Faculty of Business Economics
Master of Management

Master's thesis

PROCESS IMPROVEMENT; BLUEPRINT FOR SUSTAINED BUSINESS GROWTH

Abiola Omolola Ogundiran
Thesis presented in fulfillment of the requirements for the degree of Master of Management, specialization Business Process Management

SUPERVISOR:
Prof. dr. Koenraad VANHOOF
Faculty of Business Economics

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DEDICATION

TO ALMIGHTY GOD for making everything possible

AND TO MY PARENTS for raising me to believe everything is possible.
ACKNOWLEDGEMENT

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I sincerely appreciate the contribution and efforts of my parents, Mr and Mrs M.A Oluwadiran, you have been supportive spiritually, financially, morally and in every way. I pray that God in His infinite mercy will bless you and preserve you for me. Thanks for raising me to believe all things are possible as long as I’m able to dream it. I love you.

Lastly, I give all thanks to God the Father, God the Son, God the Holy Spirit who has always been there for me in times of need through the thick and the thin!

My ALL in ALL, You did that. You did this!
ABSTRACT
The biggest dilemma facing businesses today is recognizing and overcoming the common pitfalls associated with growth. Every company wants to grow their business, yet few know how to sustain it for the long term. This research study discussed in details the need for the continual improvement of business processes, backed up by quality initiative to ensure not just fractional but even a multi-dimensional level of growth and success- sustainable growth that delivers continuous competitive advantage. It establishes how process improvement can be a map to guide businesses towards sustained growth. It addresses the potentials to be harnessed by a business that continually improves it processes, including but not limited to major reductions in process cost or time, quality service delivery and flexibility. The solution to the question of how businesses and companies can keep abreast with competition in a rapidly and constantly changing market is presented with this study. The researcher opines and outlines with the research that the subject of ‘Processes’ cannot be dealt with in isolation of People and Product. The research study did justice to dissecting all three components showing how effective and potent they are in steering an organization towards sustained growth. The research work concludes that continuous Process Improvement is that tool/structure that serves as a Blueprint for any Business that wants to stay on top of competition, mastering excellence while in a constantly changing market.

Improve Business; Win Customers. Improve Business; Win at Business. (Abiola Omolola 2019)

List of Keywords

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List of Abbreviations and Terms

For a better understanding of what this research portends the following highlighted and frequently used terms in the work have been defined and explained.

BMC  Business Model Canvas
BPI  Business Process Improvement
BPM  Business Process Management
BPR  Business Process Reengineering
BPB  Business Process Benchmarking
BPI-P Business Process Improvement Pattern
BSSD Business Strategy for Sustainable Development
CPI  Continuous Process Improvement
IS   Information Systems
IT   Information Technology
KM   Knowledge Management
KPI  Key Performance Indicators
3Ps  People, Product and Processes.
1. INTRODUCTION

1.1 Background to the Study
The global market of the twenty-first (21st) century and the business environment as a whole are characterized by stern competition which are shaped by advancements in technologies, optimum consumers’ satisfactions, volatile financial market, and trade liberalization. The processes that drive businesses in the twenty-first (21st) century revolve around the ability of businesses to constantly cope with the challenges of the present and emerging technologies, higher competition, and changing customers’ demands. Sidorova and Isik (2010) opined that to face the challenges of the present and emerging technologies, higher competition, and changing customers’ demands, businesses have to organize their work routines, business processes, in an efficient manner. Andersson et al., (2005) asserted that many approaches that deal with the improvement of these business processes have been introduced. However, Griesberger et al., (2011) observed that most of these existing approaches lack the description of what changes are exactly needed within a business process to reach a desired “to be”-process. As managers and business leaders are forced to take radical decisions on a daily basis through innovative strategies that pave way for organizational productivity in a dynamic, unpredictable business environment, one of the ways in which organizations are gearing up for the global competitive challenges is through Process Improvement(PI)

Florian (2006) defines Business Process Improvement Pattern as an abstract form of a recurring instance of a process modification step used in a Business Process Improvement activity. It is a systematic approach to help organizations to achieve significant changes in the way they do business (Florian, 2006).

Based on the book Business Strategy for Sustainable Development: Leadership and Accountability for the 90s,”The concept of Sustained Business Growth has received high recognition and attention amongst business enterprises while the concept is at the same time a new idea for many business executives. The concept is derived from the concept of sustainable development. This implies that the link between the concepts of sustainable development and sustained business growth is derived from the desire of business enterprises to achieve their full potentials which is done by having a business plan that meets the
demands of the present and future generations.” According to BSSD (1992) for the business enterprise, sustainable development means adopting business strategies and activities that meet the needs of the enterprise and its stakeholders today while protecting, sustaining and enhancing the human and natural resources that will be needed in the future. Following this definition, the concept of Sustained Business Growth can be defined as a business plan put forward by an organization in order to achieve a growth that meets the needs of the present generation without compromising that of the future generations.

There exists a kind of relationship between the concepts of Business Process Improvement and Sustained Business Growth. The two concepts are business-oriented principles because they seek to help business organizations achieve operational efficiency. The role of Business Process Improvement in contributing to Sustained Business Growth is infinite and vice versa.

1.2 Problem Statement
Every company wants to grow their business, yet few know how to sustain it for the long term. The biggest dilemma facing businesses today is recognizing and overcoming the common pitfalls associated with growth. It is therefore imperative to state that growing a business requires the right intellectual capital, carefully selected partnerships and products/services with strong marketplace demand. (Glenn Llopis, 2015) This is similar to the 3Ps of Marcus Lemonis, the People, Product and Processes being the fulcrum for Organizational success.

