



Efficient Business Processes

Process Mapping for Business Excellence

Dar es Salaam

November 7, 2012

WELCOME



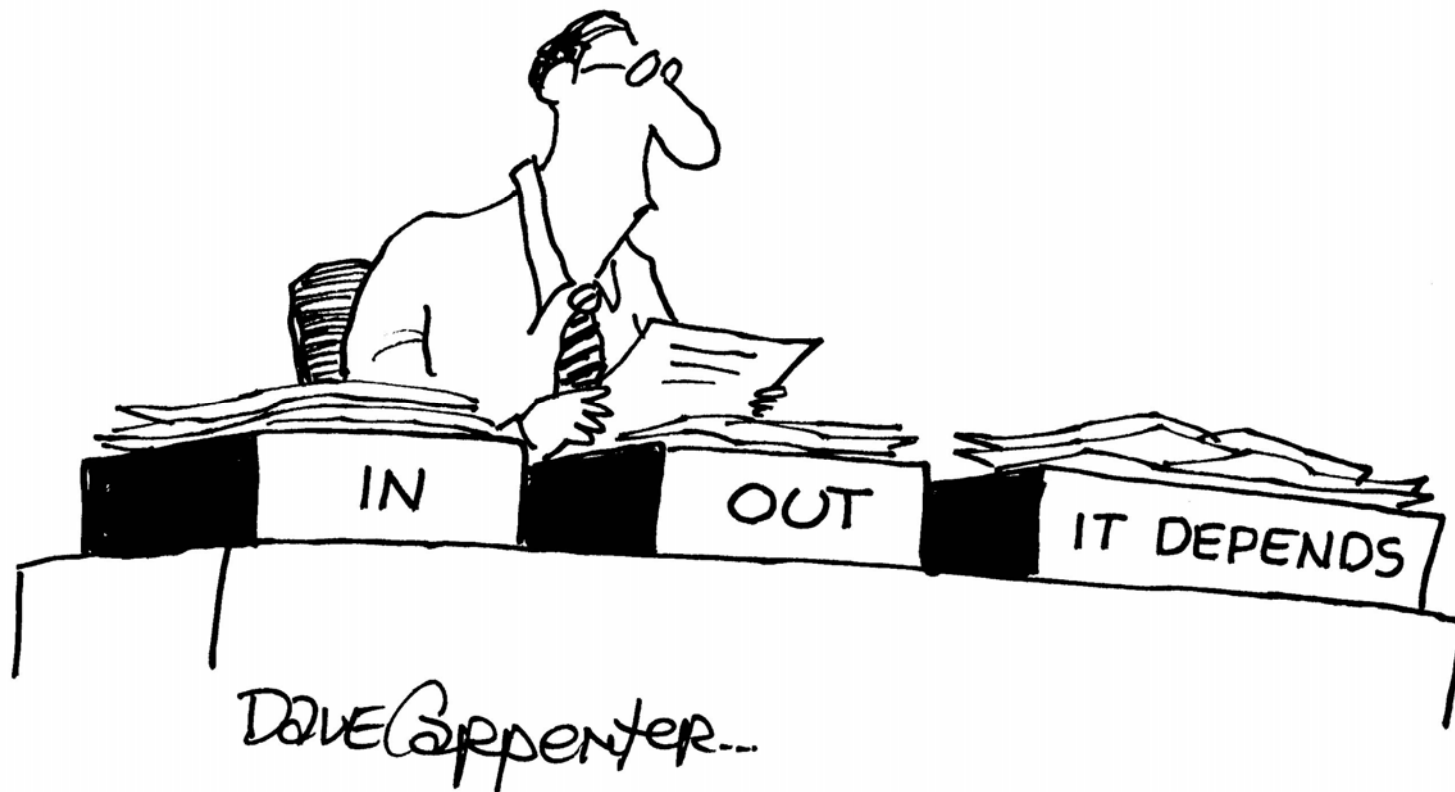
Objectives

- Understand some **key concepts** of process mapping
- Appreciate the **value** of process mapping
- Get **hands-on experience** in mapping a process

AGENDA

- **Input:** basic concepts in process mapping & experience from Ghana
- **Group Work:** case study
- BREAK
- **Report:** present & discuss group work
- **Input:** optimizing processes, from Bangladesh
- **Conclusions**

Why Process Mapping?



