

Background

When a large travel company launched its frequent traveller programme, it was designed to recognise, retain and reward its most frequent travellers.

After a refresh in 2007, it was recognised that there was still a number of issues that needed to be resolved. To get a better understanding of these issues, a Business Process Mapping Project was instigated to help them to map all the processes required in the operation and maintenance of the programme.

Some of the issues that were identified included:

- Things being done because that's how they'd always been done
- No effective means of communicating or cascading updates to all markets
- No central reference guide for documentation
- Lack of control of the teams and markets

Mundial Consulting was chosen to work with the travel company. Its task was to document all the business processes and produce a series of recommendations which would address the issues.

Intervention Delivered

Working closely with the company, and making sure both organisations had a common understanding of the required outputs, Mundial Consulting delivered the following:

- A full set of business process maps
- A detailed report containing recommendations to provide more efficient ways of working and areas of reducing risk/wasted time
- Specific examples where gains could be made in the operation of the service

In order to meet the objectives of the Business Process Mapping Project, Mundial Consulting developed an approach based on a proven methodology. The approach included series of in depth interviews with business functions that were responsible for delivering the programme.

In addition to the interviews, a series of focus groups were run with key employees. To complement the interviews, mystery shopping exercises were undertaken so that first hand experience could be gained of the programme from a customer's perspective.



Stage 1 Interview Process

To fully understand the programme, Mundial Consulting needed to spend time with department heads and the people from each department. Working with the customer we developed a set of interview questions which were agreed and signed off.

We then undertook the interviews and documented all the information. In addition to the interviews, focus groups were held with the larger teams – this enabled us to gain a more detailed understanding of the specific issues the teams faced.

On completion of the interviews and focus groups, all actions and notes were recorded and signed off by the participants. The information that Mundial Consulting collected from this part of the process was then used to develop the process interaction maps. This gave us a clear view of the interaction between the different departments and also where any gaps or overlaps existed.

Stage 2 – Impact Analysis

Mundial Consulting then analysed the data gathered to identify the gaps in the processes and the impact on the programme. Mundial Consulting's approach was to define the process deliverables and understand the current performance levels versus the required performance levels.

Root cause analysis was undertaken and once this was completed the interaction maps were reviewed enabling identification of the areas where gaps existed. A comparison to other similar processes was then undertaken and an estimate of the impact created.

The output from this stage was a table showing a description of the gap in the processes and an estimate of the impact this was having in terms of resources (financial or human).

Stage 3 – Recommendations

The aim was to review all of the findings from the previous stages and develop clear recommendations. These would apply to the areas of the processes which Mundial Consulting felt could be improved and also provide details as to how the improvements could be made.

Mundial Consulting's focus was on identifying duplicate processes and inefficiencies as well as identifying any risks. The result was a series of recommendations showing where processes could be improved by, for example, removing duplications.

Additionally, the recommendations detailed how and when they could be implemented to gain maximum benefit.

Stage 4 – Report and Findings

Using the results and outputs of the interviews, focus groups, process mapping and gap analysis a detailed report was produced. The report detailed all Mundial Consulting's findings including gaps, impacts and recommended next steps. The findings of the report were presented by the Mundial Consulting team to the customer's management team.

Results

Throughout the whole Business Process Mapping Project, Mundial Consulting worked closely with the company to ensure that the final outcome met the requirements of the project and were presented in the desired format.

This included a fully documented set of business processes (in Visio), a detailed report with key recommendations and clear examples where gains could be made.

The company has already put in place a number of the recommendations and is already seeing tangible benefits. Having a full set of documented processes has enabled them to have clear visibility of how the operation works and where any gaps or duplication exists and where improvements can be made.