According to Muhammad (2012), a number of efforts have been reported claiming their support for sustained business growth and business process improvement pattern. Scholars like Vergidis (2008) asserted that little work has been done on the actual improvement of process and that business process improvement has not received sufficient attention. Zellner (2011), cited by Muhammad (2012), surveyed a structured evaluation of a chosen set of business process improvement approaches to establish that 'none of the evaluated approaches support the act of improving processes in a structured way.

It is in the light of the above stated studies that this research aims to assess process improvements as a tool for sustained business growth. This research seeks to address the issue through the following research questions:
1.3 Research Questions
In evaluating the effectiveness of process improvement as a tool for sustained business growth, this thesis aims at answering these main research questions:

1. To what extent does Process Improvement influence the organization’s expected growth and sustainability?

This research question aims at proving the assumption that Process Improvement Patterns are effective in achieving sustained business growth in an organization. We will first attempt to demystify KPI’s and then identify some of the factors to be considered before and during implementation of process improve as well as the impact of process improvement on the variability of growth of a business.

2. To what extent does business process improvement ensure sustainable growth of an organisation?

The research question seeks to measure the impact of process improvement on the variability of growth and success of a business, giving room for evaluation of the relationship between process improvement and sustained business growth. Also, the best approach for an accurate evaluation of impact and the metrics to be used for measurement are addressed.

This will be done by reviewing relevant literature as well as by conducting a qualitative research.

1.4 Research Aim and Objectives
The aim of this research is to evaluate Process Improvement Patterns as the Blueprint for Sustained Business Growth.

1.4.1 Objectives

1. Attempt to demystify the Key Performance Indicators’ efficiency and effectiveness.
2. Discover some of the key factors that need to be considered before or during the implementation of PI-Patterns for sustained business growth.
4. To Determine the Approach for Evaluation of Business Process Improvement
To Determine the Metrics to be used for Measurement of BPI.

1.5 Significance of the Study
This study intends to help business directors apply the concept of continual process improvements within the organization. However, it is important to emphasize that sustained business growth cannot be achieved by a single enterprise in isolation. Sustained business growth is a pervasive philosophy to which every participant in the global economy must subscribe, if business organizations want to meet today’s needs without compromising the ability of future generations to meet their own.

Similarly, this study seeks to address the problems of process improvement patterns in organizations by taking a thorough examination of the problems identified through empirical findings. The information derived from the analysis shall help business organizations to make better, informed decisions regarding their businesses and their day-to-day activities.

1.6 Layout of the Study
This research consists of five chapters, with each chapter reasonably arranged in a logical manner in order to stimulate the interest of the readers so as to appreciate the thought of the researcher in achieving the stated objectives of the study. Chapter one, which is the introductory part, focused on the rudiments of research issues which include background of the study, statement of the research problem, the aim and objectives of the study, research questions etc. Chapter two focused on the scholarly- reviewed literature otherwise known as theoretical basis of the research. Also, the theoretical framework of the study which deals with related models or theories were discussed. Different data sourced from peer-reviewed journals and online reports that centered on influence of PI on organization’s expected sustained business growth was thoroughly reviewed and discussed in order to achieve the aim of the study since this research adopted qualitative method of data analysis. The literature reviewed for the research work centered on business process, business process improvement, business process improvement pattern, benchmarking, business process re-engineering, knowledge management and business process management. Chapter three outlined the whole workings of the research methods adopted in carrying out the research work. Chapter four presents an analysis of the four case studies provided for this research, done to the best of
researcher’s knowledge acquired from Business Process Modeling, Business Modeling, Innovation and Value Chain, ERP Systems, Cost and Benefit Analysis amongst others (courses under the BPM Programme as a student in Universiteit Hasselt) with the help of online and offline reports readings that centered on influence of PI on organization’s sustainable growth. In order to achieve the aim of the study, this research shall adopt qualitative method of data analysis. Also specific recommendations were given to each of the four companies under analysis- involves the analysis of the Case Study Reports provided for the study. In conclusion, chapter five dealt with summary of findings, conclusions and recommendations.
2. LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

2.1 Introduction
This chapter discusses the literature and conceptual framework that are relevant to the research work. To discourse the theme, literature on the componential parts of the central theme and a combination of each of these componential parts were painstakingly studied and reviewed which served as the basis for developing the researcher’s ideas on the general concept of the study. The review of the literature aims at providing a lengthy account of earlier studies, in order to identify the gap that exists in the literature which the thesis attempted to fill. The literature reviewed for the research work centered on business process, business process improvement, business process improvement pattern, benchmarking, knowledge management, business process re-engineering, and business process management. They were chosen for review because they are contextually related to the research work because they serve as the basic expository idea that gives the research work a headway towards the achievement of the stated research aim and objectives.

2.2 Literature Review
This section extensively reviews and explains the literature in contextual relation to the research work. The section gives the researcher and the readers of the research work a general overview of what the research entails and what it seeks to achieve: the aim and objectives of the research.

