MIS5102: Process Improvement and Innovation

Defining the Problem
What does it mean to “define the problem?”

What was the “problem” in the case of:

- Akshaya Patra
- CVS

What do we mean by “problem?”

When should you define the problem?
What is a stakeholder in a business process?

How is it different from a participant in the process?
### Example: Expense Reporting

<table>
<thead>
<tr>
<th>Decisions / Functions</th>
<th>Employee</th>
<th>Secretary</th>
<th>Supervisor</th>
<th>Region Accounting</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Document expenses</td>
<td>AR</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Complete expense form</td>
<td>AR</td>
<td></td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>3. Forward to supervisor</td>
<td>A</td>
<td>R</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Review</td>
<td>C</td>
<td></td>
<td>AR</td>
<td></td>
</tr>
<tr>
<td>5. Approve</td>
<td>I</td>
<td>AR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Forward to Region</td>
<td>R</td>
<td>A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

RACI Chart and Stakeholders


- **Responsible**
- **Accountable**
- **Consulted**
- **Informed**
## RACI Chart and Stakeholders

**Example: Social Media Marketing**

<table>
<thead>
<tr>
<th>Task</th>
<th>Graphic designer</th>
<th>Social media developer</th>
<th>Marketing developer</th>
<th>Marketing strategist</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify appropriate social media and targets</td>
<td></td>
<td>C</td>
<td>C</td>
<td>R, A</td>
</tr>
<tr>
<td>Create text content</td>
<td></td>
<td>C</td>
<td>R</td>
<td>A, I</td>
</tr>
<tr>
<td>Create graphics to accompany text</td>
<td>R</td>
<td></td>
<td>A</td>
<td>C, I</td>
</tr>
<tr>
<td>Deploy on relevant social media</td>
<td>R</td>
<td>A</td>
<td></td>
<td>I</td>
</tr>
<tr>
<td>Assess strategy</td>
<td>I</td>
<td>C</td>
<td>R</td>
<td>A</td>
</tr>
</tbody>
</table>

Defining process scope

Why is it important for understanding and improving processes?

How does defining scope relate to identifying process stakeholders?
“When scopes collide…”

The marketing-sales handoff from Kotler et al. (2006)

- Is the process scope truly this well-defined in practice?
- What are the problems with this kind of rigid delineation?
- What are the implications for digital solutions designed to serve both sales and marketing?
What is the role of each of these in understanding a process so that it can be improved?

- Affinity Analysis
- Root Cause Analysis
- Five Whys
How can “jidoka” and “poka-yoke” be applied to the marketing process? (see Grout and Toussaint, 2009)

https://www.flickr.com/photos/rjackman/6864725038
How can root cause analysis be useful in creating mistake-proofing “toll gates?”
(see Grout and Toussaint, 2009)