Process Mapping in a Nutshell

Process Map:

A **graphic representation** of processes, using symbols and arrows.

Process:

- Tasks and procedures followed when doing business.
- Action with a start (input) and an end (output)
- Sequence of single, interrelated tasks (or process steps)

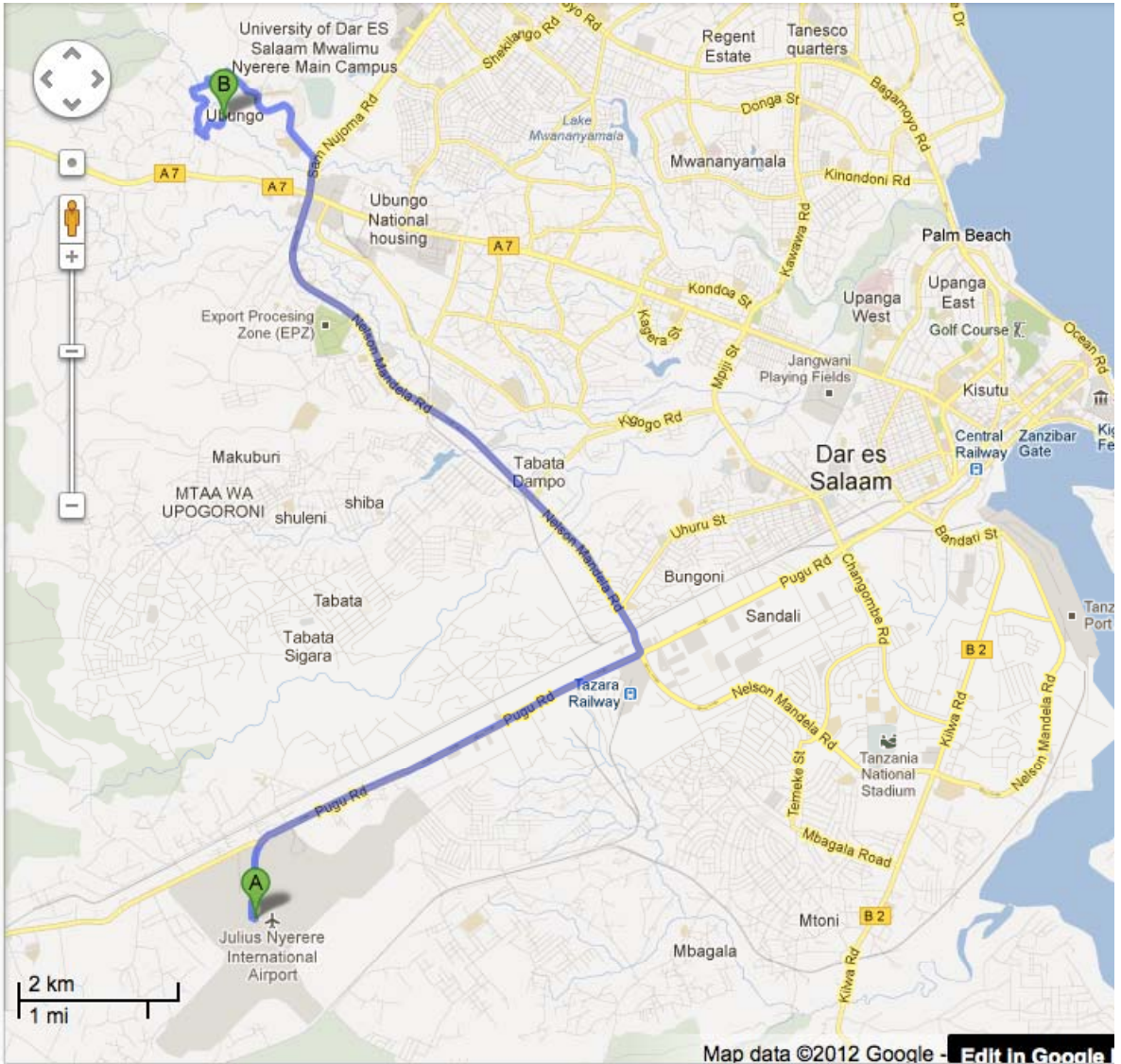
A Picture is worth...

