

Business Process Design & Management

Omega Point is a management consulting firm that works with Information Technology (IT) groups and business units to achieve high performance and increased value to their companies.

We help leaders strengthen and shape change management capabilities, implement new processes (new ways of working), realign and restructure, improve staff performance, and grow leaders to improve overall organizational effectiveness.

Our experience and research focus in the following areas: **IT and business management, business process improvement** and **organizational change management**.

We know that the single most important aspect of our work is helping our clients manage the organizational change that comes with new ways of operating. New business processes and management practices are valuable only when they are implemented in a way that builds commitment to their use over time, and that ensures the risk factors of implementing change are addressed from the start.

We embed practical experience and a proven approach in managing business process improvement—whether it involves implementation of a new business process or implementation of a set of processes to sustain a new enterprise-wide support model. We utilize a collaborative approach to ensure clarity of the entire process among all key stakeholders by accounting for all work activities, roles and responsibilities, and technology that is leveraged to increase efficiency and effectiveness.

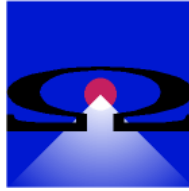
Our goal is to help organizations manage process improvements by:

- Creating a current state process that illustrates gaps and pain points
- Introducing leading practices and industry standards
- Creating straw redesigns based on objectives of the improvement effort
- Identifying transition elements that will impact implementation

The following pages outline the types of assistance we typically provide in managing business process improvement efforts, as well as specific efforts in which we have been involved.

We have applied expertise serving clients in global firms in the following markets:

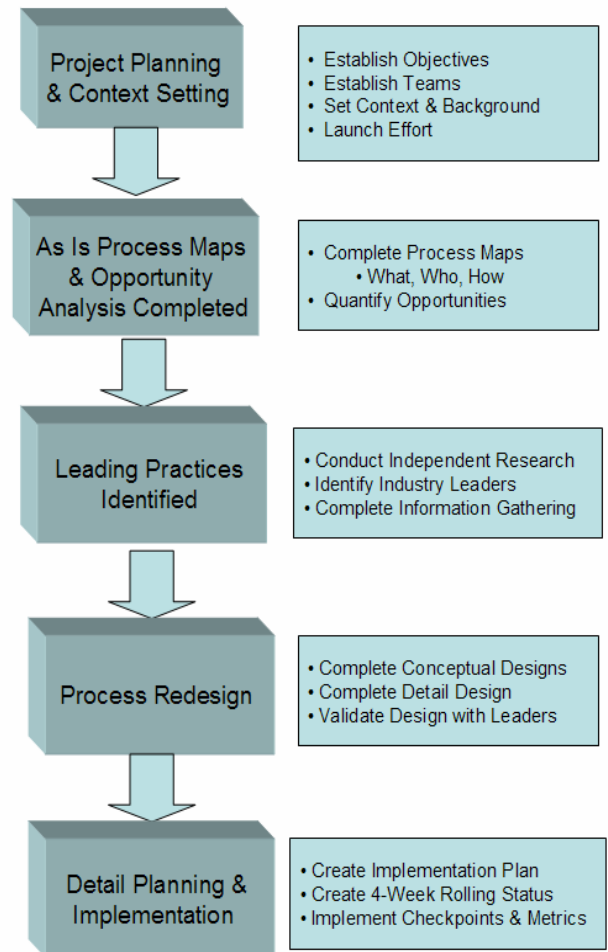
- ✦ Financial Services
- ✦ Government
- ✦ Healthcare
- ✦ Banking
- ✦ Pharmaceuticals
- ✦ Manufacturing
- ✦ Consumer Packaged Goods

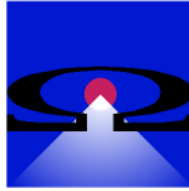


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Our assistance in business process improvement varies by project and is based on client need. The following aspects of business process initiatives have been delivered:

- Establishing and sustaining the sponsorship necessary for the improvement effort
- Clarifying the vision, performance goals, and implications to culture and day-to-day work practices
- Providing a proven approach and methodology for business process improvement
- Providing techniques to ensure a thorough problem analysis
- Creating a current state process definition that illustrates gaps, pain points, and potential quick fixes
- Generating a cost-time profile for processes that have long cycle times to pinpoint actual work activity against elapsed time
- Researching leading practices and benchmarking process elements against industry leaders
- Establishing process teams and facilitating them to achieve the goals of the improvement effort
- Facilitating the creation of process flows, high-level documentation, and detail process definitions
- Creating proposed future state processes which leverage current state and supporting analysis
- Coaching the process team in creating and delivering their proposed process improvement recommendations
- Promoting quick wins and facilitating trailblazer efforts to deploy and proliferate changes in an opportunistic and managed fashion
- Ensuring that reinforcement mechanisms, such as performance management, rewards and recognition, and leadership behaviors are implemented to reinforce approved process improvement changes
- Establishing measurement for the change, along with process and infrastructure to support ongoing measurement





Business Process Design & Management

**PROCESS REDESIGN
EFFORT:**
LARGE HEALTHCARE
COMPANY

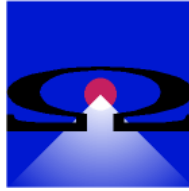
Worked with the CIO and IT senior leadership team in creating a standard set of processes to support a new IT Support Model across the enterprise (Corporate, Division, and Facility/Hospital levels)

