

# COMPREHENSIVE BUSINESS PROCESS ASSESSMENT & IMPROVEMENT FRAMEWORK

This framework provides a structured approach for business leaders to thoroughly analyze and enhance their processes, driving efficiency, lowering costs, and improving performance across key areas. Through this expanded and detailed framework, leaders gain a holistic view of each process, focusing on continuous improvement and sustained value creation.



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# Phase 1

# Process Mapping & Initial Assessment

The initial phase centers on mapping out and understanding the current state of the process, establishing a foundation for analysis, and gathering baseline data for performance measurement.



#### 1.1 Process Identification

Clear identification is critical for precise process analysis. Leaders define the boundaries and outline the specifics of the process, ensuring an aligned understanding of all components.

#### Process Name and Scope Definition

Define boundaries and set clear entry and exit points, providing a shared understanding of what starts and completes the process.

#### Entry Triggers & Exit Conditions

Specify events that initiate and conclude the process, setting a clear flow.

#### Stakeholder Matrix

Map stakeholder influence and involvement requirements to manage expectations and roles effectively.

#### Input Analysis

Identify essential materials, data, and prerequisites needed for each step.

#### Output Specifications

Outline deliverables, quality standards, and acceptance criteria to ensure the process achieves desired outcomes.

#### Business Impact Metrics

Define impact indicators such as revenue contribution, cost, customer satisfaction, and market share.



#### 1.2 Current State Documentation

A thorough documentation of the process's current state provides a comprehensive view of how it operates today, supporting future assessments and improvement.

#### Detailed Process Flow Mapping

Use BPMN 2.0 or a similar standard to create precise process diagrams.

#### Resource Allocation Matrix

Map skills, roles, systems, and equipment needed at each step.

#### Time Study Analysis

Record processing, waiting, and transfer times for each activity.

#### Inter-departmental Handoff Protocol

Document handoff requirements to minimize delays and errors.

#### Decision Tree Mapping

Outline business rules and exceptions for each decision point.

#### Current Performance Baseline

Collect at least three months of historical data to establish a performance benchmark.

#### Process Variation Analysis

Identify standard and exception paths within the process to manage deviations.





#### 1.3 Baseline Metrics Collection

Gathering baseline metrics enables accurate performance assessment and improvement tracking.

#### End-to-End Process Cycle Time

Measure cycle time across steps for a holistic performance view.

#### Quality Metrics

Track defect rates, rework percentage, and scrap rates.

#### Resource Utilization

Measure labor hours, equipment usage, and system load.

#### Financial Metrics

Assess process costs, revenue impact, and return on investment.

#### Customer Experience Metrics

Collect NPS, CSAT, and complaint rates for insight into customer satisfaction.

#### Employee Satisfaction and Engagement Scores

Evaluate the employee impact of the process on job satisfaction.

#### Compliance & Risk Metrics

Gather data on audit results and incident rates.

#### Capacity Utilization Rates

Measure current versus maximum throughput.





# Phase 2

# **Deep Analysis**

This phase uses in-depth analysis to identify bottlenecks, inefficiencies, and areas for improvement, leading to data-backed insights that drive impactful change.

# 2.1 Value Stream Mapping (VSM)

VSM provides a complete breakdown of activities within the process, separating valueadding actions from waste.

- Value-Adding Activities
  Activities that directly create customer value.
- Business-Essential Activities
  Necessary regulatory or control tasks that don't add direct customer value but support business integrity.
- Non-Value-Adding Activities

  Waste that does not contribute to the end goal; should be minimized or eliminated.

#### 2.2 Root Cause Analysis

Root cause analysis is essential to solve underlying issues rather than just symptoms. This multi-level approach explores performance gaps and identifies root causes of inefficiencies or errors.

#### Systematic Problem Identification

Recognize recurring issues through data on performance gaps, quality issues, and complaints.

