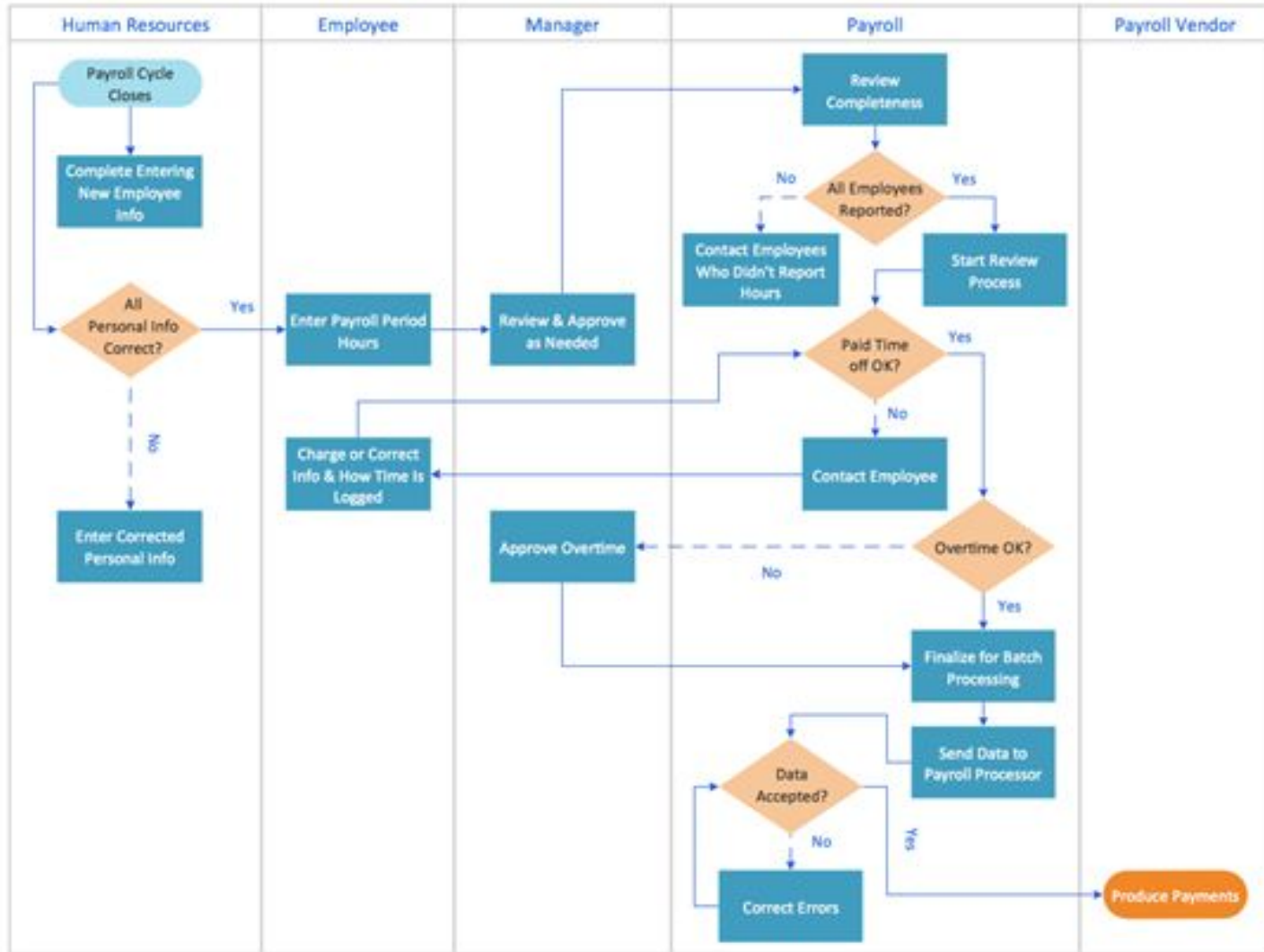




# Sample

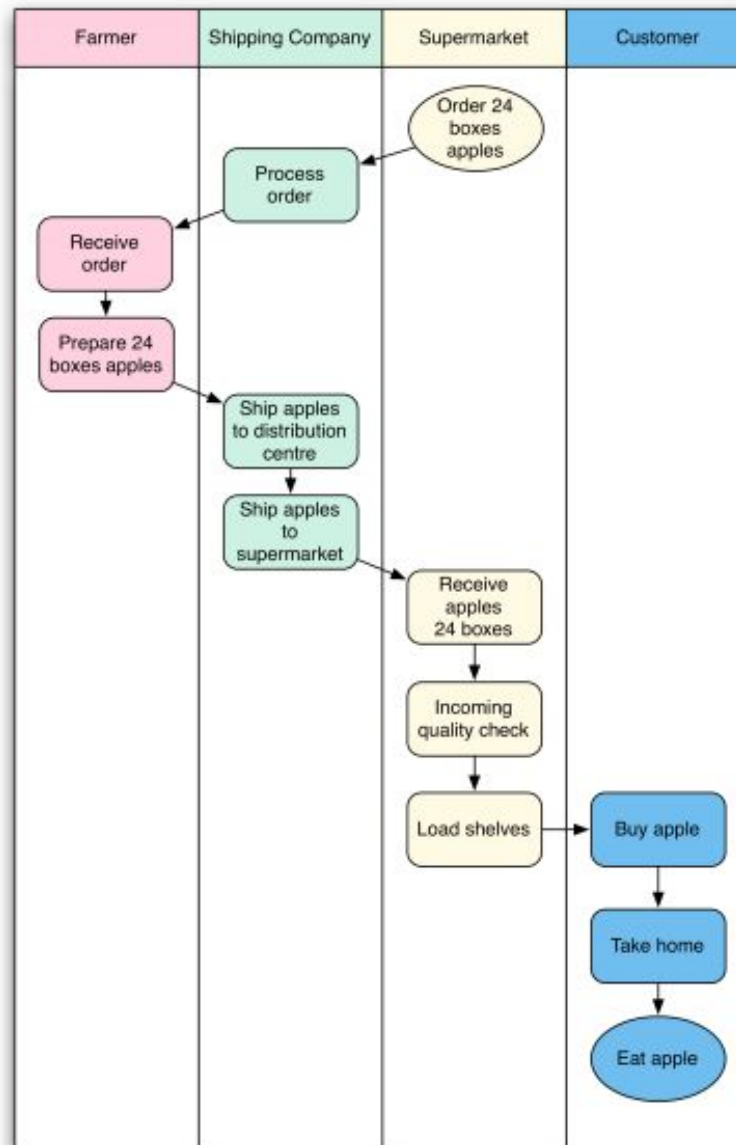


# Sample



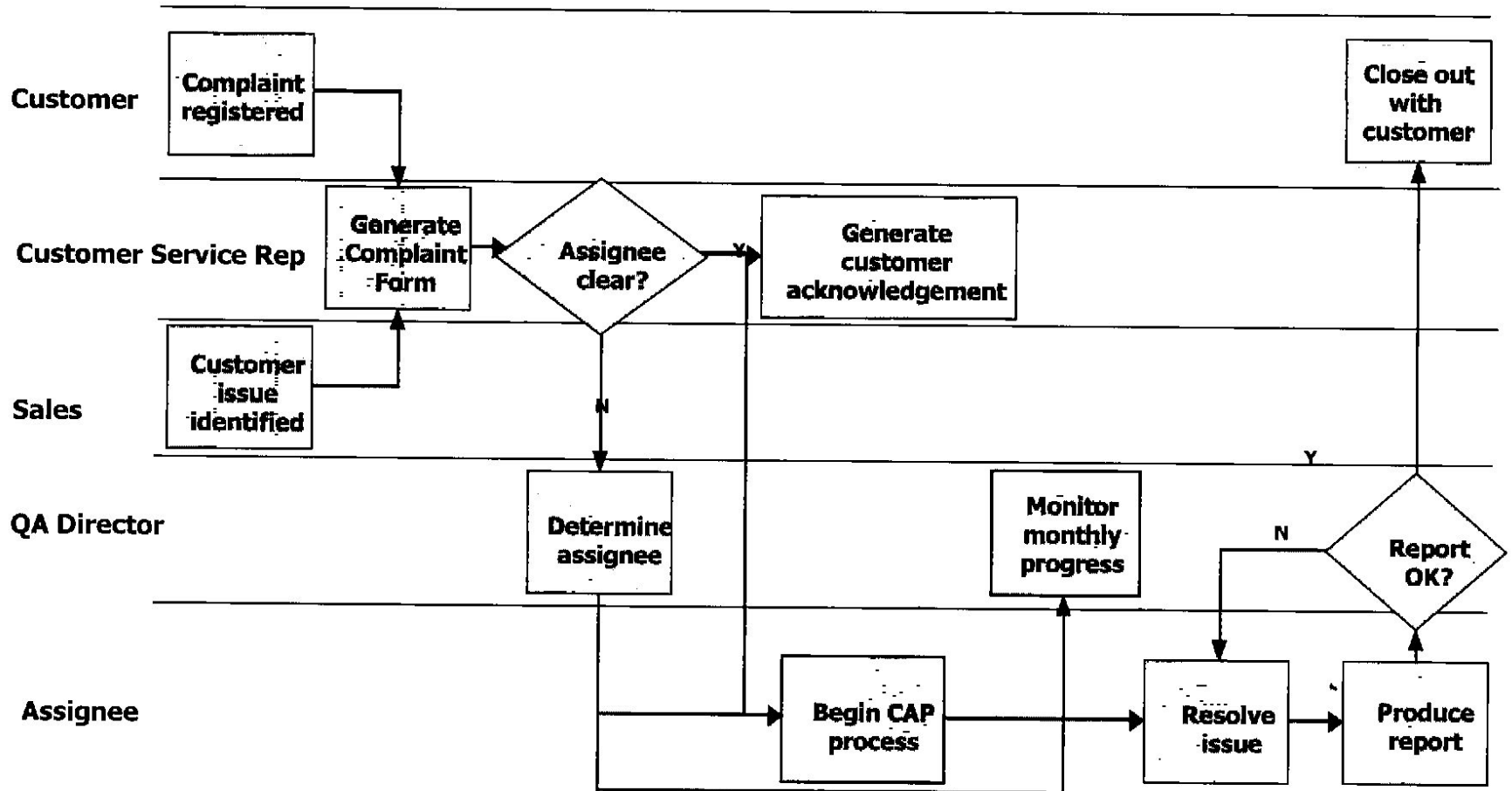


# Flowchart



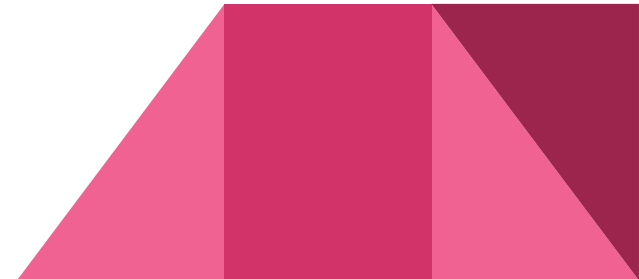
**Deployment Flowchart - Apple Supply Chain**

# Sample Swimlane Process Map – Customer Complaint Resolution



# Exercise for Process Map

Convert your simple flow diagram into a deployment (swim lane) chart.




# Group Exercise

## Pick an example:

- Making Cookies
- Checking voicemail
- Washing the Car
- Initiating a meeting via Outlook
- Getting Dressed in the Morning
- Pick Your Own!