- ✚ Facilitated corporate process teams supporting key functional areas:
 - Network Communications
 - Voice Communications
 - Platform & Systems
 - Security
 - Service Desk
 - Common Projects Processes (Cross-functional Team)
 - Common Processes (Cross-functional Team)
- ✚ Researched ITIL methodology to use as baseline for all process documentation and leveraged existing corporate documentation
- ✚ Generated process documentation for each team:
 - Service Matrix
 - Service Requirements
 - Process Definition (Work Activities, Roles, Technology)
- ✚ Designed and conducted cross-check sessions, challenge sessions and process review sessions with Process Teams and Division teams
- ✚ Produced all meeting documentation, service matrices, service requirements, and high-level process flows and documentation

Facilitated process definition efforts and implementation of the following new processes:

- ✚ Work management
- ✚ Business-IT partnership
- ✚ Software certification
- ✚ Project management
- ✚ Portfolio management

Shared knowledge of specific IT management practices, processes, and research, and connected IT leaders with other organizations that implemented similar changes



**PROCESS
DEFINITION
EFFORT:**

GLOBAL
MANUFACTURING
COMPANY

- Assisted the Medical Division of a global manufacturing company in assessing and designing new business processes to support services to be outsourced
- ✦ Led the design of subprocesses supporting preplacement physicals and acute injury/return-to-work
 - ✦ Led the team charged with piloting new process for preplacement physicals
 - ✦ Facilitated the definition of specific work practices and guidelines between health care provider and the company
 - ✦ Created and implemented documented work procedures and guidelines between the company and health care provider
 - ✦ Identified, refined and implemented supporting business policies
 - ✦ Collaborated with another consulting firm in support of:
 - ✦ Project leadership and management
 - ✦ Surveillance physical redesign
 - ✦ Definition of new roles for clinical personnel

**PROCESS
IMPROVEMENT
EFFORT:**

GLOBAL FINANCIAL
SERVICES FIRM

- Led the development of a custom BPI methodology and framework for a global financial services firm. This included:
- ✦ Generic guidelines
 - ✦ Operating principles
 - ✦ Requirements for each phase of the methodology
 - ✦ Templates and analysis techniques

Created business process team training and a leadership seminar. Team training provided baseline concepts to teams chartered with focused, aggressive, or time-boxed improvement efforts. Training included workshop presentation, speaker script, case study material, and analysis tools.

Leadership training focused on challenges for BPI sponsors. Included an overview to the BPI methodology, unique challenges to managing a BPI effort, technology considerations, organizational change management, sub-optimization issues, and performance measures.

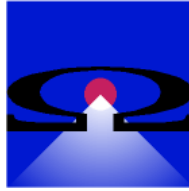
**PROCESS
IMPROVEMENT
EFFORT:**

GLOBAL
MANUFACTURING
COMPANY

Led the process analysis and core process definition for two facilities management organizations of a global manufacturing firm. Focus was on standardizing processes and selecting one software product to support both groups.

- Process definitions included:
- ✦ Strategic Space Forecasting & Planning
 - ✦ Moves, Adds, and Changes
 - ✦ Furniture Asset & Management
 - ✦ Chargeback Management (for space allocations)

Leading practices were researched and an RFP generated following closure on the process definitions.



Led process definitions for the Enterprise Project Management Office (EPMO) of a national healthcare provider. These processes were new to this organization.

**PROCESS
DEFINITION
EFFORT:**

NATIONAL
HEALTHCARE
PROVIDER

This effort required 1:1 work with subject matter expert to generate proposed process definitions, review and approval with sponsor organization, leading practice research, implementation planning and organizational change management.

Facilitated the definition of a business-IT partnership model and processes for a national insurance company/financial services firm

**PROCESS
DEFINITION
EFFORT:**

NATIONAL INSURANCE
COMPANY

- ✚ Brought together business unit leaders and IT leaders in facilitated sessions to define the partnership model & processes
- ✚ Identified outcomes, success measures, guiding principles, and key role definitions and interactions among roles
- ✚ Defined responsibilities, foundation practices and advanced practices, processes & deliverables, and behaviors across each area of partnership (business-IT planning, project planning, project execution, etc.)

Facilitated the design and implementation of a set of IT portfolio management frameworks and an IT portfolio management process by which Information Officers across the world identify investments of highest strategic value, opportunities for consolidation, and resource optimization

**PROCESS
DEFINITION
EFFORT:**

GLOBAL
PHARMACEUTICAL
COMPANY

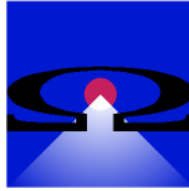
Process includes both local portfolio management and global portfolio analysis

Facilitated the definition of two processes for the IT organization within a state workers compensation bureau: individual development planning and work management processes

**PROCESS
DEFINITION
EFFORT:**

STATE WORKERS
COMPENSATION
BUREAU

- ✚ Performed needs assessments
- ✚ Facilitated the definition of both process with IT leaders
- ✚ Developed performance standards for each job type
- ✚ Trained managers and supervisors in development planning process through role playing
- ✚ Trained IT leaders in work management process



Facilitated the definition of a business-IT partnership model and processes for a state university

**PROCESS
DEFINITION
EFFORT:**

HIGHER EDUCATION

- ✚ Brought together faculty and administration leaders with IT leaders in facilitated sessions to define the partnership model & processes
- ✚ Identified outcomes, success measures, key roles and interactions, critical processes, warning signs of ineffectiveness, structural changes, and an implementation plan

Assisted in implementing an opportunity identification process to facilitate the discovery, evaluation and harvesting of technology-enabled business growth opportunities

**PROCESS
DEFINITION
EFFORT:**

GLOBAL FINANCIAL
SERVICES FIRM

Developed a toolkit of techniques to support this process, including portfolio analysis and organizational change management