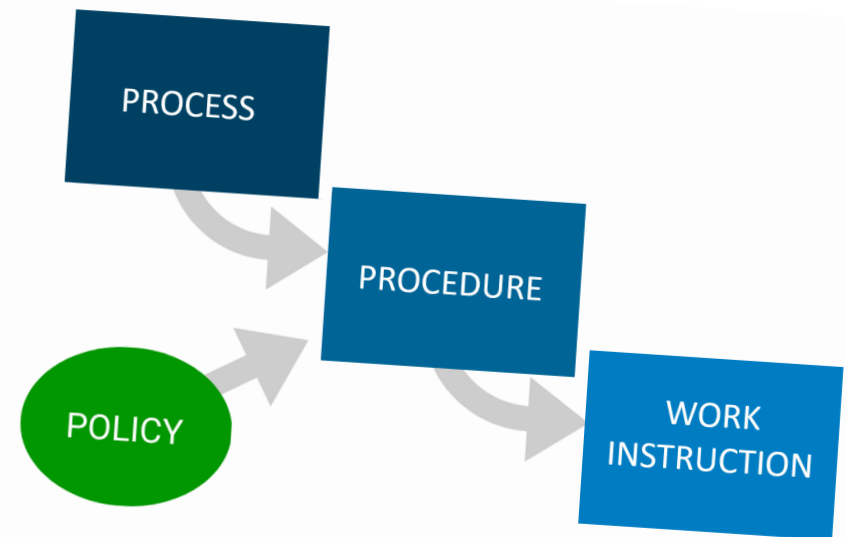


# Operations Mapping™

How to build process and procedure systems that are intentionally designed to produce the results you want.



**COMPROSE**  
everyone knows what to do.®



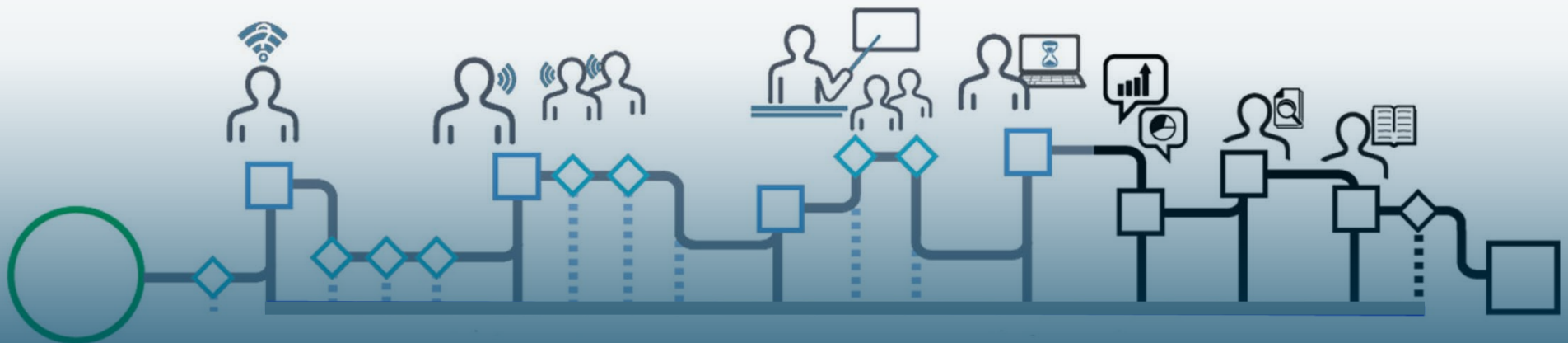
# What do well-run organizations do that's different from those that struggle?

Take McDonald's for example; the poster company for getting operations down to a science. How is it that they can continually provide consistent product quality in locations across the globe – even with a workforce that is constantly turning over?

The answer is they have good systems; clearly defined processes and standard operating procedures.