2.2.1 Business Process
According to Kayode (2012), a business process however, is a set of activities which an organization performs to create and add value to its customers. Mentor (2010) opined that business process is a series of events that bring people, technology and information together in a way that creates valuable outputs. A business process is a specific ordering of work activities across time and place, with a beginning, and an end, and with clearly identified inputs and outputs – a structure for action (Davenport, 1998). It is a set of activities which takes an input from a supplier through a logical, related, and sequential (connected) method that adds value to the supplier’s business, and produces a beneficial output for a customer.
Hammer, M. and J. Champy (1993) loosely define Business process as a collection of activities that takes one or more kinds of input and creates an output that is of value to the customer. Adding impetus to the revelations, (Mooney, J.G., V. Gurbaxani, and K.L Kraemer, 1996) in a report affirmed that Business Process contains a set of features and principled flow of steps so as to achieve a task. They furthered explain that business process generally helps in governing the operations of an organization such that it can produce high-end outputs. Business processes within the organizational context can be divided into;

- **Operational processes**: This is said to involve activities involving a firm’s value chain—this constitute the main core business and hence creates the primary value stream

- **Management process**: It consists of information processing, control, coordination and communication governing the overall operation of a system. That is, the processes that oversee operational processes.

- **Supporting Processes**: It consists of activities to support the core operational processes (Wikipedia)

Kohli and Sherer (2002) in a report aimed at “Measuring Payoff of Information Technology Investments” also affirmed that a business process view approach can directly determine
additional factors affecting the conversion of IT assets to successful or unsuccessful impact more clearly at a process level. The author’s report explained that if an organization decides to meliorate its efficiency to plus investments and implements IT to actualize the said, then the business value of IT is recognized if it has actually led to higher effectualness in the organization. Thereupon, it is right to say that analyzing the business process of an organization will gain better results to analyze the impact of IT by identifying the IT mechanisms which add value and understand the connection between IT and the organization. The study however concluded that the Rapid improvements and innovation in IT have led to a competitive environment that organizations are facing today. The impact of IT on organizations has drastically changed over the past decade from supporting roles to developing and shaping new strategies to maintain the business goals.

Hammer and Champy (1993) broadly defined business process as the Collection of activities that takes one or more kinds of input and creates an output that is of high value to the customer. This definition is however more or less contradictory to that of Erikson and Penker (2000), who believe that a business process lay more emphasize on how work is performed rather than describing products or services which are the result of the process (Eriksson & Penker, 2000). Dumas et al. (2013) see a business process as a collection of inter-related activities and decision points that include a number of actors and objects, and that conjointly lead to an outcome that is of value to at least one customer. This definition clearly points out the key parts that act as the foundation when modeling business processes.

2.2.2 Business Process Improvement
Florian (2006) defined business process improvement as a systematic approach to help organizations to achieve significant changes in the way they do business. According to Rosemann (2001) business process improvement is the evaluation of alternative ideas and the movement of the organization. It is a systematic approach which helps organizations to significantly make advances in the way in which its business processes operate. Business process improvement is the product of business process reengineering, redesign, and benchmarking, depending on the degree of change required (Harrington, 1991). Davenport (1993) described business process improvement as an incremental bottom-up enhancement of existing processes within functional borders.
Studies and researches have shown that BPM can be broadly depicted as a provider of tools and techniques to efficiently manage business processes (Huang, Z., et al; 2011). Kohlbacher and M., (2009) explained clearly that BPM also play a crucial part in the growth and development of an organization, particularly which focuses on a business process view because BPM not only provides discovery, deployment, execution of business processes and designs, but due to the demanding evolution it can also provide interaction, control, analysis and optimization of processes (Smith, H., 2003). It is glaringly apparent that the complexity of business process in this contemporary well-connected generation is increasing; organizations are becoming more open and distributed. To help handle the complexities and adopt with new environments, it has become a priority for organizations to focus on BPM.

According to Hammer and Champy (1993), there are different approaches to business process improvement which include business process reengineering (BPR) and business process benchmarking (BPB). In contrast to business improvement process, business process reengineering maintains the current “as is” process and directs more effort on incremental improvements by altering the existing process design to make it more effective, efficient, flexible, and thereby transforming the process into a desired “to-be” process (Harrington, 1991).
2.2.3 Business Process Reengineering

Business Process Reengineering, one of the approaches to business process improvement began in the 1990s when Michael Hammer, who pioneered reengineering, published the article “Reengineering work: don’t automate, obliterate” in the Harvard Business Review. The improved results from the article were dramatic for many organizations that it became a trend during 1994 (Grau, G., X. Franch, and N.A.M. Maiden, PRiM, 2008). It's worthy to mention that BPR is considered to be an old technique for reinventing business processes. Re-inventing has been primarily dependent on management prudence and creativity. Wherefore, by definition, BPR supports scrapping the entire business process to build entirely new processes. In contrast, as the definitions have evolved, researches and studies seem to incorporate technological aspects to support the reinventions of business processes (Smith, H., 2006).

The foundation of BPR is in redesigning the operational processes, especially the one which helps in developing business value of the organization, and IT is just a mere tool needed in automating processes. (Miao and Y.-j., 2010). Whereupon, with BPR, organizations are able to analyze the fundamental business processes and systems, redesign them periodically such that they can be flexible to future redesigns.

The Principles of Business Process Reengineering

By virtue of retrospective study, history has shown to us that, in 1993, Hammer and organizational theorist, James Champy published a book titled “Reengineering the Corporation: A Manifesto for Business Revolution” to build upon the ideas Hammer proposed in his work. The authors howbeit suggested seven principles for reengineering a work process and achieving a substantial level of improvement in quality, time management, speed and profitability.

1. Organize around results, not tasks.
2. Identify all the processes in an organization and make them a priority in order of redesign urgency.

