



Continuous process maintenance

Transparent, flexible and manageable processes through continuous process maintenance

With continuous maintenance, business processes are regularly adapted to the current circumstances of a company. The implementation and efficiency of business processes directly affect company profits. It is therefore important for business processes to be up-to-date and transparent in their presentation, constantly optimised and applied accordingly.

Recognising processes and visualising procedures

By process, MAK means open circulation: Planning, executing, checking and improving. A recurring process is the basis for value creation in companies.

Or in brief: The doing.

People think in terms of processes and companies function via processes. To improve procedures, you have to recognise and understand your own processes. The basis for this is making processes tangible, transparent and above all, comprehensible. Form implicit knowledge - expressed simply "being able to, without being able to say how" - comes useful, explicit knowledge, and therefore clearly communicable knowledge that is available for you to achieve your objectives.

Feedback loop of company management according to MAK

The implementation and efficiency of your value creation processes directly affect company profits. It is therefore important for your processes to be up-to-date and transparent in their presentation, constantly optimised and applied accordingly. As depicted in the following image,

processes are constantly affected by adaptation of targets and the ensuing change in operational control. Other relevant factors are changes, improvements and innovations which are required for adapting processes.

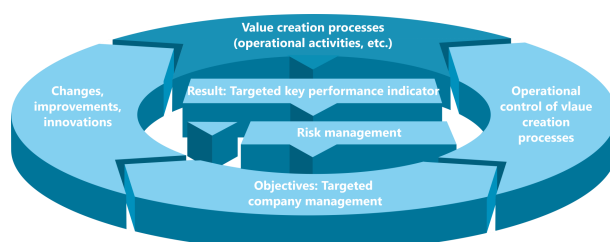


Image: Feedback loop for company management according to MAK[®]

With continuous maintenance, business processes are regularly adapted to the current circumstances of the company. The business processes remain transparent, flexible and manageable. The implementation and efficiency of your value creation processes directly affect company profits.

Continuous process maintenance as a critical success factor in operational business activities

Today the world of business is changing more rapidly than ever. Based on experience, business processes become obsolete within two to four years, so that optimisation potential can no longer be used systematically. Business risks may be the result, as efficient processes are no longer being followed.

The adaptation of processes to altered framework conditions is associated with high costs, as the processes have to be redeveloped from scratch.

The following image shows sustainability, risk reduction and savings potential resulting from continuous process maintenance, in simplified form and based on experience values.

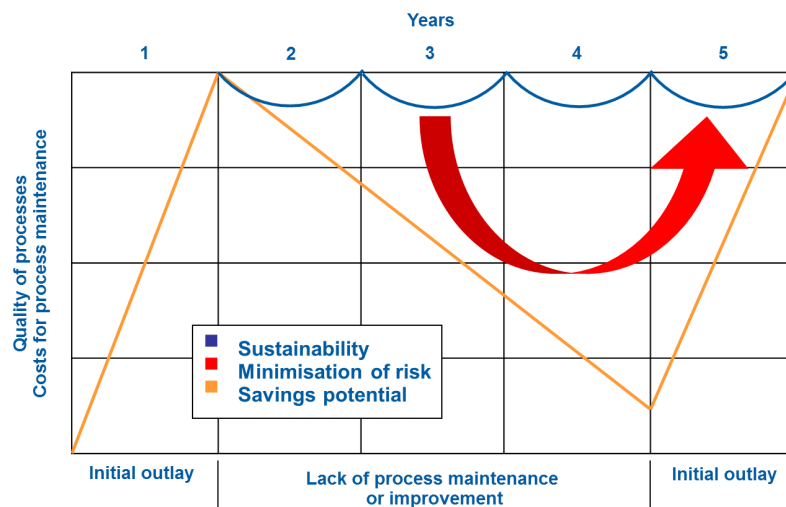


Image: Sustainability, risk reduction and savings potential with continuous process maintenance

Continuous process maintenance and its design levels

The objective of continuous process maintenance is to regularly adapt business processes to the current business requirements and framework conditions and to be continuously improve them.