Get directions My places

A Julius Nyerere International Airport
Julius K. Nyerere Road
Tanzania

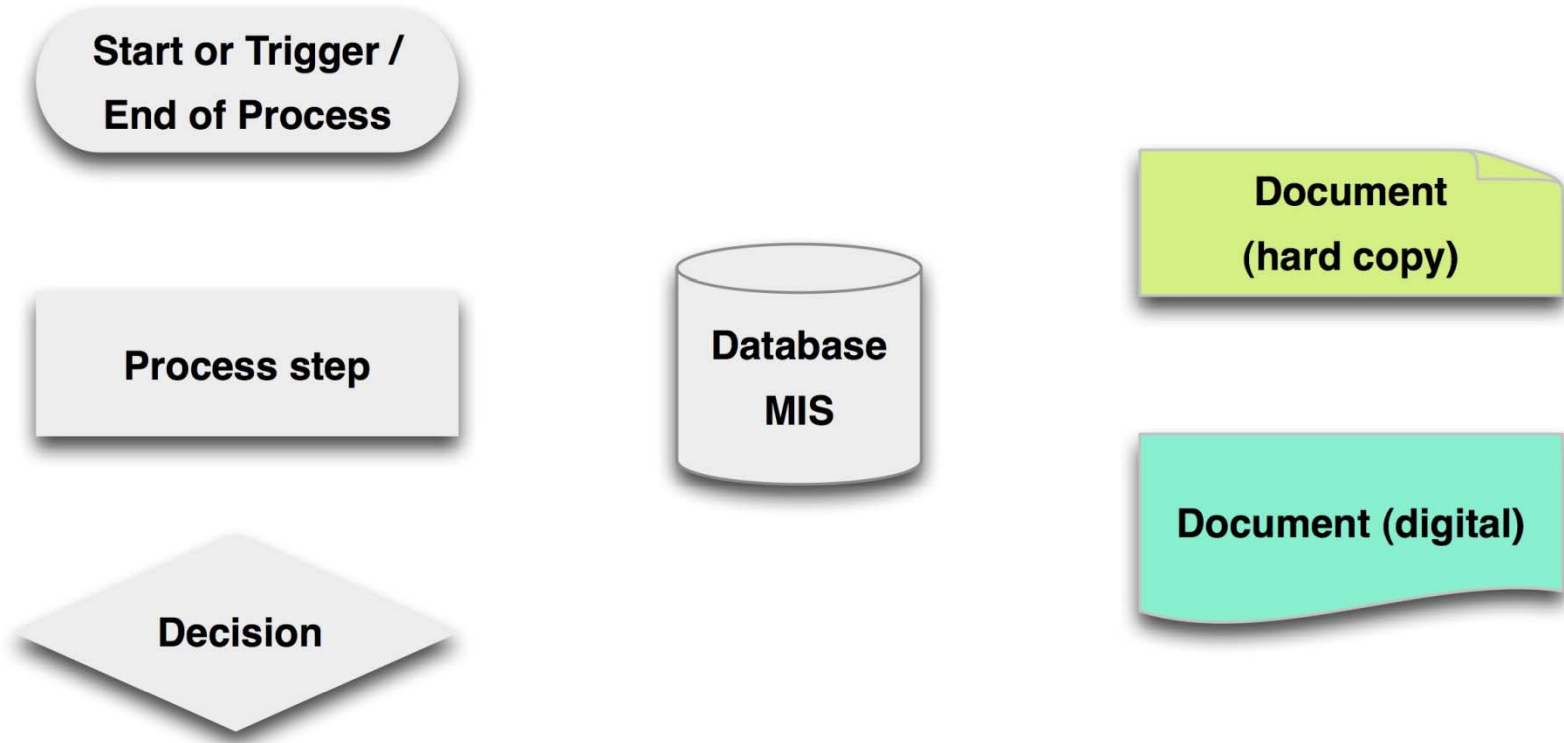
B University of Dar ES Salaam Mwalimu Nyerere Main Campus
Ubungo

1. Head west 1.0 km
2. Slight left toward Julius K. Nyerere Rd 81 m
3. Continue straight onto Julius K. Nyerere Rd 5.2 km
4. Turn left onto Nelson Mandela Rd 7.6 km
5. Continue onto Sam Nujoma Rd 450 m
6. Turn left onto University Rd 1.3 km
7. Take the 3rd left 500 m
8. Take the 1st left 500 m
9. Take the 1st left 650 m
10. Turn left 130 m
11. Sharp left 170 m
12. Slight right 130 m
13. Take the 1st left 99 m



Map data ©2012 Google - Edit in Google

Process Map - Symbols



How it may look like



Process Mapping in Star Micro

CLARIFY THE PURPOSE

- Assess the current back office systems and propose improved ones.
- Processes analyzed: Underwriting, Sales, Premium Collection, Claims, Commission payment, Renewals.