For all this to work, your systems must be visible and usable. Just like a road map, people must be able to follow your system. If your system is in someone's head or scribbled down in a Post-It note somewhere, then you really don't have a system

Whether you're a bank, hospital, or manufacturing firm – big or small – the same principle applies.



# Why Operations Mapping?

Many want to or try to systematize their people operations but have great difficulty getting it done.

Traditional documenting doesn't work.

Without the right approach, it's easy to miss the mark. That's why we invented a step-by-step, foolproof formula: Operations Mapping. It works for any kind of process or industry.

It's a different approach and mindset from traditional documenting. Instead of writing software change management procedures, why not design a rock-solid "Change Management System" that truly aligns IT with your business users?

The idea is to **build process and procedure systems that are intentionally designed to produce the results you want**; it might be fewer errors, faster service, or lower operating costs.

Instead of always reacting – letting events drive your business – your systems drive your performance outcome. If you aren't getting the performance you want, change the system. Hint: Maybe the problem isn't your people?

Ah ha moment: "I can actually design a system to solve problems!"



## How one company designed a system to solve a big problem

In banking and financial services fraud and identity theft has become a very serious issue. One of our clients decided to attack the problem head on.

After working with them to carefully study their processes and procedures, we discovered many gaps. No single person had a clear idea of the big picture. It was hazy who was responsible for what.

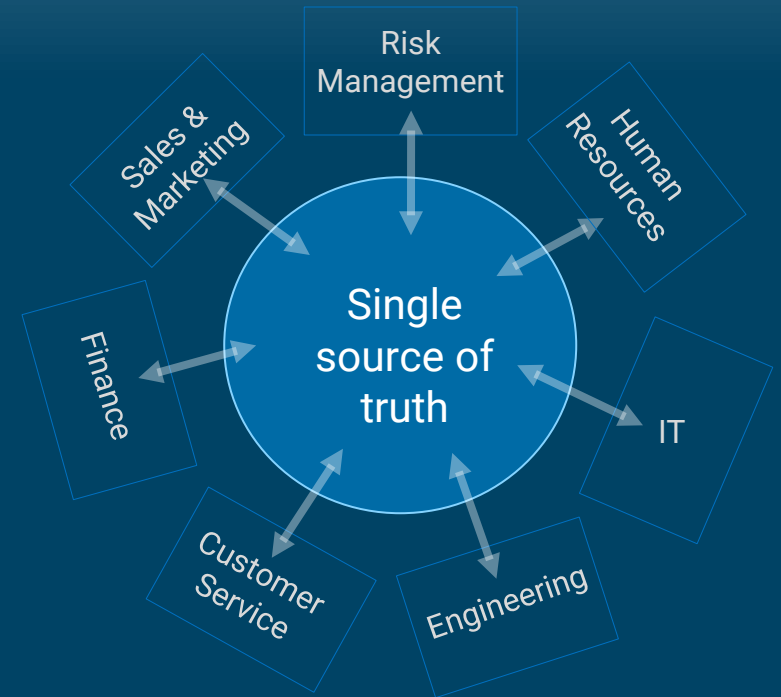
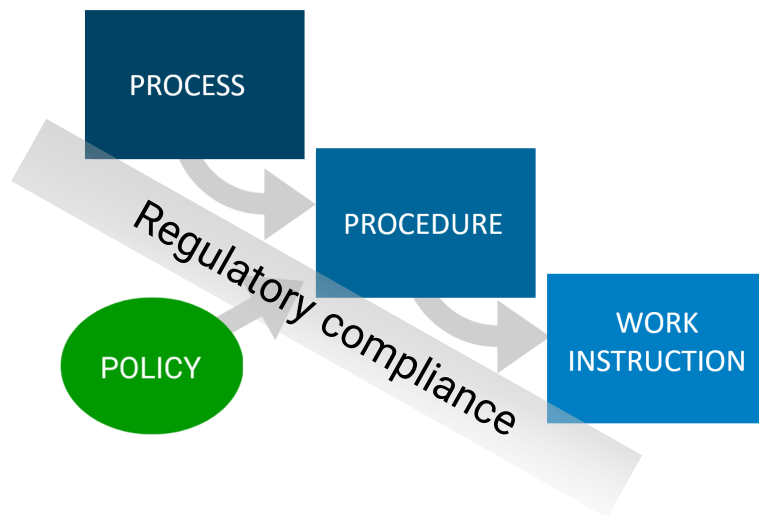
By creating a "Fraud Detection and Management System" that was designed to reduce identify theft cases and decrease case handling time, our client was able to streamline the process and make it more transparent. They now had a visible system they could use for operations and training.