#### Multi-Level Causal Analysis

- **5 Whys:** Repeatedly ask "Why?" to reveal core issues.
- **Fishbone Diagram (Ishikawa):** Categorize possible causes by factors like People, Process, Equipment, and Environment.
- **Interrelationship Mapping:** Identify connections between issues to understand compound effects.

#### Issue Prioritization

Use tools like Pareto Analysis, Impact vs. Effort Matrix, and Risk Priority Number calculation to prioritize problems, focusing on those with the highest impact.





#### 2.3 Stakeholder Impact Assessment

Assessing the impact on stakeholders ensures solutions support everyone involved, from customers to external partners.

#### Customer Journey Mapping

Identify key touchpoints, "moments of truth," and pain points.

#### Employee Experience Analysis

Examine job satisfaction, workload, and skill alignment.

#### External Partner Evaluation

Assess suppliers' performance and communication effectiveness.

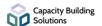
#### Compliance Assessment

Review regulatory requirements, risk exposure, and control effectiveness.

#### Financial Impact Study

Conduct a cost structure analysis, revenue impact assessment, and investment requirements review.







# Phase 3

# **Improvement Planning**

With a detailed analysis completed, the focus turns to identifying and prioritizing improvement opportunities.

#### 3.1 Opportunity Identification

Identify quick wins and long-term improvements to boost efficiency and create competitive advantages.

Quick Wins:

Focus on low-effort, high-impact changes for immediate improvement.

Strategic Improvements:

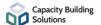
Plan for long-term benefits, building capabilities that set the business apart.

Technology Enhancements:

Identify automation and digital transformation opportunities.

Capability Gaps:

Determine skills, training, and resource needs.



#### 3.2 Solution Design

Develop specific solutions for prioritized improvements.

#### Process Redesign:

Map out a future state with alternative scenarios and best practices.

#### Resource Planning:

Identify staffing, equipment, and system requirements.

#### Implementation Approach:

Create a phased plan with a timeline and milestones.

#### Financial Analysis:

Project ROI and allocate budgets for improvement initiatives.

#### 3.3 Risk Assessment

Evaluate potential risks to ensure smooth implementation.

#### Implementation Risks:

Identify technical, operational, and change management risks.

#### Business Impact Analysis:

Analyze potential disruptions, customer impact, and revenue effects.

#### Resource Constraints:

Identify limitations in capacity, skills, and budgets.

#### Mitigation Strategies:

Develop risk response plans, contingencies, and fallback options.





# Phase 4

# **Implementation**

Implementing improvements involves structured project planning and execution, focusing on communication and support to ensure success.



# 4.1 Implementation Planning

Set up the project structure and define the roles, schedules, and communication strategies.

Project Structure:

Define team roles, governance, and responsibilities.

Detailed Scheduling:

Outline tasks, dependencies, and critical paths.

Resource Allocation:

Assign staff, allocate budgets, and manage equipment.

Communication Strategy:

Create a plan for communicating with stakeholders and handling change management.

#### 4.2 Pilot Program

A pilot program allows testing on a smaller scale before full rollout.

Pilot Scope Definition:

Set selection criteria, metrics, and duration.

Implementation Approach:

Establish the rollout method, support, and issue resolution.



#### Feedback Mechanisms:

Collect feedback through reviews, adjustments, and performance tracking.

#### Go/No-Go Criteria:

Define performance thresholds, risk tolerance, and resource availability.

#### 4.3 Full Implementation

Execute a full deployment with ongoing monitoring to address issues and ensure alignment.

#### Deployment Strategy:

Phasing and resource scheduling across locations.

#### Change Management Execution:

Deliver training, manage communication, and handle resistance.

#### Performance Monitoring:

Track metrics, report progress, and resolve issues.

#### Support Structure:

Set up help desks, access to experts, and documentation.





# Phase 5

# **Monitoring & Continuous Improvement**

After full implementation, monitor performance and foster a culture of continuous improvement.

#### 5.1 Performance Tracking

Establish a KPI framework for ongoing performance measurement and ensure continuous alignment with goals.