GET BACKING FROM THE TOP

- The Executive Director and the Operations Manager facilitate the preparations of mapping the different processes of the back office, and the team was very cooperative.

STRUCTURE THE MAPPING PROCEDURE

- Interviews with each team member, then cross check provided details
- Refine each process scenario, then draft each process map
- Review draft map with the subject team member
- Consult the mentor about each draft process map

Process Mapping in Star Micro

OUTLINE THE PROCESS

- First draft of the subject maps were drawn using MS Excel and intensive feedback given by the mentor.
- There were continuous interviews with the team members, and they even amended some of their previous statements due to some conflicting details.

DRAW A DETAILED MAP

- Finalize the As-Is process maps
- Meet with team members to discuss the enhancement requirement for different processes
- Draft improved process maps

FINALIZE THE MAP

- The Improved maps still pending more details from the host about applicability of different scenarios.
- Planned to review improved map with the subject team member, and to consult the mentor about the improved process maps

Challenges met in Star Micro

Conflicting details by different team members

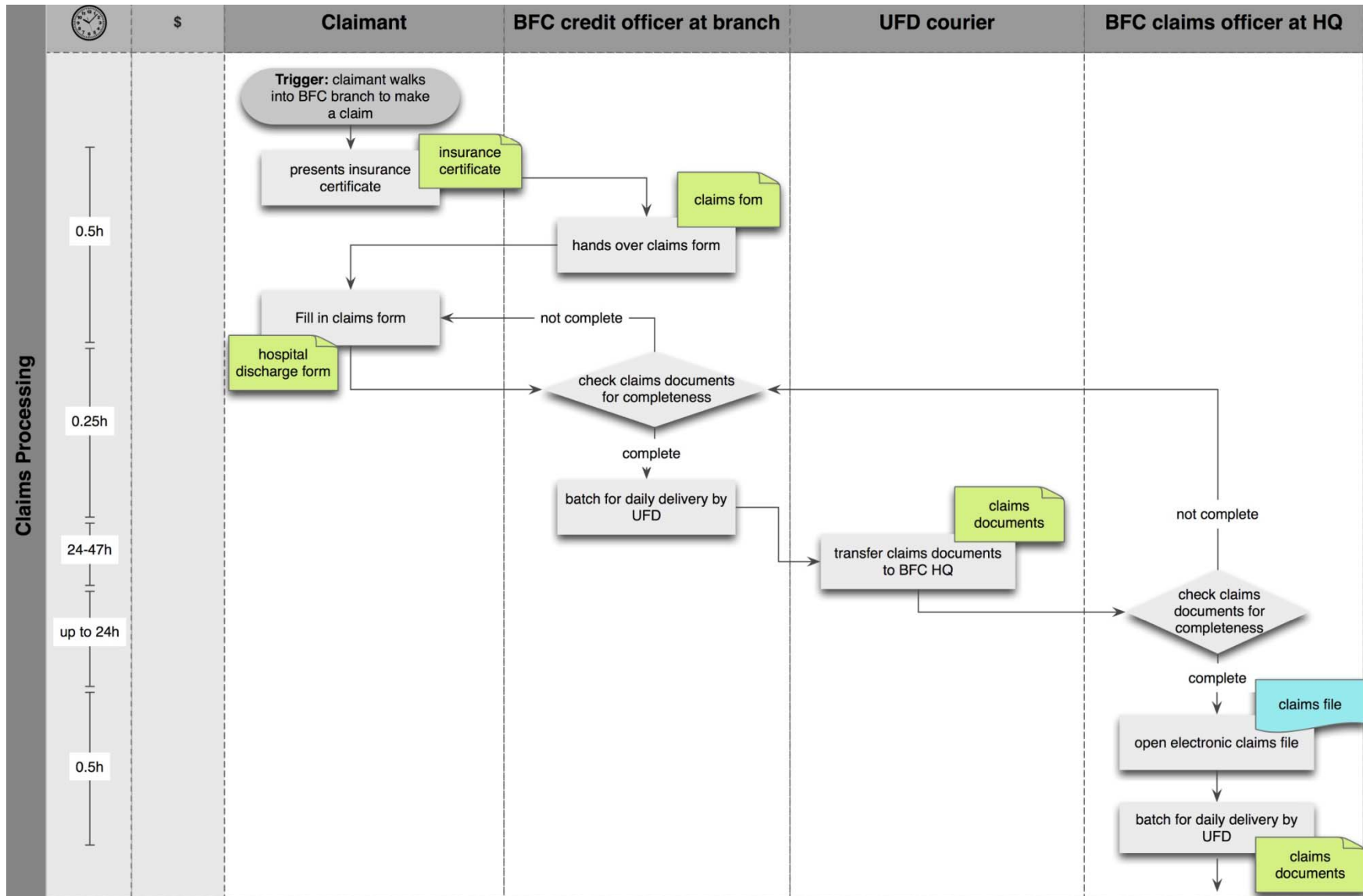
Changing process steps on 2nd or 3rd interview