# No more re-inventing the wheel

Operations Mapping can be applied to any area or process.

Why waste time reinventing the wheel for every new project or new regulation that comes along?

With the Operations Mapping approach, you end up with a single, easy-to-change system for managing operations, training, improving processes, and meeting regulatory compliance.



## Benefits across the organization

- Everyone understands how the business works and how to improve it
- Employees are more accountable because they always know the right action to take
- Training and cross-training is standardized
- Potential problems are easy to spot
- The organization is easier to change and manage
- Operations are more efficient, streamlined, and cost-effective

# Figuring out how your business works can actually be fun!

Operations Mapping is best applied using Zavanta, our specialized software for policies and procedures, but you can use any tool you want.

**It's best to think big but start small, following this approach:**

1. Create a list of all your key processes.
2. Then zero in on a specific area or process. Maybe you have a serious operational issue that you need to address. Or, maybe you're rolling out a new system that impacts how employees will work.
3. Define the goal or mission. Make sure the goal is articulated and everyone buys into it.
4. Break the process (big job) down into bite-size pieces (the procedures and detailed tasks).
5. List needed policies as you go along. That gives you the framework for everything needed to achieve the goal.
6. Add the details.
7. Then test it! Have employees use the system. Refine and change it as your business changes.



Understand the big picture but then start with a specific area or process.

Break big jobs into bite-size pieces.



# Operations Mapping FAQs

## **Is this business process automation (BPM)?**

Operations Mapping is not process automation, but the two are related. You have to know what your processes and procedures are in order to automate them, so Operations Mapping can be used in conjunction with BPM or process improvement projects. Operations Mapping helps you define your processes, standard operating procedures, and policies.

## **How is it different from other approaches or documentation?**

Anyone who oversees day-to-day operations knows that the details really matter. Most process methods don't deal with the details. Operations Mapping addresses all levels and all components including policies.

Operations Mapping focuses on the end result, a goal, or a problem solution. For example, instead of just documenting procedures to pass your next audit, why not create a "Quality System" that is intentionally designed to operationalize compliance and reduce compliance costs?

It might seem subtle, but it's an important distinction. Believe it or not, you can literally design how you want your business to work.

## **What is the best way to apply it?**

Just adopting the mindset is a good first step. You can implement Operations Mapping with any tool, but our Zavanta software enables you to do it faster and get better results. Using Zavanta, and with the help of one of our trainers, you can create the framework for a process or area of your business in an hour or less!

## **How can we learn it?**

All Zavanta customers have free access to Operations Mapping, as part of their implementation program.

## **Can I see some examples?**

Operations Mapping has been used for all sorts of processes – everything from teller operations to transporting hazardous materials to business continuity to managing medications.

**See the examples on the following pages.**



## Client Examples

Operations Mapping works for ANY kind of process or industry.

The following are real examples of how Compose worked with organizations to apply Operations Mapping. In all cases, the client was able to better understand how their business worked so they could standardize operations, training, and compliance.