- KPI Framework:
  - Define metrics, targets, and data collection.
- Analysis Methodology:

Calculate variances, identify trends, and conduct root cause analyses.

Reporting Structure:

Use dashboards, regular reviews, and action plans.



#### 5.2 Feedback Loops

Feedback is essential for sustainable improvement and adapting processes to changing needs.

#### Voice of Customer:

Collect feedback, establish response protocols, and track actions.

#### **Employee Input:**

Use suggestion systems, review sessions, and recognition programs.

#### Stakeholder Engagement:

Regularly update stakeholders and encourage improvement discussions.

#### **5.3 Continuous Improvement**

A systematic review cycle ensures processes stay effective and aligned with business objectives.

#### Review Cycle:

Schedule regular assessments and performance evaluations.

#### Innovation Management:

Encourage idea generation, evaluate suggestions, and implement improvements.

#### Knowledge Management:

Capture lessons learned, document best practices, and update training materials.





#### **Assessment Tools & Templates**

#### Process Assessment Scorecard:

Rate elements on a scale from 1 to 5, covering process clarity, efficiency, quality control, customer focus, and innovation.

#### Implementation Checklist:

Pre-, during, and post-implementation steps to ensure smooth execution, including baseline metrics, stakeholder engagement, performance tracking, and knowledge transfer.

By following this robust framework, business leaders can systematically analyze, improve, and monitor their processes, creating a dynamic and resilient foundation for efficiency, cost reduction, customer satisfaction, and long-term success.

#### **EXAMPLE OF WORKING THROUGH THE PROCESS**

Here's an expanded example of the Comprehensive Business Process Assessment & Improvement Framework applied to TechServe Solutions' (fictional company)

Customer Support Ticket Management process with specific metrics, data examples, and clarifications at each phase:







# Phase 1

# **Process Mapping & Initial Assessment**

**Goal:** To gain a clear understanding of the current Customer Support Ticket Management process, identify key entry points, stakeholders, inputs, and outputs, and gather baseline data for performance measurement.

#### 1.1 Process Identification

- Process Name and Scope Definition
  - Process Name: Customer Support Ticket Management
  - **Scope:** Covers activities from ticket creation by the customer to resolution and closure.
  - Example Data:
    - Total Tickets per Month: ~1,200
    - Average Monthly Resolution Time: 48 hours



#### Entry Triggers & Exit Conditions

- Entry Trigger: A customer submits a ticket through the support portal.
- Exit Condition: The ticket is marked as resolved, and customer satisfaction feedback is collected.
- Example Trigger & Condition Data:
  - Ticket Submission Channel Breakdown: Email (60%), Web Portal (30%), Phone (10%)
  - Exit Condition Compliance Rate: 95% of tickets receive follow-up surveys.

#### Stakeholder Matrix

- Stakeholders: Customer, Support Team, IT Team, Quality Assurance, Customer Success Managers.
- Example Stakeholder Data:
  - **Support Team Involvement:** Support team handles 80% of tickets; IT and QA handle escalations.

#### Input Analysis

- Inputs: Customer-reported issue details, access to a product knowledge base, and available IT resources.
- Example Input Data:
  - Average Data Entry Time per Ticket: 10 minutes
  - **Knowledge Base Access Frequency:** 75% of tickets reference knowledge articles.

#### Output Specifications

- Outputs: Resolved tickets, customer satisfaction feedback, and average response time.
- Example Output Data:
  - Average CSAT Score: 4.2/5
  - Resolution Accuracy Rate: 90%



#### Business Impact Metrics

- Metrics: CSAT (Customer Satisfaction), NPS (Net Promoter Score), ticket resolution time, repeat incident rate.
- Example Business Impact Data:

• **Monthly CSAT:** 4.2 (goal: 4.5)

Repeat Incident Rate: 15% of tickets reopen within 7 days.

