

Current State Process Analysis & Future State Process Design: Improving Operational Performance in Support Departments

The Client

The client is a large supply chain software manufacturer with more than 6,000 customers located throughout the world. The company had several internal initiatives to improve existing processes and engaged MSS to help.

The MSS Advantage

By **identifying the right problems for the client**, MSS was able to help the organization define future state processes to fulfill their business needs.

Doing whatever it takes to meet the client's need, MSS reviewed several process documents produced by IBM and provided feedback & updates to enhance these documents.

Through **bringing new ideas to the market**, MSS was able to help the client streamline their employee and contractor onboarding process by shifting tasks to more appropriate roles and by linking these processes to new systems the client was looking to implement.

The Challenges

When reviewing the client's business processes, we realized that theirs was unorganized and in many cases non-existent "current state" process documentation across the CRM, F&A, and HR functions. "Through interviewing key client resources to understand how they perform their work and determining gaps & opportunities in their current state processes, we were able to craft accurate current state processes to help in the design of their future state processes," explained Ryan McMahon.

MSS also had the unique challenge of having to partner with another consulting firm on the future state process design efforts. We were able to avoid any conflicts of interest by remaining focused solely on producing quality work outputs for the client. In fact, MSS received praise from the client during much of this effort as we were able to show our deep understanding of their processes and how to improve them.

The Project

MSS provided three consulting resources to work with the client to perform the CRM, Finance & Accounting (F&A), and HR Current State Process Analysis and Future State Process Mapping Project. The listed activities addressed the work required to validate the CRM, F&A, and HR Processes that the client had identified as well as define Future State Processes across CRM, F&A, and HR. MSS was tasked with performing the following consulting services:

Current State Process Analysis entailed gap identification for 50+ existing processes which included multiple activities. MSS reviewed process information (i.e. policies, procedures, workflows, narratives) provided by the client and facilitated discussions with various stakeholders to address questions related to the Current State processes in scope. The team analyzed in-scope processes to identify gaps – i.e. open-ended or incomplete processes, pain points, weak/missing tasks, failure points, and process loops which led to the creation of a gaps document to capture items that needed to be addressed during the Future State process discussions.

Future State Process Mapping encompassed the creation of process maps and associated information templates for 50+ Future State processes. MSS reviewed gaps documentation created during the Current State process analysis efforts to address identified gaps during the Future State effort. The team validated the Future State mapped processes with designated stakeholders and created data definition templates containing suggested net new data attributes to include in data objects for future state. MSS then depicted these Future State process flows in an MDM/BPM tool known as Cordys.

