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Principal-in-Charge



management consulting overview



TCBA offers a comprehensive scope of Business Improvement services specifically designed to enhance the efficiency, effectiveness, and quality of client organizations. These services have been developed and performed over the years as a direct response to the diverse needs of our Federal, municipal and private sector clients and represent the composite knowledge, skills and experience of our management consulting staff. The quality of our services has been proven through numerous client engagements and from joint and collaborative engagements with all Big Four accounting firms, consulting firms and multinational corporations. As part of our internal quality assurance program, all Business Improvement services are reviewed regularly to measure their continued effectiveness in meeting client needs and to ensure that they appropriately reflect industry advancements in methodologies, tools, and techniques.

Because our management consulting services have a common focus—improving client operations—they were developed to complement each other and offer clients comprehensive business solutions. TCBA's man-

agement, organizational and business improvement services include but are not limited to the following:

- Business Process Improvement (BPI)
- Business Process Reengineering (BPR)
- Activity-Based Costing (ABC)
- Performance Measurement
- Benchmarking
- System Alignment
- Organizational Assessment
- Program Audits and Evaluation
- Privatization Studies
- Strategic, Business, and Action Planning

The following paragraphs describe the above listed services. These services directly support TCBA's mission, which is centered on **Management, Money and Markets** (the 3 Ms). As a result, TCBA is highly focused on providing value-added services in the areas of revenue enhancement, cost containment, profitability, accountability, financial management, and technology enhancement.

BUSINESS PROCESS IMPROVEMENT

TCBA's Business Process Improvement (BPI) service assists clients in streamlining business processes to improve their **effectiveness, efficiency, and adaptability**. We focus on improving a process to ensure that the process produces the desired results (effectiveness), consumes as few resources as possible (efficiency), and can change as client needs change (adaptability).

BUSINESS PROCESSING REENGINEERING

TCBA approaches Business Process Reengineering (BPR) as a radical restructuring of business processes, where the focus is on "outside the box" thinking. BPR assumes that existing processes and activities may be completely eliminated and entirely new processes developed in order to reach a specified goal (e.g., provide effective customer service). The BPR approach contrasts with Business Process Improvement (BPI), which seeks to streamline existing processes through elimination of overlapping activities, non value-added activities, etc. In contrast to BPR, the focus of BPI is to retain most processes, optimize their performance. TCBA performs BPR projects using all of the techniques for business process improvement. In performing BPR projects, however, TCBA places increased

emphasis on dynamic process simulation, benchmarking and visioning sessions because of the realignment nature of BPR in contrast to BPI.

ACTIVITY-BASED COSTING

Activity-based costing (ABC) is an important tool for determining the cost of activities versus budget line items, thus helping clients to identify areas for process improvement or reengineering and cost efficiency. TCBA uses ABC to help identify root causes of problems within business processes and to identify the true costs of value-added and non value-added activities within a process. An organization that uses ABC has the capability to determine its current cost of operations and also has the means to streamline/restructure operations and reduce associated costs. TCBA's ABC methodology focuses on creating a model of the current activities and sub-activities that make up the processes being examined, identifying direct and indirect costs associated with these activities and sub-activities and developing recommendations to enhance cost efficiency.

PERFORMANCE MEASUREMENT

Performance measurement is a key requirement for improving business functions as they relate to people, processes and systems. TCBA approaches performance measurement from the perspective that to manage a process -- ***you must control it, and to control a process you must be able to measure it.*** TCBA's approach to performance measurement supports our Business Process Improvement methodology by enabling the project team to evaluate current business processes, establish goals for improvement, and understand the most important information pertaining to a process.

TCBA assists clients in establishing performance measures in three improvement areas: effectiveness, efficiency, and adaptability. In working with clients to establish performance measures in these areas, we develop measures that are relevant, quantifiable, and documented.

BENCHMARKING

TCBA assists clients in benchmarking as an important means of determining the effectiveness, efficiency and adaptability of their business processes and organizations. We offer both process benchmarking and organizational benchmarking. TCBA uses process benchmarking to identify the strengths and weaknesses of client business processes and to assess the client's position relative to other comparable organizations. We apply organizational benchmarking when the client organization has identified (usually through significant research) specific processes that will greatly impact the organization's competitive posi-

tion. Both types of benchmarking fit well within the TCBA Business Process Improvement Methodology. Depending on the client's needs and constraints, TCBA identifies benchmarks using class standards such as local, national, or world-class.

SYSTEM ALIGNMENT

Often when a client identifies needed business process improvements, manual and automated systems are identified as targets for achieving the needed improvement. TCBA anticipates the need to align systems as a frequent outcome of process improvement analysis. We are experienced at enhancing, aligning or replacing systems to ensure they function as effective tools for the business processes they support.

In order to ensure that technology will successfully enable dramatic process improvement, TCBA aligns technology planning with organizational planning. This alignment begins with TCBA's business improvement methodology and continues with our process and organizational benchmarking. We strive to insure that technology serves as the enabling mechanism for the delivery of information utilized in effective decision-making, and in support of the work processes that accomplish the mission of the organization.

ORGANIZATIONAL ASSESSMENT

TCBA performs assessments of client organizations to determine how well the organizational structure and associated resources support the client's mission, goals, and strategic direction. Often this type of assessment is utilized when business process reengineering or process improvement efforts reveal that structural changes are required to better support new or improved processes and systems.

PROGRAM AUDITS AND EVALUATION

To conduct program audits and evaluations, TCBA utilizes the Evaluability Assessment (EA) methodology developed by the Urban Institute. The EA methodology includes the following steps for program review:

1. Create a testable model of expected program activities, costs, and benefits based on recorded program mission, objectives, and major strategic initiatives.

2. Compose a functional model of the actual program activities and outcomes.
3. Compare and analyze the testable and functional models and develop a measurement model that indicates the actual versus anticipated program outcomes, as well as patterns that affect the attainment of expected outcomes.

PRIVATIZATION STUDIES

TCBA recognizes that privatization is growing as government explores alternatives to improve core efficiencies. Public/private partnerships are being considered or implemented as public agencies seek better ways to manage and deploy limited resources to attain service delivery and programmatic objectives. TCBA's privatization consultants are attuned to the needs and concerns of our government clients. We understand the issues driving government change and are expert at identifying the areas in which change is possible.

STRATEGIC, BUSINESS, AND ACTION PLANNING

TCBA provides a full spectrum of planning services to assist our government clients in initiating management and organizational improvements. Throughout the planning process, we work with government staff to integrate all planning stages with the preparation of operating and capital budgets. We approach planning as part of a continuing business improvement cycle consisting of five repetitive stages: planning, execution, monitoring, feedback, and improvement. Within this cycle, we break down the planning function into successively more detailed and targeted activities—from strategic planning to business function planning to action/tactical planning. We work to ensure that each succeeding planning stage directly supports and furthers the goals and objectives of the prior phase, demonstrating a logical “flow down” and progression in the planning process.