#### 1.2 Current State Documentation

#### Detailed Process Flow Mapping

- Use BPMN 2.0 to create a step-by-step process map for ticket handling, from receipt to resolution.
- Example Mapping Data:
  - **Process Flow Steps:** Initial triage, assignment, response, resolution, follow-up, and closure.
  - Average Time per Step: 10 minutes for triage, 30 minutes for response.

#### Resource Allocation Matrix

- Identify support roles, escalation paths, and required resources per step.
- Example Resource Allocation Data:
  - **Team Composition:** 10 support agents, 2 IT specialists, 1 QA analyst.
  - Equipment: Support software, database access, specialized troubleshooting tools.

#### Time Study Analysis

- Track time spent on each activity, focusing on areas with high waiting or processing times.
- Example Time Study Data:



• Average Ticket Handling Time: 20 minutes active handling, 1-hour total time (including wait).

#### Inter-departmental Handoff Protocol

- Outline handoff requirements to minimize delays in escalations.
- Example Handoff Data:
  - Average Escalation Time to IT: 6 hours (goal: 4 hours).

#### Decision Tree Mapping

- Map key decision points like triage assessment and escalation.
- Example Decision Tree Data:
  - Escalation Decision Accuracy Rate: 85% of escalations are correctly assessed as needed.



#### 1.3 Baseline Metrics Collection

#### End-to-End Process Cycle Time

Current Average Cycle Time: 48 hours (goal: 24 hours).

#### Quality Metrics

Track the rework and re-open rate for tickets.

#### Example Quality Metrics:

• Ticket Reopen Rate: 15%

• Defect Rate: 5% tickets misrouted.

#### Customer Experience Metrics

• **NPS Score:** 65 (goal: 75).

#### Employee Satisfaction and Engagement Scores

Gather employee feedback on the impact of the process on workload.

**Example Employee Engagement Score:** 70% (goal: 80%).







# **Phase 2 Deep Analysis**

Goal: To identify bottlenecks, inefficiencies, and areas for improvement through databacked insights.



# 2.1 Value Stream Mapping (VSM)

#### Value-Adding Activities

- Includes initial response, resolution actions, and follow-up.
- Example Value-Adding Data:
  - Time Spent on Value-Adding Tasks: 40% of total cycle time.

#### **Non-Value-Adding Activities**

- Redundant data entries and manual follow-ups.
- Example Waste Data:
  - Waste Reduction Target: Eliminate redundant entries, reducing processing time by 10%.

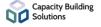
#### 2.2 Root Cause Analysis

#### Systematic Problem Identification

- Issues: Delays in escalation and high re-open rate.
- Example Problem Data:
  - Escalation Delay Causes: Lack of specific escalation protocols; requires clearer criteria.

#### Multi-Level Causal Analysis

■ 5 Whys: For instance, "Why are tickets delayed in escalation?" — Root cause found to be gaps in escalation protocol.



# 2.3 Stakeholder Impact Assessment

#### Customer Journey Mapping

• **Key Pain Points:** Delays during escalation and long response times for complex tickets.

#### Employee Experience Analysis

 Average Workload Impact: Support agents average 20 tickets/day, resulting in workload strain.

#### Compliance Assessment

• **Compliance Metric:** 95% adherence to data privacy requirements.







# **Improvement Planning**

**Goal:** To identify and prioritize solutions that will streamline the process and improve customer satisfaction.



## 3.1 Opportunity Identification

#### Quick Wins

- Automated initial replies to acknowledge receipt and estimated response time.
- **Expected Impact:** 20% increase in CSAT by setting clearer expectations upfront.

#### 3.2 Solution Design

#### Process Redesign

- Implement Al ticket routing to optimize support agent assignments.
- Projected ROI: Estimated savings of 15% in support labor costs.

#### 3.3 Risk Assessment

#### Implementation Risks

- Technical challenges with the new AI routing tool.
- Mitigation Strategy: Conduct phased implementation with a feedback loop.