Difficult to analyze the accurate timing as for different circumstances affect each process differently.

Unable to analyze process costs as the company didn't has a clear breakdown of their expenses

Group Work

How it may look like



How to do it

In 10 steps to your process map

1. define start and end of process
2. Give the process a clear name
3. List all involved departments or functions
4. Place the functions in individual rows
5. Add a column for time and cost, if required
6. Place process steps in the corresponding function column
7. Arrange chronologically top down
8. Connect symbols with arrows. Avoid crossings
9. Make sure decisions have at least 2 outcomes
10. Adjust level of detail

Group Work

Advantages of Process Maps

Shows much more than the sequence of steps

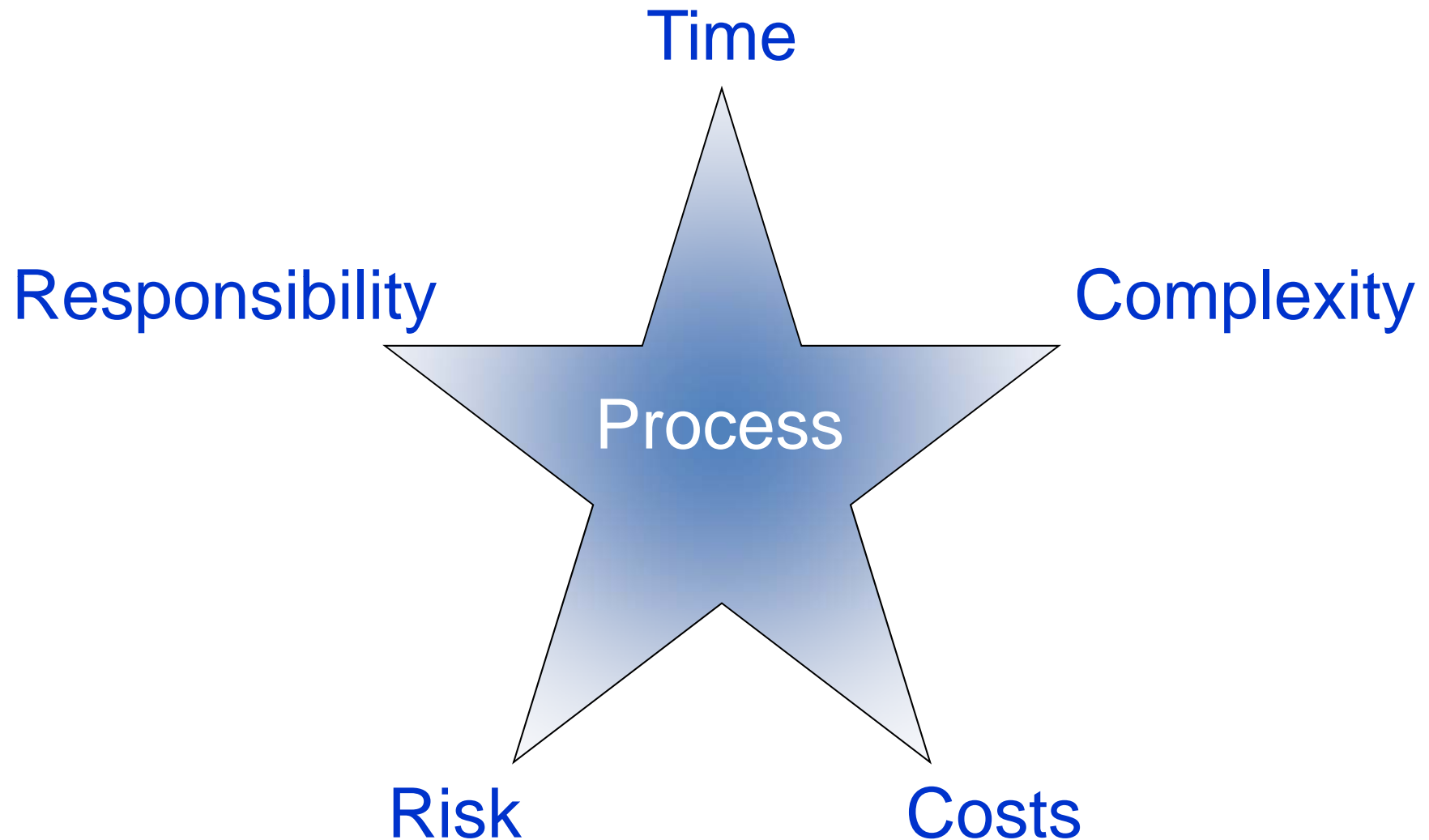
- **who** does it?
- what are **inputs / outputs**?
- what happens to **documents** and files?
- which **systems** are involved?
- **how long** does it take?
- **how much** does it cost?

