



Process management

Increasing value creation through optimum processes - transparent, targeted and efficient

Appropriate process management significantly supports the objective of a company to offer its market services at the required quality, the right time and at the lowest possible prices. The transparency and measurability of the business processes is therefore of central importance, as only measurable processes can be controlled, steered and improved.

The best possible value creation is achieved through efficient business processes, so that a company can optimise its profitability as well as its competitiveness. Targeted, efficient and transparent processes are therefore the basis for the long-term success of your company.

The goal-oriented company model according to MAK

A long-term vision and strategy ensures that all activities coordinated in your company are oriented towards the same objectives.

A clearly-defined attitude to management, risk and value will systematically and lastingly guarantee the operational control of your company – while maintaining high standards.

The project level sees to it that you implement change and innovation guidelines to continuously develop your company. The foundation of your enterprise is represented by its process level because your net value added is guaranteed by the performance process.

A company's strategy largely determines the process landscape and structure. However, the company culture, expressed via the value, management and attitude towards risk, influences the specific process arrangement. Changes, improvements and innovations further influence the processes, which are usually carried out in the context of cross-functional projects. As value creation is generated through a company's processes, viewed from long-term perspective appropriate process management is important for its existence.



Image: goal-oriented company model according to MAK[®]

Value creation comes from performance processes

Company processes can essentially be divided into three categories:

Performance processes, also known as value creation or core processes, include activities which primarily serve to fulfil client requirements. An efficient arrangement of performance processes, which is orientated to client requirements is also at the forefront, as this has a direct effect on value creation and therefore on company success.

Management processes guarantee strategic, tactical and operational control and the achievement of company objectives defined by management. What is relevant to this is that processes are clearly defined and arranged in a targeted way. Optimum management is thereby established and guaranteed.

Support processes complement the performance and management processes in their effectiveness and execution and thereby generate indirect client benefits. The focus lies in minimising the number of interfaces and their contribution to a smooth procedure for value creation processes.

Depending on their objective and use, processes may be defined and presented from different perspectives and in various degrees of detail. Possible presentations to mention are the so-called end-to-end process chains, which theoretically lead from the user (client, company in-house user) to the recipients of the process results. All process stages required are carried out between the initial requirement and the final results. The sequence of process stages at optimum costs determines the level of cost of sales and influences the profit margin.

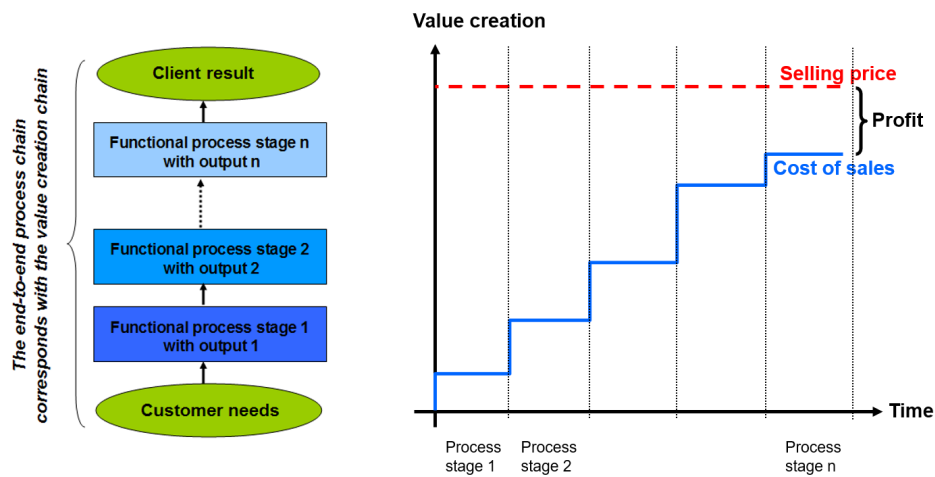


Image: Value creation comes from service processes[©]

MAK services in process management

Requirements in process management are numerous and depend on the objectives, requirements and existing status of process implementation in a company. MAK offers you a range of services, which you can select and adapt according to the objectives of your company. In the field of process management, we are already conducting many client pro-

jects in various sectors, with different characteristics and of varying project scope. An important success factor in this is the close inclusion of your key people and expertise providers. Our competences, broad practical experience and tried-and-tested methodological instruments are our contribution to your success in process management.