Try using Google [Jamboard](#). Using the flipchart paper and post-it notes in the room, work with your group to process map one of the above. Review the scope of each process: Start, End. Be prepared to share the groups DETAILED process map.





# Module 5

## Additional Resources



# Additional Resources

## Customer Experience: Journey Mapping

<https://cccpln.csod.com/ui/lms-learning-details/app/course/1070807d-1ccb-4ab6-9d08-4bf7453a39af>

### Last Updated

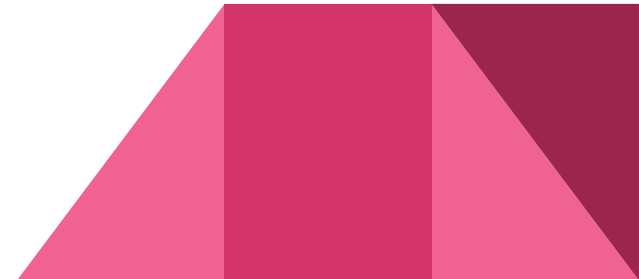
05/30/2020

### Duration

50 minutes

Details

If you strive for a customer-centric culture, you have to understand the customer's journey every step of the way. Customer journey mapping is a powerful way to find pain points and opportunities in your customer experience. This course gives organizations a resource to plan their entire customer service program, and create maps that reflect each of the customer's touchpoints with your company. Certified Customer Experience Professional (CCXP) Jeannie Walters shows how to set up a customer journey mapping program for success, introduces tools and techniques to execute the journey mapping process, and explains how to go deeper to test your understanding and take action.