*Business challenge:*

# Decline in customer satisfaction rating

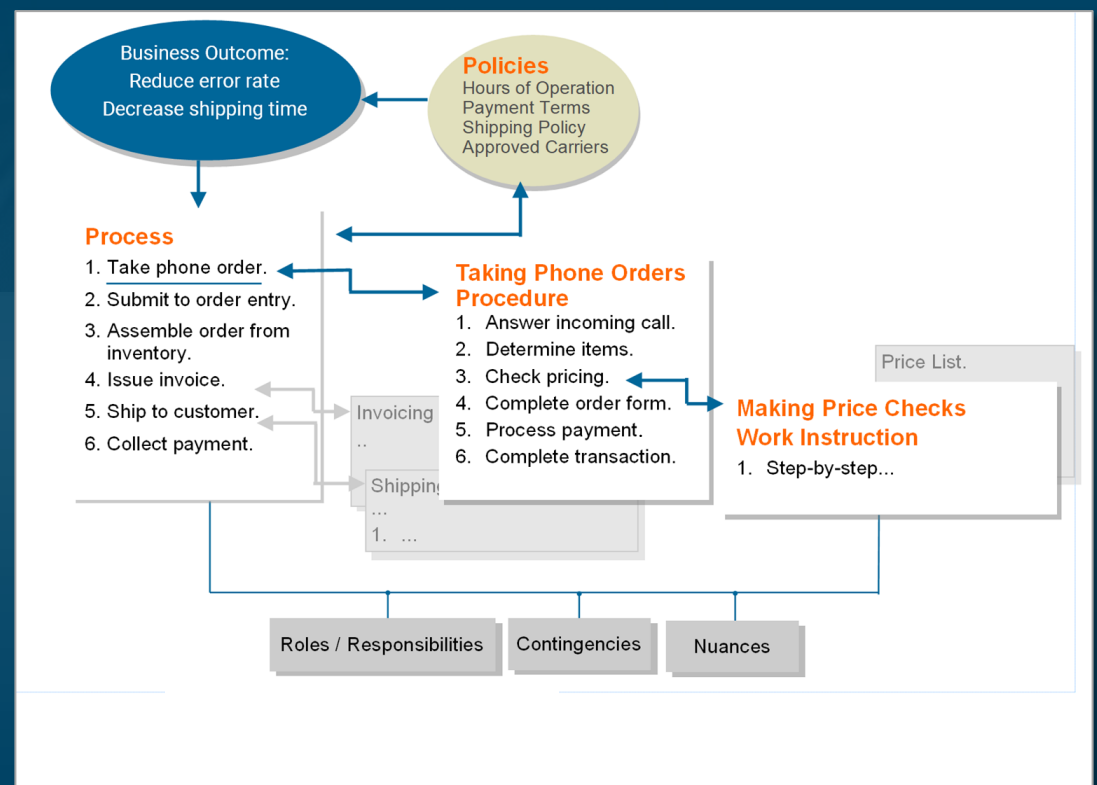
After a national parts supplier experienced a sharp decline in their customer satisfaction rating, their CEO became concerned. Preliminary analysis uncovered an increase in transaction errors which resulted in shipping incomplete orders and unnecessary delays. The company had grown very quickly; the transition to a 250-person firm had been painful. Most training was haphazard, done word of mouth.

**Financial impact:** After performing a financial assessment, the client was astounded to find out just how much they were spending in training and turnover costs. The turnover rate in their customer service area was 20%, which meant they were training 50 new people per year. They estimated their cost to train a new person was \$8,000. For a firm of 250 employees, a training cost in excess of \$400,000 was a tough pill for the CEO to swallow!

**Goal:** Reduce time-to-competency.

**Solution:** We helped them develop an "Order Processing System" that they could use to train new hires from. This enabled them to not only reduce ramp-up time, but also reduced the time people spent asking their neighbor and supervisors for help. By stepping back and reviewing their current operations they were also able to implement additional controls, making their work processes less error-prone.