3. Incorporate information processing work into the real work that produces the information.

4. Treat spatially dispersed resources as though they were centralized.

5. Connect parallel activities in the workflow instead of just integrating their results.

6. Put the decision point where the work is performed and build control into the process.

7. Capture information once and at the source.

**The failure of BPR in the 1990s**

In 1996, Fast Company published an article, "The Fad That Forgot People," where Davenport blamed BPR’s negative press on the intolerable power given to third-party consultants who were primarily interested in cost savings and didn't have an emotional investment in the company. He further cited a pharmaceutical company that underwent two major consulting contracts before calling off its BPR initiative and a large telecommunications firm whose treatment of employees as interchangeable components only succeeded at alienating the company’s brightest minds. James Champy and Michael Hammer also agreed that business process reengineering failed to effectively manage the effect that radical change would have on people and culture.

Many other factors that heavily influenced success of BPR included the difficulty of mapping processes accurately and working across business silos that made change difficult. IT is a major driver of most reengineering business processes and the failure of business leaders to align IT infrastructure with BPR strategies and wisely invest in technology that performed as promised also raised frustration levels.

**2.2.4 Business Process Benchmarking**

Business Process Benchmarking is defined by Dean and Yunus (1997) as the process through which business organizations look at the “best” in the industry and try to imitate their styles and processes. It is an organizational process that gives companies or business enterprises the insights to determine what they could be doing better to enhance organizational productivity.
The decision to begin benchmarking is valuable to companies by opening up many different ideas to processes, approaches, and concerns (Allan, 1997).

**Figure 2.3: Business Process Benchmarking**

**Benefits of Benchmarking**

Benchmarking in business has a lot of benefits. The benefits of benchmarking vary in the literature since different scholars or researchers varying opinions about the term. Dean and Yunus (1997) listed seven benefits of benchmarking in their own research while Faite (2013) listed five benefits of benchmarking in her own research. This research therefore explains the main benefits of benchmarking in business as follows:

- **Growth Potential**
Benchmarking may cause a necessary change in the culture of an organization (Dean and Yunus, 1997). Organizations that are forward-looking are usually future-oriented companies. This is because an organization may be too practiced at searching inside for the company’s growth. An organization would be better off looking outside its walls for potential areas of growth than looking inside for growth.

- **Enhance Learning**

According to Dean and Yunus (1997), another reason to benchmark is overcoming disbelief and enhancing learning. For example, selling or hearing about another company’s processes and how they are working will help employees to believe that there may be a better way to compete (Brookhart, 1997).

- **Increasing Productivity and Individual Design**

There are so many reasons why Companies are benchmarking. Such reasons could be broad-enuring increasing productivity or specific –identifying and improving an individual design. When companies look outside, they can easily identify breakthroughs in thinking.

Different companies have their own benchmarking methods, but no matter which method is used, the major steps involved are as follows: first, measure the performance of the best-in-class relative to critical performance variables such as cost, productivity, and quality; second, determine how the levels of performance are achieved; and third, use the information to develop and implement a plan for improvement (Omachonu and Ross, 1994).

It is often assumed that benchmarking is an essential technique only used in a small number of businesses. However, this is not at all the case. Benchmarking can be used in all types of businesses and other related settings. Measurement is the key aspect used in benchmarking in order to “know where the company stands today and where it will be tomorrow” (http://www.bradford.ac.uk/universi...wsandviews/95-03/Benchmarking.html, 2/18/97).

Dean Elmuti and Yunus Kathawala (1997) opined this aspect is extremely important in all types of business settings whether manufacturing or service-oriented. It allows businesses to strive for continuous improvement whether dealing with products or processes. Avon products, Exxon Chemical, Microsoft, Ford, and General Motors are examples of companies
that have used benchmarking as a tool. One of the best known examples of companies in the USA using benchmarking is Xerox. Infact, this company became known as the “pioneer” of benchmarking (Omachonu and Ross, 1994). The results from this benchmarking process for Xerox included:

(1) Quality problems cut by two-thirds.
(2) Manufacturing cost cut in half.
(3) Development time cut by two-thirds.
(4) Direct labour cut by 50 per cent and corporate staff cut by 35 per cent while increasing volume (Omachonu and Ross, 1994).

Xerox did not get all improvements directly from benchmarking. The improved process and climate indirectly improved the rest of the organization (Omachonu and Ross, 1994).

2.2.5 Business Process Improvement Pattern
According to Buckl et al., (2013), the concept of Business Process Improvement Pattern is the documentation of proven knowledge that has already worked to solve problems within a specific context is very popular in the field of IS. Matthias and Manfred (2014) defined process improvement patterns (PIPs) as generic concepts for enhancing particular aspects of business processes. Business process improvement patterns are an attempt to describe successful solutions to model operational Business Process Improvement steps.

Chefebi (2017) noted that there are two approaches for applying business process improvement in an organizational setting but did not discuss the two approaches in detail. Although there are other approaches for applying business process improvement in an organizational setting, consistent knowledge of other approaches is lacking.

Approach 1 for applying BPI-Patterns
The first approach according to Chefebi (2017) was suggested by Falk et al., (2013a). According to Falk et al., (2013a), a BPI-Pattern is defined as a reusable solution for a certain problem in a business process within a certain context. Falk et al., (2013a) asserted that the
main objective of a BPI-Pattern is to transform a business process from an “as-is” to a desired “to-be” state.

Falk *et al.*, (2013a) suggested BPI-Pattern approach that supports the “act of improvement”, and consist of two main components that are both integrated into a software tool: a pattern catalogue as a repository of improvement propositions and a step-by-step selection process for identifying and selecting suitable patterns (Falk *et al.*, 2013a; Falk *et al.*, 2013b). According to Chefebi (2017), BPI- Patterns require several attributes for its effective and efficient application during the improvement of a business process. Chefebi (2017) opined that the attribute *name* acts as an identifier and represents the underlying concept. The attributes are however shown in table 2.1.

