



## SUCCESS STORY - BUSINESS OPTIMIZATION

*Organizational Modeling and Optimization*

### 1 Context and Challenge

A leading Bulgarian company from the fast courier services market was facing an increasing need to transform the company and build a functional, integrated organizational system aligned to international standards. The client asked for our help to design a proper organizational intervention adapted to the actual complexity of the business that could boost overall performance and consolidate their top market position.

### 2 Approach

We know that business optimization brings the desired results only when the team of advisors correctly understands the influence that all the key elements of a company (processes, systems, structure) have on each other.

Following a thorough diagnosis process, we identified the company's need to model and optimize the internal processes, adapt the existing structure to new way of working and reshape systems to accelerate and sustain performance.

Sta.RPerformining team started the implementation of the processes modeling in parallel with the organization structure modeling. We diagrammed the business processes having all the flow details added – input, output, tasks and responsibilities and defined the swim lane maps to create cross functional flowcharts.

In order to understand each job description, we organized discussions with employees. This step helped us make a critical adaptation based on the swim lane analysis: aligning job descriptions to the internal processes, so that each responsibility can be clearly attached to either an operational, management or administrative activity.

Next, we created the internal procedures and made the jobs evaluation in order to create the detailed jobs matrix. Once we built the procedures, the organization started to implement them. An audit process followed this step, as part of the ongoing optimization activity.

### 3 Impact

Our team successfully facilitated the modeling and implementation of 70 processes throughout the organization. This transformation contributed to reducing the time spent for mail sorting by more than 10 percent, while the time needed for the package delivery decreased by 12 percent. The organization also improved the recruitment process – time spent with this activity dropped 30 percent. Employees started to work in a more structured manner, as the optimization process eliminated obstructions at the processes and functions levels.

Due to the new jobs matrix, the company can now preserve impartiality in weighing jobs and evaluate them based only on the importance for the organization. The jobs matrix also allowed the creation of new internal systems:

- Performance management - quantitative and qualitative evaluation is possible based on clearly defined performance indicators in line with the business objectives, as well as the required qualifications, competencies and behaviors.
- Employee compensation and benefits - the company defined the base salary and the bonuses and rewards policy.



Key outcomes:

- Top management understood very clearly how to pay the work based on performance evaluation;
- Employee motivation and loyalty significantly increased on mid and long term. As a direct effect, staff rotation decreased from 47 percent, before the intervention to less than 22 percent in less than a year;
- Due to the optimized structured, processes and systems, the business had an annual increase of more than 10 percent for five years in a row (starting with 2008);
- The company is listed to the Bulgarian Stock Exchange and increased its market value;
- Due to the new activity approach, the company became the market leader.