# Additional Resources

## Leading with Innovation

<https://cccpln.csod.com/ui/lms-learning-details/app/course/34c72fa0-9def-4498-accd-d5bbabf22601>

### Last Updated

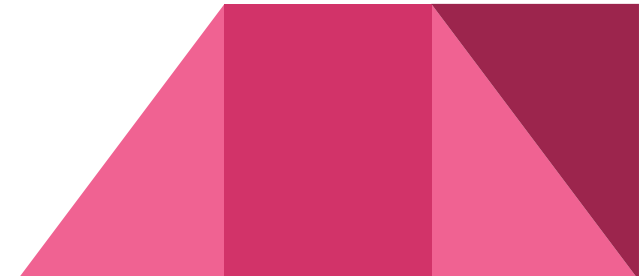
05/30/2020

### Duration

1 hour, 31 minutes

Details

No company can survive without innovation. Large or small, new or old, for profit or nonprofit, all organizations need to keep morphing to succeed. But how do you nurture nonstop innovation? Strategy experts Anil Gupta and Haiyan Wang outline the core logic of innovation and show how leaders at many companies and nonprofits???including Apple, Amazon, Google and Khan Academy???nurture innovation without losing control. They outline the multiple ways???including design thinking, lean startup, and collaborative innovation???in which any organization can innovate. They also show how companies can change the rules of the game by dramatically redefining the target customer, rethinking the value proposition for the customer, and/or reengineering the value chain. And, they discuss the why and how of digital transformation and social innovation. Use these strategies to uncover new pathways to innovation at your organization.





# Additional Resources

## **Excel 2016: Business Process Analysis**

<https://cccpln.csod.com/ui/lms-learning-details/app/course/927ae3f2-be1d-40bb-aeaf-7d11911f51b2>

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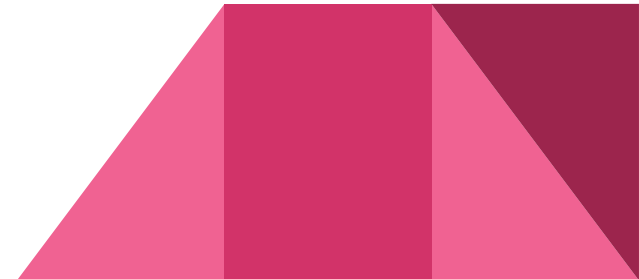
**05/30/2020**

### **Duration**

**1 hour, 25 minutes**

Details

Operate with increased efficiency. Learn how to evaluate business processes using Excel worksheet formulas. These formulas let business analysts determine the theoretical throughput of processes, assess the impact of changeover time, identify bottlenecks, and weigh setup costs versus product costs when placing an order. Curt Frye shows how to apply them to calculate capacity, identify what resources are idle and underutilized, determine optimum batch size, and calculate the right number of products to manufacture and the correct quantity to order to maximize cost savings. These are the kinds of business decisions that business analysis tools like Excel were built for! Learn how to use it to help your organization run at an entirely new level of productivity.



# Additional Resources

## **Business Analysis Foundations: Business Process Modeling**

<https://cccpln.csod.com/ui/lms-learning-details/app/course/ff8ad6f9-d1d6-4060-abfd-8b5caa75b962>