**Table 2.1 Attributes of a BPI-Pattern**

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>The name as a unique identifier of a BPI pattern</td>
</tr>
<tr>
<td>Example</td>
<td>Illustration of the application of a BPI pattern for the problem at hand.</td>
</tr>
<tr>
<td>Problem</td>
<td>Formulation of the issue that needs to be solved by means of the BPI pattern</td>
</tr>
<tr>
<td>Context</td>
<td>Characteristics that imply conditions that have to be present to apply the BPI pattern</td>
</tr>
<tr>
<td>Solution</td>
<td>Concept for solving the problem complete with the necessary steps which have to be executed.</td>
</tr>
<tr>
<td>Mechanism</td>
<td>Operations that are executed as part of the solution.</td>
</tr>
<tr>
<td>Building Block</td>
<td>Pre-built models for implementing within the problem-solving approach</td>
</tr>
</tbody>
</table>
2.3 Conceptual Framework

This section discusses the various concepts that are found relevant to the research study. The concepts offer valuable insights on the basic underlying issues of business improvement pattern and sustained business growth. The concepts discussed are the concepts of business process management and knowledge.

2.3.1 The Concept of Business Process Management

According to PWC (2013), BPM is a discipline that optimizes processes, manages & monitors process performance using specially designed IT applications. It enables the rapid automation of a large variety of different processes. PWC (2013) opined that BPM is based on the logic of ‘work packages’ that are routed from one working place to the next with the support of a system, so that manual intervention can be reduced to a minimum. The discipline of business process management (BPM) leverages digital tools to create models that enable organizations to optimize key business processes (Cognizant, 2012).

<table>
<thead>
<tr>
<th>Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resulting effects of a BPI pattern regarding cost, time, quality, and flexibility.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicators for measuring if the application of a BPI pattern has resulted in the desired change.</td>
</tr>
</tbody>
</table>
2.3.2 Roots and Objectives of Business Process Management (BPM)

By virtue of retrospective study, history has shown to us that BPM has its roots in early studies of organizational design (e.g., Taylor 1911). This pioneer focus that necessitated BPM developed later into the more compendious discipline of industrial engineering and remained focused on the analysis of operational activities in the dominating manufacturing sector. An increasing significance of services, the growing importance of information technology for the design of processes and the overall recognition that processes form a critical corporate asset; have elevated this domain into the status of a management discipline.

Hammer (2010) however asserts that BPM as a management discipline is characterized by the two developmental paths:

- **Process Improvement**: Earlier studies and researches in the field focused on the analysis of existing business processes, aimed at continuous or incremental process
improvement. Examples for this approach were Kaizen (Imai 1986), Total Quality Management (Juran 1988; Crosby 1979), and Lean Management (Womack, Jones 2003), or Basic principles were provided by Deming, for example, who in his studies on statistical process control conducted systematic analyses of processes by means of both quantitative and qualitative criteria (Deming 1986).

- **Process Reengineering**: Hammer and Champy (1993) presented an approach that essentially quizzed existing business processes and demanded the radical re-design of extant processes. According to Davenport (1993), processes were re-designed from an end-to-end perspective in the light of organizational goals, particularly capitalizing on the potential of information technology (IT) as a major driver for innovation.

Leonardi (2011) however buttressed that BPM also concerns evaluating and identifying the action potentialities arising from new technologies, so as to capitalize on affordances that emerge in relation between systems, users, and the context in which information systems are used. The emergence of new technology created new risks which directly require BPM to also evaluate alternative process designs and resolve when necessary to implement the next innovation.

### 2.3.3 BPM as an Integrated Management Discipline

History has shown to us that in early years, BPM focused on isolated optimization projects, but now perceived as a permanent responsibility providing capabilities needed in order to sustain competitiveness and enhance performance in organizations (Harmon 2007, Spanyi 2008). However, researches and studies have shown that in order to successfully implement BPM in an organization it is imperative to incorporate capabilities in all six areas. For each area BPM provides a variety of contributions. These factors are described in maturity models (Fraser et al. 2002) that identify specific capability areas relevant to implement BPM. (Rosemann and Vom Brocke 2010) provide an overview of maturity models in BPM. De Bruin et al. 2005, however, propose a model that can be used to assess an organization’s business process management maturity (see Figure 2.5).
The model distinguishes six capability areas:

- **Strategic Alignment**: BPM needs to contribute to strategic aims of the organization. Related capabilities cover the assessment of both processes and process management initiatives according to their fit with the overall corporate strategy.

- **Governance**: Importantly, BPM needs to be implemented in the organizational structure. Related capabilities include the assignment of various relevant BPM-related tasks to stakeholders and to apply specific principles and rules to define the required responsibilities and controls along the entire business process lifecycle.

- **Methods**: BPM needs to be supported by methods for process design, analysis, implementation, execution and monitoring. Related capabilities include selecting relevant BPM methods, tools and techniques as well as adapting and combining them according to the specific requirements of the organization.
➢ **Information Technology**: BPM needs to utilize technology, particularly process-aware information systems (PAIS), as the basis for process design and implementation. Related capabilities include the ability to select, implement and successfully use relevant PAIS solutions covering for example workflow management, adaptive case management or process mining solutions.

