Business Process Optimization

Change is a word that invokes many passionate responses. Regardless of the reason, change is a certainty. Business agility, profitability and customer-driven market demands require that organizations continuously improve product and service delivery while simultaneously increasing actionable business intelligence and shareholder value.

Avistas offers high performer professional resources to augment client teams in order to ensure smooth transitions and intelligent improvements are applied to core and supporting business processes. While there are many factors to consider, we focus on the following key process areas:

- ► Bottleneck Identification and Isolation
- ► Performance Optimization
- ► Automation Opportunities
- ► Manual Rollback and Simplification Opportunities
- ► Supporting Technologies, Integration and Reporting

Bottleneck Identification and Isolation

Our experts work to quickly capture end-to-end processes, dependencies, constraints and success criteria along with various influences for upstream and downstream processes. Specific influences include external constraints, internal constraints, major IT systems, shared services and human assets.

Each influence is then studied and modeled with careful attention to business flows, trigger events, business rules, access privileges, data formats, document formats, transaction formats, languages, translation and transformation requirements, metering and monitoring, communications protocols and presentation and delivery to name a few.

Once captured and understood, Avistas works to harvest the business relevance within these processes and flows in order to justify the business value and reduce unnecessary complexities, delays and expense while improving performance, profitability, audit and controls.

Performance Optimization

Avistas takes a holistic view of performance optimization and performance management. At the executive level, many performance metrics are rolled up into profit or loss, shareholder value, increasing or decreasing market share, customer loyalty and satisfaction to name a few. However, without proper operational and performance "Line-of-Sight^{SM}", the reporting of these metrics is often quite skewed.

Regardless of the group, department, branch, division or enterprise level metrics, they should all be properly linked from the bottom up. From the front-line employee through management levels and into the executive branch, performance metrics are critical for tuning and optimizing perhaps millions of control points throughout the enterprise.

At the lowest levels are the working assets including people, process and technology. The performance criteria from these asset groups should be properly linked to system and application level performance criteria. These in turn feed into a suite of critical business process measures. Business process metrics then drive the reporting of rolled up corporate key performance indicators distributed to many dashboards, scorecards, financial and audit reports.

Avistas professionals have assisted our clients across more than a dozen industries to capture thousands of metrics and assimilate them into a fully functioning and healthy performance optimization and management framework while leveraging clients' existing assets and infrastructure.

Automation Opportunities

Automation over the past couple of hundred years has demonstrated without a doubt that production output, quality, and life safety can be dramatically improved while cutting costs. Innovative and agile organizations are constantly looking for ways to reduce cycle times and increase market share through automation and systems integration. Avistas professionals bridge product and service management processes with manufacturing, operations, finance and accounting procedures to determine where automation can further increase the business benefit.

However, there are some instances where the automation must be reviewed carefully. For example, the total cost of ownership must be weighed against the benefits of automation and systems integration. Systems that are too complex or that require too much intervention and maintenance may in fact be costing more than its worth. Additionally, there is a point where the life-cycle management of the automation and systems integration is not a core competency and should be considered for outsourcing.

Avistas professionals and engineers augment our client teams to look carefully at automation and systems integration opportunities and establish the business and economic justifications for proceeding and enhancing processes or for scaling back to manual or outsourced alternatives.

Manual Rollback and Simplification Opportunities

Business environments can change quickly. Agile organizations maintain tight fiscal and relationship controls on the use of technologies and services provided by partners and other third parties. During business downturns or change of directions, corporations must not be constrained by complicated integrations and architectures using myriad connectors, adaptors, translators and transformation services.

Avistas mentors client business analysts, process architects, application, database, network and security architects in order to simply operational environments without overcommitting core operational elements to third parties. During mergers, acquisitions, divestitures, continuous process improvements, business process re-engineering or when contracts need to be terminated and controls brought back "in house", Avistas excels at delivering interim strategies to preserve business continuity (sometimes using manual processes) until full controls and ownership are back in the hands of our clients in order that they may "control their own destiny".

<u>Supporting Technologies, Integration and Reporting</u>

Whatever the role of individuals in an organization, they are increasingly dependent upon converged technologies and integration for the delivery of actionable management information and business intelligence delivery and reporting. From desktops, laptops, IP Phones, cell phones, smart phones, PDAs, myriad other mobile devices to web-based kiosks, follow-the-sun call centers and development centers along with increasingly portable corporate applications, today's workplace environment seems to have grown tentacles reaching around the world for "always on" customer and client services and support.

Avistas professionals have spent over forty-five years assisting our clients with dealing with major paradigm shifts in technologies, legal and regulatory environments, culture, education and innovation having a direct impact on core and supporting processes. We strive to fully utilize existing assets before recommending new systems or services, but when required, we assist our clients with establishing the business and technical justifications for the implementation of new systems and services.

Avistas Practice Areas

Management
- Business Intelligence
- Project Portfolio Optimization
- Change and Asset Management
- Human Capital
- Acquisition, Mergers and Divestitures
- Governance and Compliance
- Business Process Optimization
- Services Delivery Management

- Knowledge Performance Management
- Program, Project and Product Management

Technical
- Application Integration
- Infrastructure and Technology
- Development Support

Contact: Bill Morgan
214-544-0400
bmorgan@avistas.com

AVISTAS
The Summit at Las Colinas
545 E John Carpenter Fwy, Suite 300
Irving, Texas 75062
Tel: 214-544-0400
Fax: 214-242-2311
www.avistas.com

Business Process Optimization