### **Last Updated**

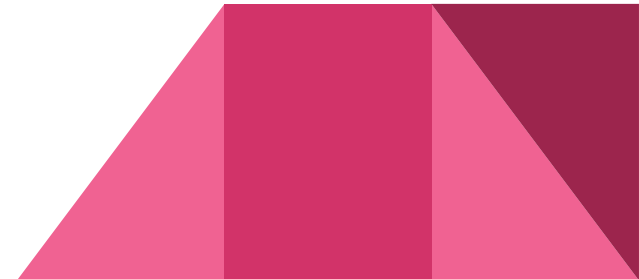
**05/30/2020**

### **Duration**

**1 hour, 20 minutes**

Details

When you're trying to grapple with user demands and market changes, it can be difficult to mentally zoom out and assess your organization's operations. Business process modeling helps you see the big picture by allowing you to translate your business processes into easily understood pictures. In this course, instructor Haydn Thomas walks you through the most widely used business process modeling diagrams—context, functional flow, cross-functional flow, and flowchart—and explains the purpose of each one. As Haydn touches on each modeling technique, he shares its unique features, explains how to use that technique to create a diagram, and points out how to avoid common pitfalls. He pulls it all together by comparing process diagrams so you can select the right one for your organization.



# Additional Resources

## **Business Process Improvement**

<https://cccpln.csod.com/ui/lms-learning-details/app/course/93bd906f-5445-4c50-9073-cf4a8308714e>

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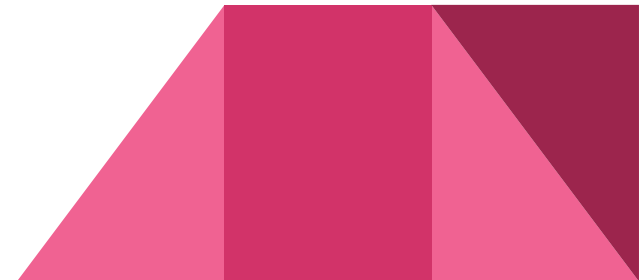
**05/30/2020**

### **Duration**

**58 minutes**

Details

Outdated, inefficient, or limited business processes lead to poorer outcomes and lower employee morale. If you've spotted a process in your organization that could use some retooling???or you want to build an entirely new process from scratch???then this course is for you. Join Eddie Davila as he shows how to become a change agent within your organization by improving business processes. Eddie goes over the traits of good business processes, as well as why some processes just don't work. He then shares tips for crafting practical solutions that solve real problems at your company, shows how to leverage tools such as flowcharts to build brand-new business processes, and explains how to sell your solutions to stakeholders.



# Additional Resources

## **Process Improvement Foundations**

<https://cccpln.csod.com/ui/lms-learning-details/app/course/330b0b01-ccc2-44bd-bce8-d7e76f3a27ef>

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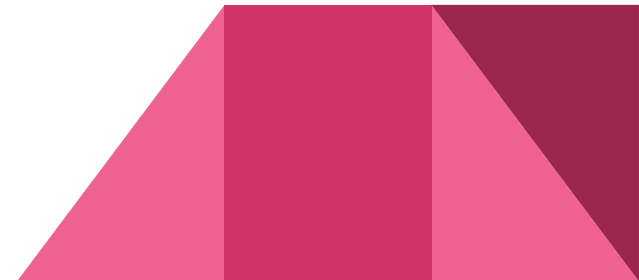
**05/30/2020**

### **Duration**

**1 hour, 18 minutes**

Details

The objective of management is to make improvements???not only to products and services but also to entire processes. The difficult thing is to know what needs improving, and then whether your interventions have made a positive difference. This course provides an overview of the basic tools used for process improvement, such as statistical process control, and how to use these tools to improve the three most critical aspects of your business process: time, quality, and cost. Chris Croft distills the best practices from process improvement frameworks such as Lean and Six Sigma, and combines them into lessons that will help take the core of what your business does, measure it, and do it better.



# Additional Resources

## Operational Excellence Foundations

<https://cccpln.csod.com/ui/lms-learning-details/app/course/255cf95d-0695-4091-a7ee-8334895ea79f>

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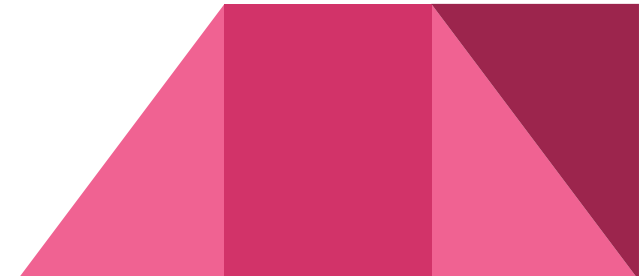
05/30/2020

### Duration

1 hour, 32 minutes

Details

Understand and apply operational excellence to improve your organization's processes, products, and services for sustained competitive advantage. Dr. Richard Chua, consultant, professor and certified Lean Six Sigma Master Black Belt trainer, explains the fundamentals of operational excellence-from key concepts and tools to methodologies and implementation best practices. He explains lean principles and shows how to eliminate variation, operationalize the voice of the customer (VOC), error proof, and build in quality at the source. He covers methodologies such as Lean Six Sigma (DMAIC), Kaizen, Design for Six Sigma (DMADV), and value stream management (VSM), and shows how to choose the right one for your application. He concludes by sharing implementation best practices to drive the right mindset, behaviors, and results for sustaining operational excellence.