Continuous process maintenance includes three main design levels, according to the degree of maturity of the process management practised in the company and its tangible requirements:

- Process definition and documentation
- Process analysis and optimisation
- Process control and steering

The starting point is always the process documentation, in which the defined business processes are visualised as simply and transparently as possible. If the physical business processes of newly changed requirements and framework conditions are regularly adapted over time, or new business processes are defined, then the process documentation must also be tracked promptly. How and by which means the

process documentation and its prompt tracking is best pursued, is decided mainly by its individual objectives, the resources available, and the degree of maturity of process management experienced in the company.

Prompt tracking of the process documentation with current information about the business processes, brings you the following tangible benefits:

- Permanent availability of current information about business processes
- Avoidance of gaps in information and with it, the reduction of loss of expertise among staff
- Reducing loss of expertise through the departure of staff

If physical business processes are regularly adapted to the changed company requirements and framework conditions over time, then there is often also the question of optimum process design.

The optimum process design can therefore be a component of the continuous process maintenance, whereby the business processes to be adapted to the optimisation potential are monitored and, if necessary, improvement measures with regard to increasing effectiveness and efficiency are defined and implemented.

The improvement of process design as a component of continuous process maintenance brings you the following tangible benefits:

- Improved effectiveness and efficiency of processes
- Increased focus by the supporting services on value creation
- Improved manageability of the processes

If the process management in a company includes active management of process key performance indicators and/or process costs, then the question also frequently arises in the adaptation of business processes, as to how the process services affected can be checked, controlled and improved on an ongoing basis (process performance management). The optimum process checking and management may therefore be part of the continuous process maintenance, whereby the business processes to be adapted to the optimisation potential are monitored and, if necessary, improvement measures defined and implemented.

The improvement of checking and management as a component of continuous process maintenance brings you the following tangible benefits:

- Improved process reporting and controlling systems (from simple process key performance indicators to complete process cost accounting)
- Sound bases for decisions for process-optimisation to increase efficiency and competitiveness
- Additional decision-making principles for out-tasking /outsourcing

Continuous process maintenance for all design levels supports you sustainably in increasing value creation and achieving your desired business objectives and results.

Continuous process maintenance essentially brings you the following tangible benefits:

- With up-to-date content the process documentation is always in its latest version
- Avoidance of gaps in information and with it the reduction of loss of expertise among staff
- Better understanding of the processes among staff, through simple, transparent process presentation (visualisation)
- More efficient information preparation and usage
- Quickly recognisable synergy potential between processes (increasing effectiveness and efficiency)
- Improved fulfilment of legal requirements (e.g. ICS)

Outsourcing of continuous process maintenance

Continuous process maintenance represents a supporting and quality-promoting service within the value creation chain of a company. Irrespective of the strategic and economic objectives, there are different reasons which support outsourcing of continuous process maintenance to a third party company.

The following reasons support the outsourcing of continuous process maintenance, for example:

- Greater concentration on the company's own core competences
- Lack of expertise or staff resources
- Better services and performance
- Optimum scalability, cost-effectiveness and cost reduction
- Mobility of jobs and data
- No or low investment in software, hardware and new technologies

MAK takes over continuous process maintenance for you, individually customised to your specific requirements and business framework conditions.

How can MAK support you?

MAK supports you in all phases - from analysis, design and implementation, to continuous improvement of your process maintenance.

MAK offers the following specific services in these areas, which can be tailored to your requirements in a modular form:

- Introductory workshops tailored to your requirements on the subject of "process management" and "process maintenance"
- Definition of your concept for sustainable process maintenance
- Process reviews with sound recommendations and possible measures towards optimising processes
- Identification and implementation of process adaptations and optimisation (including preparation and moderation of workshops)
- Managing (hosting) your processes on our server (outsourcing process maintenance)
- Ongoing updating of your processes using details from process managers
- Analysis of the implementation status and support for change management (breaking down resistance)

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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