➢ **People**: BPM needs to consider the employees’ qualifications in the discipline of business process management as well as expertise with relevant business processes.

➢ **Culture**: BPM needs a common value system supportive of process improvement and innovation. Having this will enable organizations to assess their organizational culture according to relevant values and as well help in deriving measures to further develop these values accordingly.

### 2.3.4 Context-Awareness in BPM

Any BPM initiative is bound to the organizational context it is situated in. While early work in BPM focused on comparably well-structured, homogenous domains, there has been a growing interest in areas where there is no clear-cut structural flow of work activities. Davenport (2005), for instance, discusses how the management of knowledge work can benefit from a process-oriented view, highlighting that process-orientation implies design, that is, the explicit goal to improve work. He proposes a classification structure for knowledge-intensive processes, based on the two dimensions of level of interdependence and complexity of work. Seidel et al. 2010 point out that business processes may comprise of both well-structured, transactional parts and creative parts (“pockets of creativity”). The creative parts can typically not be precisely specified in terms of resource requirements, control flow, and outcome. The associated uncertainty sets boundaries for the application of concepts such as automation or process modeling, and organizations are required to be cautious when applying those traditional BPM approaches. Melao et al. 2010 distinguish four perspectives on business processes:

1) Business processes as deterministic machines

2) Business processes as complex dynamic systems
3) Business processes as interacting feedback loops,

4) Business processes as social constructs.

They also give examples for business areas and discuss appropriate methods for process modeling and analysis. Rosemann et al. (2006) present a context-awareness framework in which they distinguish between (1) the immediate context, (2) the internal context, (3) the external context, and (4) the environmental context of processes. Contextual factors are considered a driver for choosing the right measures within each capability area illustrated above.

2.4 The Concept of Knowledge Management Practices

In the information age of today’s world, knowledge is increasingly transforming every nook and cranny of organizations and economies. Knowledge Management Practices is an evolving topic that has gained a lot of attention amongst scholars, businesses, and organizations in the last decade. The emergence of Knowledge Management Practices is attributable to the increasing transformation of the world of work from industrial-based economy to knowledge-based economy that is hinged on a firm’s ability to develop and managed its knowledge resources for competitiveness. According to Lakshmi and Janine (2000), Knowledge Management (KM) is a process that helps organizations to find, select, organize, disseminate, and transfer important information and expertise necessary for activities such as problem-solving, dynamic-learning, strategic planning and decision-making in an organizational setting. Kayode (2012) asserted that since an organization cannot be any successful more than what it knows, organizational knowledge is an important factor that separates successful and unsuccessful organizations from one another. This implies managers are craving for information that will enhance their decision-making which thereby steering their organizations to achieve excellence in greater heights. To improve the effectiveness of knowledgeable experts, information systems groups at several organizations have started creating databases for knowledge, information maps and custom-made applications (Lakshmi and Janine, 2000).

Globally, knowledge management is a discipline, a branch of knowledge, has been defined by scholars over the years. Ghani (2009) defined Knowledge Management as the need to
manage knowledge in an organization just like an asset. Mutula and Moko (2008) quoting Groff and Jones (2003), presented a definition of KM. They defined KM as the tools, techniques and ways to analyze, improve, organize and share business expertise. In lieu of this, KM is the process of identifying sharing, building, capitalizing and effective utilization of organizations intellectual assets to enhance its competitiveness and performances.

Over the years, a lot of studies and researches have been conducted into determining the impact of knowledge management on organization. According to Ilkenwe and Igbinovia (2015) knowledge is information that has been improved on, and a mixture of experience, insights, reading and imaginations. Kucza (2001) buttressed that it evolves in people’s mind by a combination of experience, information and data. Knowledge is information that has underwent a sort of distillation process which makes it context based and applicable in handling real life situations. Aguolu and Aguolu (2002) however also defined knowledge as information that has been processed according to a point of view, preparing the receiver for appropriate actions. From the series of definitions established, one could easily deduce that knowledge by implication exists in a DIKW (Data-information-knowledge-wisdom) chain which can also be referred to as the information continuum.

Howbeit, Liew (2007) asserts that data are recorded (captured and stored) signs and signal readings, while information is a message that contains relevant meaning, implication, or input for decision and/or action, and knowledge is the (1) recognition (know-what), (2) ability to act (know-how), and (3) understanding (know-why) that dwells or is contained in the brain or within the mind. This further display the link between data, information and knowledge; and the relationship occurs in preceding order. Within the field of knowledge management, two types of knowledge are widely accepted - tacit and explicit knowledge.

2.4.1 Explicit and Tacit Knowledge
Kayode (2012) noted that knowledge can be conceptualized into tacit knowledge and as explicit knowledge. Knowledge can be defined as a fluid mix of experiences, values, contextual information, and expert insights that provides a framework for evaluating and
incorporating new experience and information (Kayode, 2012). Knowledge is a basic factor that helps and organization to deliver creative products and services if applied successfully. Polanyi’s (1998) theory on knowledge informs us that individuals are a key source of knowledge. Knowledge is a process or action of knowing an experience or associating with an experience through individual participation (Rechberg & Syed, in press).

Lakshmi and Janine (2000) opined that there is a wide variety of literature about what "knowledge" and "knowing" means in epistemology, social sciences, and psychology. Lakshmi and Janine (2000) opined further that there is still no one definition or consensus on what KM means. In the same vein, Fahey and Prusak (1998) also suggested that developing a working definition for knowledge is problematic because of the multiple purposes for which the term is deployed.