# **Implementation**

**Goal:** Execute the improvements with a structured rollout.

#### 4.1 Implementation Planning

#### Project Structure

Assign roles and set up a task list and governance plan.

#### **4.2 Pilot Program**

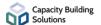
#### Pilot Scope:

- Roll out Al routing for a single customer segment.
- Pilot Metrics: Track response time, customer feedback, and re-open rates.

# 4.3 Full Implementation

#### Deployment Strategy

Scale improvements across all support segments.







# **Monitoring & Continuous Improvement**

Goal: Maintain and optimize process performance over time.

#### 5.1 Performance Tracking

#### KPI Framework

- Track CSAT, NPS, average response times, and resource utilization rates.
- Example KPI Data:
  - CSAT Target: Increase from 4.2 to 4.5 within 3 months post-implementation.
  - **Response Time Target:** Reduce from 48 hours to 24 hours.

#### 5.2 Feedback Loops

#### Voice of Customer

Survey CSAT post-resolution, aiming for 75% response rate on feedback.



#### **5.3 Continuous Improvement**

#### Innovation Management

- Implement quarterly improvement reviews and track any new process suggestions.
- Knowledge Management: Document all improvements and best practices for future training.

By following this expanded framework, TechServe Solutions not only optimizes its Customer Support Ticket Management process but also sets up structured metrics, clear goals, and continuous feedback mechanisms that ensure ongoing improvement and alignment with business objectives. This drives sustained value creation, elevates customer satisfaction, and enhances the team's operational efficiency.

# **Business Process Improvement Action Checklist**

#### Key:

- (R) = Required step must be completed
- [O] = Optional step recommended but situational
- → = Action required
- Expected output



# Phase 1

# Process Mapping & Initial Assessment



# 1.1 Process Identification [R]

- Create formal process name and document complete scope
  - Written document defining start/end points and boundaries
  - List of all included/excluded activities
- Map all process triggers and conditions [R]
  - List of events that start the process
    - List of conditions that end the process
  - Decision criteria for each trigger/end point
- Develop stakeholder matrix [R]
  - List all stakeholders and their roles
  - Rate influence level (High/Medium/Low)
  - Document communication preferences
  - Note key concerns/interests
- Document process inputs [R]
  - Materials required
  - Information needed
  - Resources necessary
  - Dependencies on other processe



#### Define output specifications [R]

- List of all deliverables
- Quality standards for each output
- Acceptance criteria
- Customer requirements

#### Establish impact metrics [R]

- Revenue metrics
- Cost metrics
- Customer satisfaction indicators
- Operational performance measures

#### 1.2 Current State Documentation

#### Create detailed process flow map [R]

- BPMN 2.0 diagram showing all steps
- Decision points marked
- Parallel activities identified
- Exceptions noted





#### Build resource allocation matrix [R]

- Skills inventory needed
- Role descriptions
- System access requirements
- **Equipment specifications**

#### Conduct time study [R]

- Processing time per activity
  - Wait time between steps
- Transfer time measurements
- Total cycle time calculation

#### Document handoff protocols [0]

- Handoff criteria
- Required information
- Acceptance procedures
- Escalation paths

#### 1.3 Baseline Metrics Collection

#### Measure current performance [R]

- Minimum 3 months of historical data
  - Statistical analysis of variations
- Trend identification
- Benchmark comparisons







# 2.1 Value Stream Mapping [R]

#### Classify all activities

Value-adding activities list

Business-essential activities list

Non-value-adding activities list

#### Calculate process efficiency [R]

Value-add time percentage

Wait time percentage

Process cycle efficiency

# 2.2 Root Cause Analysis [R]

#### Conduct systematic problem analysis

Problem inventory

5 Why analysis for each major issue

Fishbone diagrams for complex issues

Prioritized problem list

#### Create impact assessment [0]

Financial impact estimates

Customer impact analysis

Operational impact evaluation



# Phase 3 Improvement Planning

# 3.1 Opportunity Identification [R]

#### Create improvement inventory

- Quick wins list (implement within 30 days)
  - Medium-term improvements (1-3 months)
  - Long-term strategic changes (3+ months)