Definition, Set-up and documentation of the processes

Process analysis and optimisation

Checking and control of processes

Image: Module of process management (MAK services, allocated according to maturity level and objectives) ©

“Definition, set-up and documentation of the processes” module

Transparency is increased and management within the company is improved through the visualisation of real and / or planned processes. Targeted documentation of processes that meets demands, forms the basis required for the future analysis and optimisation of processes.

The organisation of process documentation is therefore flexibly adapted to your requirements, the given situation and the continuing objectives of process management (such as, checking and control arrangements for the processes). This includes the visualisation of the process for the usual presentations such as the flow chart methodology (allocation according to process stages or the “swim-lane” methodology (allocation according to responsibilities). The “Definition, set-up and documentation of processes” module gives your company the following tangible benefits:

- Transparent and uniform process presentation with clear responsibilities and process interfaces
- Flexibility for process adaptations
- Availability and guarantee of process expertise

“Process analysis and optimisation” module

Optimisation potential in the processes can be identified through sound analysis, and corresponding measures can be defined and implemented. The effectiveness of processes can thereby be increased overall.

In accordance with the planned objectives of process optimisation, various aspects have to be examined in depth within the context of the analysis. On the one hand there may be unused potential in existing processes, such as inefficient media discontinuity or unnecessary organisational interfaces. Furthermore, during the course of process development, doubling up and gaps in the process may arise, which encumber the efficient preparation of the process results required or generate additional expense.

Often optimisation potential and synergies also result from the further development of client requirements, from a change in business framework conditions or from adaptations of the company strategy.

The analysis and optimisation of processes gives your company the following tangible benefits:

- Increasing the effectiveness of processes
- Focusing supported services on your added value
- Adapting processes to the current and future direction of the company
- Improving the manageability of processes

“Checking and control of processes” module

Through process-orientated checking and control of processes that is adapted to requirements, whole processes as well as individual process stages can be constantly monitored and improved.

Process key performance indicators that are specific to operations - typically costs, time and quality - are identified, set out and summarised in a reporting system as you require. Thanks to the measuring of process key performance indicators and periodical analysis, optimisation potential for whole process chains, individual processes or also individual process stages can be identified and appropriate measures can be defined and implemented as a result.

The checking and control of processes gives your company the following tangible benefits:

- The set-up and establishment of a customised process reporting and checking system (from a simple process key performance indicator system to complete process cost calculation)
- Sound bases for decisions for process-optimisations to increase efficiency and competitiveness
- Support of out-tasking / outsourcing decisions

How can MAK support you?

MAK supports you in all phases - from analysis and design to completion and implementations, to continuous improvement of your processes.

To be specific, MAK offers the following services in these areas, which may be tailored to your requirements in a modular format:

- Introductory workshops in the field of process management according to your requirements
- Organisation and moderation of workshops for developing your processes
- Documentation of the processes in the detail defined by you and in the desired format
- Process reviews with qualified recommendations and possible measures for optimising processes
- Developing indices of key performance indicators and designing a reporting and controlling system for monitoring and controlling your processes
- Design and execution of your process-assisted cost calculations as required
- Support in the evaluation and procurement of a IT-assisted solution according to your requirements
- Assistance in introducing and establishing your processes to ensure process-orientated handling beyond process approval
- Analysis of the company status and support in change management (removing resistance)
- Ongoing adaptation and maintenance of your processes (ref. "process maintenance" service)

Possible support by MAK:

- Project management
- Support / coaching of your internal project team
- Cooperation/support in your internal project team
- Support by our specialists to complement your internal project team

We offer these types of cooperation in conjunction with the complete execution of a project as well as supporting individual project phases.

Portrait of MAK

MAK Consulting AG is an independent consulting company in the fields of consulting, project management and implementation, as well as operational business support. In its activities and processes, MAK always complies with Business Excellence (EFQM). Thanks to its track record of practical experience and tried-and-tested methodological instruments, MAK makes substantial contributions to the targeted and sustainable further development of companies.

Cooperation with MAK brings tangible results such as

- Improving competitiveness
- Optimising value creation
- Promoting growth
- Effective instruments
- Efficient execution of planning

Are you interested in receiving further information? We will be pleased to answer your questions in an in-person meeting.

Your partner beyond the conception phase



MAK CONSULTING AG
MANAGEMENT • ASSESSMENTS • KNOW-HOW

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