However, as noted by Lakshmi and Janine (2000) most organizations already have a vast reservoir of knowledge in a wide variety of organizational processes, best practices, know-how, customer trust, MIS, culture and norms. This knowledge is often diffused, and mostly unrecognized. Organizational culture usually prevents people from sharing and disseminating their know-how in an effort to hold onto their individual power base and viability (Lakshmi and Janine, 2000). Assets of companies like insights, intuitions, hunches, gut feelings, values, images, metaphors, and analogies are often-overlooked (Nonaka and Takeuchi, 1995). The two types of knowledge in an organizational setting as noted by Kayode (2012) are discussed as follows:

1. **Explicit knowledge (know-what)**

Explicit knowledge is the codified or documented knowledge (Kayode, 2012). Tywoniak (2007) asserted that explicit knowledge can take the form of data and information, whereas tacit knowledge is embedded in individuals. Explicit knowledge is the type of knowledge that has been documented in the form of books, reports, manuals, encyclopedia, documents, etc. This type of knowledge can be easily identified because of its physicality and its tangibility (Kayode, 2012).
2. Tacit knowledge (know-how)

Polanyi (1958) defined tacit knowledge as the knowledge embedded within the workers and not those documented (explicit). Implicit knowledge can be acquired through cognitive process i.e. thoughts, experience, senses, etc. Tacit knowledge is lost through employee retrenchment, retirement, outsourcing, etc. (Kayode, 2012).

2.4.2 Nature of Knowledge Management (KM)

Human resources are highly important in knowledge management which is why it must be given consideration in any knowledge management practice. As established earlier, knowledge is the genesis of knowledge management, and people are the primary conveyor of this knowledge in the form of tacit knowledge, even in explicit knowledge, people are needed to ensure codification. Buttressing the above assertion, Aziri, Veseli and Ibraimi (2013) explain that organizational knowledge strongly depends on human resources. Also, Armstrong (2006) asserts that people influence knowledge management by promoting an open culture that inspires distribution of knowledge; promote an atmosphere of commitment cum trust; develop systems and practicable policies for knowledge management among others.

The workability of any knowledge management practice will depend on the effective utilization of processes, people and systems (technologies). These are the three (3) fundamental focuses, stages, elements or components of knowledge management which works closely to another to one another to achieve any knowledge management objective(s). Every knowledge management practice must wherefore as a necessity put these elements in place to achieve a successful outcome; therefore, they are called the tripartite nature of knowledge management for the purpose of this paper.

Another important component is the knowledge management processes, which explains the methods and steps knowledge management practices are achieved. Edwards (2011) model connotes implementing new ways to work or to build in what you want to achieve, in both cases to achieve knowledge management objectives. He further explains that people help design and then operate Processes, while Processes define the roles of, and the knowledge needed by People. Meanwhile, systems or technologies
which is the third component of this system, refers to all devices that supports the practice and implementation of knowledge management. Fig 2.6 gives a pictorial representation.

![Figure 2.6: The Concept of Knowledge Management](source from todesk.com)

**2.4.3 Importance of Knowledge Management**

KM has become a necessity for organizational competitiveness and advantage because of the benefits it presents. Dhamdhere (2015a) was of the opinion that “Knowledge Management can easily transform organizational new levels of effectiveness, and scope of operation, using modern technology, data and information are made available to users for effective productivity”. Knowledge management is thus crucial to the progress of organizations, institutions and systems for harnessing its knowledge for possible gains. Jelenic (2011) on the importance of knowledge management in organizations avers that KM support innovation, encourages free flow of ideas, increases revenues, and reduces cost, increases efficiency and effectiveness.

Knowledge management improves organization’s performance through increased efficiency, productivity, quality and innovation. CIO Council in Ali & Ahmad (2006) noted that KM also enhances better decision-making, streamline process time, reduces rework, ensures high data integrity and greater collaboration Also, KM increases the worth or financial value of an organization by treating the knowledge of organizational
members as an asset similar to capital facilities, (U.S. Department of Navy in Ali & Ahmad, 2006). Therefore, knowledge management is a vital element for the continuous existence and progression of organizations.

While knowledge is identified as a key factor in production and/or service processes, knowledge management according to Nickols (2000) leverages the knowledge for organization’s advantage. In the same vein, KM leverages intellectual assets for the enhancement of organizational performance, (Stankosky 2008). Krstić and Petrović (2012) review the role of knowledge management in increasing enterprise’s innovation among several other things assert that KM promotes and encourages knowledge-driven culture in which innovations are stimulated, as well as improves growth willingness, which has a positive influence on innovation capability of an enterprise. Such innovation will enable enterprise secure and retain their competitive positions in the marketplace, (Desouza, 2011). They (Krstić & Petrović, 2012) conclusively state that Knowledge management in enterprise provides a better use of knowledge and reduces the complexity of innovation process.

Additionally, Omotayo (2015) concludes that KM is critical for organizations that seek to ensure sustainable business growth. This corroborates the assertion of Dzunic, Boljanovic and Subotic (2012) that “achieving a sustainable competitive advantage today means to achieve primacy in knowledge… while knowledge management helps generate the value of knowledge-based assets, an imperative of modern business”. Knowledge management is therefore important to individuals and organizations in the knowledge economy where knowledge is treated as a factor of production. The organization that best manage her knowledge (people, technology and process) will record sustainable growth and development.