#### Assess technology needs [0]

- Automation opportunities
- System upgrade requirements
- Integration needs

# 3.2 Solution Design [R]

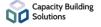
#### Develop improvement plans

- Detailed solution descriptions
- Resource requirements
- Implementation timelines
- Cost-benefit analysis

# 3.3 Risk Assessment [R]

#### Identify and assess risks

- Risk register
- Impact ratings
- Probability assessments
- Mitigation strategies



# Phase 4 Implementation



## 4.1 Implementation Planning [R]

#### Create project structure

Team roster with roles

RACI matrix

Communication plan

Project timeline

# 4.2 Pilot Program [O]

#### Design pilot test

Pilot scope document

Success criteria

Measurement plan

Feedback mechanisms

#### 4.3 Full Implementation [R]

#### Execute rollout plan

Deployment schedule

Training plan

Support structure

Progress tracking system





# Phase 5

# **Monitoring & Continuous Improvement**

# 5.1 Performance Tracking [R]

#### Establish monitoring system

KPI dashboard

Review schedule

Reporting templates

Action tracking system

# 5.2 Feedback Loops [R]

#### Create feedback mechanisms

Customer feedback process

Employee input channels

Stakeholder review schedule

Action tracking system



# 5.3 Continuous Improvement [O]

#### Establish improvement system

Review calendar

Suggestion process

Innovation tracking

Knowledge management system

# Critical Success Factors [R]

#### Monitor key success metrics

Process performance vs targets

Financial benefits achieved

Customer satisfaction impact

Employee satisfaction impact

Risk mitigation effectiveness

Compliance adherence

# Documentation Requirements [R]

#### Maintain process documentation

Updated process maps

Standard operating procedures

Training materials

Performance reports

Best practices guide

Lessons learned log



# Documentation Requirements [R]

#### Maintain process documentation

Updated process maps

Standard operating procedures

Training materials

Performance reports

Best practices guide

Lessons learned log

# Additional Considerations [O]

#### Review external factors

Industry trends analysis

Competitive benchmark study

Technology advancement review

Regulatory change assessment

#### **Each action item includes:**

- Clear designation of required [R] vs optional [O] steps
- Specific action required (➤)
- Expected output or deliverable (
- Measurable completion criteria



#### **List of Common Business Processes**

#### **Customer-Related Processes**

- Sales Order Processing
- Customer Service and Support
- Account Management
- Lead Generation and Qualification
- Customer Onboarding
- Order Fulfillment and Shipping
- Returns and Refunds Processing
- Customer Feedback and Survey Collection
- Customer Retention and Loyalty Programs
- Customer Segmentation and Profiling
- Customer Relationship Management (CRM)
- Sales Forecasting and Reporting
- Customer Complaint Handling and Resolution
- Customer Satisfaction and Net Promoter Score (NPS) Tracking
- Customer Retention and Win-Back Strategies





#### **Operations and Supply Chain Processes**

- Inventory Management
- Procurement and Sourcing
- Production Planning and Control
- Quality Control and Assurance
- Supply Chain Management
- Logistics and Transportation Management
- Warehouse Management
- Asset Management
- Maintenance and Repair Management
- Quality Assurance and Testing
- Compliance and Regulatory Management
- Supply Chain Risk Management
- Inventory Optimization and Forecasting
- Production Scheduling and Planning
- Material Requirements Planning (MRP)
- Capacity Planning and Optimization
- Supply Chain Visibility and Tracking
- Inventory Turnover and Cycle Time Management
- Supply Chain Analytics and Reporting
- Supply Chain Optimization and Simulation