## Order Processing System





*Business challenge:*

## Backlogged support

The Corporate Information Technology (IT) department in a fast-growing financial services firm wanted to improve relations with the business units they served. User requests tended to fall into a big black hole and deadlines were continually missed. IT lacked any systematic way to ensure that user expectations met developers' expectations.

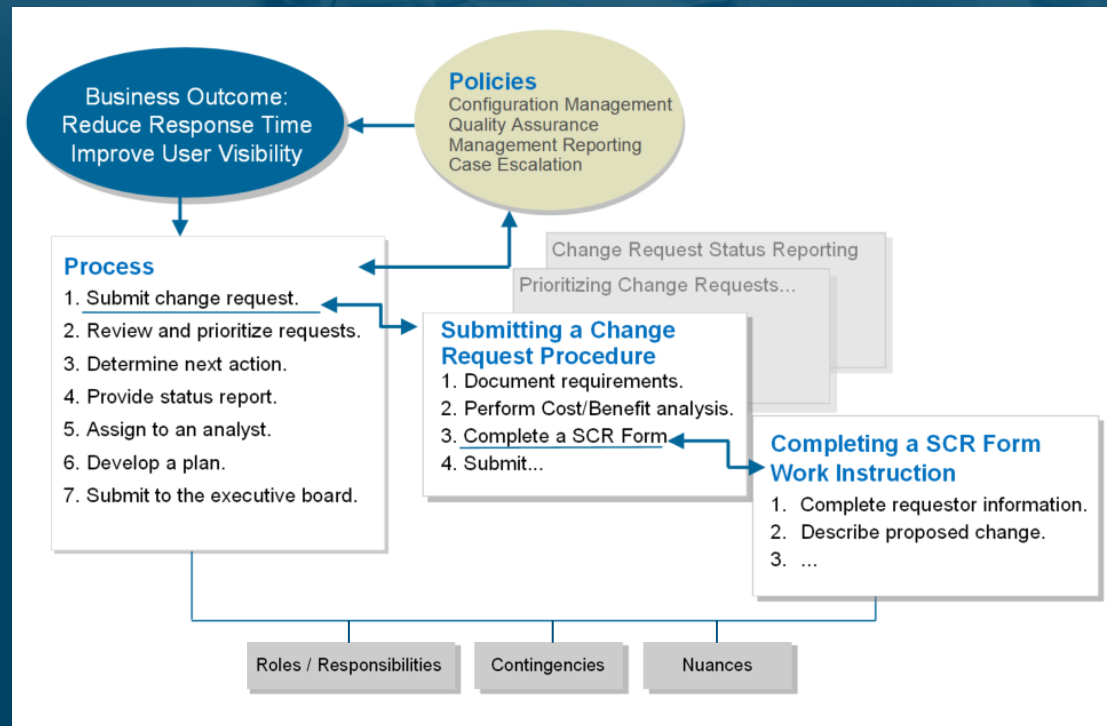
**Financial impact:** After performing an initial financial assessment, we calculated that the potential dollar exposure of these issues was over \$250,000 annually. The client agreed that even a small improvement could save them thousands of dollars, in addition to reducing finger-pointing and improving IT's public relations with their business users.

**Goal:** Reduce response time, improve user visibility.

**Solution:** We showed our client how to create a "Software Change Management System" designed to reduce response time, improve business user visibility, and reduce their defect rate. They started achieving results in their first week.

By following this approach in another area, one of their consultants was able to reduce a two-day complicated, error-prone conversion process into a two-hour push-button procedure that anyone could perform.