# Additional Resources

## Six Sigma Foundations

<https://cccpln.csod.com/ui/lms-learning-details/app/course/f97998bb-86dd-42ab-802b-b947be5722cc>

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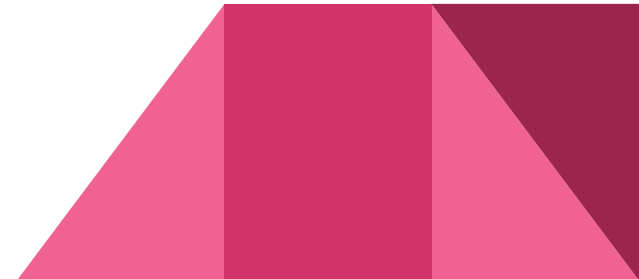
05/30/2020

### Duration

1 hour, 51 minutes

Details

Learn how to apply Six Sigma to drive improvements in the performance of your processes, products, and services. Dr. Richard Chua explains the fundamentals of Six Sigma—a customer-focused, data-driven approach to improvement. He'll go over the basic concepts, including critical-to-quality (CTQ) requirements, variation, defects per million opportunities (DPMO), the roles and belts of Six Sigma professionals, and the criteria for identifying Six Sigma projects successfully. The rest of the course walks through the five phases of Six Sigma DMAIC—Define, Measure, Analyze, Improve, and Control—and the steps, data, and key deliverables involved in each phase.



# Additional Resources

## Lean Six Sigma: Define and Measure Tools

<https://cccpln.csod.com/ui/lms-learning-details/app/course/0ab8811b-e61b-4bb1-a0ce-f18f616da8a4>

### Last Updated

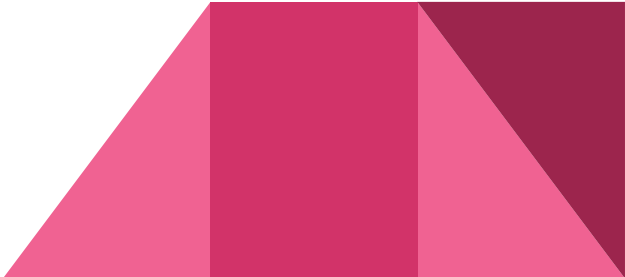
05/30/2020

### Duration

1 hour, 25 minutes

Details

The Green Belts or Black Belts that lead Lean Six Sigma projects are well-trained and ready to guide your project to the finish line. But what do you, as a team member on a Lean Six Sigma project team, need to know to be effective? In this course, Dr. Richard Chua provides coverage of fundamental Lean Six Sigma concepts that can help you add value to your project. Here, he focuses on key tools and techniques in the Define and Measure phases of the DMAIC???Define, Measure, Analyze, Improve, and Control???approach. Discover how Lean Six Sigma integrates lean into DMAIC. Learn about the project charter, process mapping, using Pareto charts to identify problem areas, and more. For information about the final three phases of DMAIC, make sure to check out the next installment of the Lean Six Sigma Teams series.



# Additional Resources

## **Solving Business Problems**

<https://cccpln.csod.com/ui/lms-learning-details/app/course/7f4e908e-37b2-4bb5-bccd-fd8596b34fbd>

### **Last Updated**

**05/30/2020**

### **Duration**

**36 minutes**

Details

Do you have a business problem that you are having trouble solving? Mike Figliuolo has a simple five-step process for solving problems and leading your business through everyday uncertainty and larger change initiatives. Learn to pin the problem down and define it, generate possible solutions, determine the best solution, and create a clear recommendation to solve your particular challenge. This is the same process Mike has taught multibillion-dollar companies to solve their business problems. Learn how to use it to solve your own.