#### **Financial and Accounting Processes**

- Accounts Payable and Receivable
- General Ledger Accounting
- Budgeting and Forecasting
- Financial Reporting and Analysis
- Accounts Payable and Receivable Management
- Cash Management
- Treasury Management
- Financial Planning and Analysis
- Financial Statement Preparation and Review
- Audit and Compliance Management
- Financial Risk Management
- Investment and Funding Management
- Financial Modeling and Forecasting
- Financial Performance Metrics and KPIs
- Financial Governance and Compliance
- Financial Data Management and Analytics
- Financial Process Automation and Optimization
- Financial Training and Development
- Financial Policy and Procedure Development
- Financial Compliance and Regulatory Reporting



#### **Human Resources Processes**

- Recruitment and Hiring
- Employee Onboarding
- Performance Management and Evaluation
- Payroll Processing
- Benefits Administration
- Time and Attendance Tracking
- Employee Training and Development
- Employee Relations and Conflict Resolution
- Talent Management and Development
- Succession Planning and Leadership Development
- Employee Engagement and Satisfaction Surveys
- Diversity and Inclusion Management
- Employee Communications and Feedback
- Employee Recognition and Rewards
- Employee Retention and Turnover Analysis
- HR Policy and Procedure Development
- HR Compliance and Regulatory Management
- HR Data Management and Analytics
- HR Process Automation and Optimization
- HR Training and Development



#### **Marketing and Sales Processes**

- Market Research and Analysis
- Product Development and Launch
- Sales Strategy and Planning
- Lead Generation and Qualification
- Sales Forecasting and Reporting
- Customer Relationship Management
- Marketing Automation and Campaign Management
- Social Media Management
- Content Creation and Distribution
- Email Marketing and Campaign Management
- Search Engine Optimization (SEO)
- Pay-Per-Click (PPC) Advertising
- Sales Enablement and Training
- Sales Performance Metrics and KPIs
- Sales Forecasting and Pipeline Management
- Sales Analytics and Reporting
- Marketing Mix Modeling and Analysis
- Customer Journey Mapping and Analysis
- Marketing Automation and Workflow Management
- Sales and Marketing Alignment and Collaboration



#### **IT and Technology Processes**

- Help Desk and Technical Support
- Network and System Administration
- Software Development and Maintenance
- Data Management and Analytics
- Cybersecurity and Risk Management
- IT Project Management
- Infrastructure Management
- Cloud Computing and Virtualization
- Database Administration and Management
- Application Development and Maintenance
- IT Asset Management
- IT Service Management
- IT Governance and Compliance
- IT Risk Management and Compliance
- IT Training and Development
- IT Process Automation and Optimization
- IT Service Desk and Incident Management
- IT Asset Disposition and Recycling
- IT Compliance and Regulatory Reporting
- IT Business Continuity and Disaster Recovery



#### **Manufacturing and Production Processes**

- Product Design and Development
- Production Planning and Control
- Quality Control and Assurance
- Inventory Management
- Supply Chain Management
- Manufacturing Execution System (MES)
- Quality Management System (QMS)
- Production Scheduling and Planning
- Manufacturing Operations Management
- Supply Chain Visibility and Tracking
- Production Planning and Scheduling
- Quality Control and Testing
- Manufacturing Process Optimization
- Supply Chain Optimization and Simulation
- Production Planning and Control System (PPCS)
- Manufacturing Execution System (MES) Integration
- Quality Control and Assurance Program
- Production Planning and Scheduling Software
- Manufacturing Operations Management System (MOMS)
- Supply Chain Visibility and Tracking System



#### **Other Processes**

- Compliance and Risk Management
- Business Continuity Planning
- Disaster Recovery and Backup
- IT Asset Management
- Facilities Management
- Travel and Expense Management
- Document Management and Control
- Records Management
- Business Intelligence and Analytics
- Data Governance and Compliance
- Information Security and Compliance
- Business Process Re-engineering (BPR)
- Business Process Improvement (BPI)
- Change Management and Implementation
- Communication and Collaboration
- Continuous Improvement and Kaizen
- Employee Engagement and Satisfaction
- Financial Planning and Budgeting
- Governance and Compliance
- Innovation and Idea Management