## IT Change Management System



## Business challenge

### Difficulty training new staff

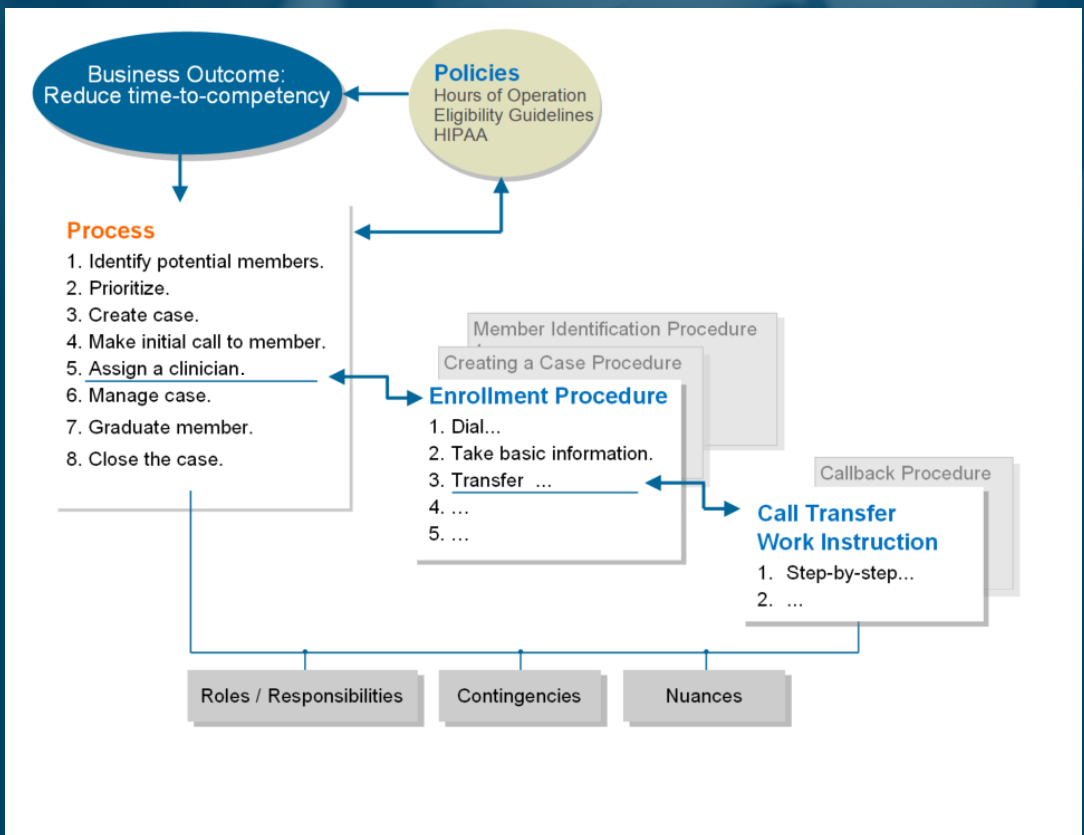
A Health Care Management organization was growing so rapidly that they couldn't get staff hired and trained fast enough. Operations were inconsistent across call centers. Supervisors were spending too much time answering basic questions. Their overall challenge was getting new hires productive faster. Formal training couldn't keep up. Their existing policy and procedure documentation was useless.

**Financial impact:** They calculated that the potential dollar impact of training problems and people inefficiencies was over \$4M annually. The client agreed that even a small improvement could save them hundreds of thousands of dollars, in addition to reducing stress and improving service quality.

**Goal:** Reduce time-to-competency.

**Solution:** Using our Zavanta system for policies and procedures, we worked with them to create a "Patient Enrollment System" designed to reduce new hire time-to-competency. The system also reduced call handling time so much so that they had to set a new higher benchmark.

## Patient Enrollment System





## About Comprose

We are dedicated to helping people thrive by gaining access to accurate, updated “how to” knowledge anytime, anyplace, in any language.

Everything we do – our training, our software, our advice – is focused on one thing: helping our clients achieve their strategic goals by getting procedural knowledge out of peoples’ heads and shareable.

We’re passionate about the power of good systems and clear standard operating procedures because of the tangible results we’ve seen our customers achieve: agility, reduced operating costs, faster training, predictability, greater transparency.