Use of Process Maps

Potential applications

- **Design** of new processes
- Basis for **analysis** and improvements
- Support in **Training**
- **Documentation** for Audits
- Basis for **Costing**
- **Accountability** improvements
- **Institutionalizing** business processes

Process Analysis



Improving Processes

Goals:

- High levels of customer satisfaction
- Internal transparency & traceability
- Financial sustainability

Attributes:

- Minimal costs
- Quick response times
- Accurate decisions

Optimizing processes

- Remove bottle necks
- Cut out redundancies
- Maintain adequate controls

Frequent issues

- **Duplication** of tasks, e.g. check for completeness
- **Multiple data entries** to different systems
- Traceability
- Receipts and filing
- 'dead' time
- Physical transfer of documents

SAJIDA's Experience

- SAJIDA 1st introduced to Process Mapping during Clemence's visit to Bangladesh in 2011
- Conducted a 3-day workshop on current claims settlement processes
 - Involved all parties who play a role in claims processing i.e. Doctor, Field staff, MIS team, Microfinance team
 - Everyone was not aware of the different roles and time taken for each step
 - Found loops and redundancies (eg. FO and BM were doing the same tasks)

Experience (contd)

- End of workshop
 - All involved parties contributed to an improved and more efficient process
 - Realized most time taken was during manual transfer of claim documents between relevant parties, hence decided to electronically transfer documents to reduce time
 - Had better understanding of every step of process and times taken at each step
 - Decided to work on reducing time in upcoming months

Impact

- Subsequently SAJIDA ended up making various changes to the health claims settlement process
 - Introduced a claims settlement tool to aid branch managers to settle claims at the branches
 - Created a map for settlement within 7 days
 - Obtained feedback from field staff, Audit team, Microfinance team, and improved the map
 - New 7-day settlement process currently being implemented

Improved health claims process



Use of process mapping

- SAJIDA also ended up using the process mapping exercise for other processes
 - Flowchart for **claims settlement tool** i.e. which answers will lead to approval / rejection / referral decisions within the logic code
 - Created a **claims settlement map** for death, disaster and education claims
 - Included these claims settlement maps in the **user manual** at all branches so everyone has a clear idea about their roles and allowed duration
 - **Trained staff** using these maps on new 7-day process

Some Take Aways

Process Mapping...

- helps (and forces) you to clearly understand how business is done
- Involves all staff levels and departments, fostering better understanding within institution
- is ideally embedded into ongoing quality management system

Some Take Aways

A Process Map

- provides a **clear picture** of how business is done
- **serves as** basis for analysis & improvements
- **is ideally embedded into** ongoing quality management system
- can be used in **trainings** and **manuals**

Thank You!

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