### 2.4.4 Barriers to Knowledge Management
Abdolshaha and Abdolshahb (2011) conducted an extensive research into barriers impeding the successful implementation of knowledge management in Iranian institutions and opine that unawareness of top managers or workers about knowledge management concepts, lack or absence of competition among several institution purposely to earn new customers, lack of
formation of knowledge management team and lack of dialogue between institutions are what can hinder successful implementation of KM in an institution. In addition, Bartczak (2012) on identifying barriers to knowledge management in the United States military include leadership education and commitment, lack of resources, among others as barriers faced in KM implementation. Moreover, lack of monitoring or managing KM systems and focusing on an individual rather than a team approach are also some barriers to the implementation of knowledge management as proposed by Dooley (2013).

On what could be the major limitations to the implementations of knowledge management, Dzunic, Boljanovic and Subotic (2012) found out that respondents for their study indicated insufficient training, unwillingness of employees to share knowledge with other employees, too complex system, failure to recognize personal benefits that employees would have of sharing and managing knowledge and lack of trust among employees, respectively are major barriers to the introduction of knowledge management. Ujwary-Gil (2017) in her study aimed at analyzing the barriers to knowledge management notes that lack of reward and motivation for seeking and sharing knowledge, unawareness of where the knowledge-base of the institution is, organizational culture promoting individual results to knowledge sharing, limited resource, unfavorable nature of technology system among others are some factors that hinders knowledge sharing in organizations.

To conclude, the reviewed literatures show that implementation of Process Improvement can be impeded by several reasons as established earlier to include management unawareness or unfamiliarity with the concept, poor management of people, being the base of knowledge, Tools and choice of methodologies, KM processes; lack of commitment from organization leaders; inadequate resources and willpower; poor motivation; and lack of skilled personnel needed to handle complex technologies.
3. RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on how the research will be carried out by explaining the fundamental methodology that guide the study. The chapter defines the research design, unit of data collection, environment of data collection, and method of data analysis. It discusses the research methods employed, and the sources and types of the data that will be used in the study. It also attempts to present in a succinct manner what each of the four companies used as case study are all about; the business goals, project background and their business models.

3.2 Research Design

This section addresses the plan, structure, and strategy of investigation of issues related to the process improvement as tool for sustained business growth. The plan shall outline the research scheme by which the work will be carried out, the structure shall indicate specific outline, while the strategy shows the means by which the research will be executed and the instrument and methods adopted in data collection and analysis.

The research was carried out in the form of Multiple Case study. Creswell defined multiple case studies as “a single, bounded entity, studied in detail, with a variety of methods, over an extended period”. According to Herold (2009) a case study is an empirical or scientific inquiry that investigates an existing phenomenon in-depth within its real-life context, especially when the boundaries between phenomenon and situation are not clearly evident. In other words, case study method is used when one, want to understand a real-life occurrence or situation in-depth, but such understanding encompasses important contextual conditions – because they were highly pertinent to your phenomenon of study. Therefore, the choice of the case study approach was informed by the nature of research.

In collecting and analyzing the needed and required information necessary for the research, an inductive method of data collection was adopted. The choice of inductive method of data collection and research was arrived at because of the nature of the research, which is a qualitative research, with the aim of examining existing theories and also generating new theories emerging from the data collected. Hence, from the data &
information gathered, a conclusion or theory was reached. The theory arrived at, formed the findings or outcome of this research findings.

3.2.1 Unit of Study
Case study research is defined as an in-depth and detailed study of an individual or group of individuals, and is typically qualitative in nature, leading to a narrative description of behavior or experience (Anon., n.d.). They opined that the main feature of a case study research is that they are narrowly focused, providing a high level of detail because, it allows for combination of both objective and subjective data necessary to achieve a comprehensive and thorough understanding of a subject matter.

To identify appropriate cases, and in line with the purposeful sampling approach, the author carried out analysis using the case study reports of four carefully selected fictional companies. These four companies constitute the unit of study for this research. The case study reports are case studies that were carried out by the four fictional companies and it contains the documentation and the process models of the case study reports are the main unit of study in attempting to answer the stated research objectives.

3.2.2 Theoretical Data
The literatures were collected from Print and E-resources books, also articles which is divided into two main types- the literatures related to the impact of process improvement on business growth and other specific literatures that centered and focused on process improvement. The library and internet was mostly utilized to obtain all the various datasets such as articles, Doctoral theses, peer-reviewed journal, E-databases including Elsevier, Research gate.

3.3 Unit of Data Collection
The inductive method of data collection is being adopted for the collection of qualitative data as it is concerned with the generation of new theory and also exploration of new phenomena. In selecting the necessary data required to achieve the aim of this research, purposive sampling method was adopted. Purposive sampling is known as judgmental, selective or subjective sampling. Purposive sampling is defined as a non-probability sample that is selected based on characteristics of a population and the objective of the study. Coyne (1997)
on his part stressed that the power of purposeful sampling is in selecting information-rich cases that permit relevant in-depth analysis and that are more useful to the research context. The unit of data collection for this research work is in four domains considering the approach in answering the four objectives of the research. Considering the four research objectives, the data comprised the reports provided by the four fictional companies. This implies that four (4) case studies will be considered in answering the research objectives.

3.4 Data Analysis
Qualitative content analysis method was adopted in the course of analyzing the data sourced from different means, as regards to the sources and types of data being collected. Hsieh & Shannon (2005) defines it as a research method that ensures subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes or patterns. It is widely used in the analysis of contrasting documents and statistical data to measure or quantify patterns. It is based on interpreting opinions and perspectives of various subjects.

![Fig 3.1 Case Study Structure](source: Atkinson, 2002)

The uses of codes and coding are essential in analyses of qualitative data. The technique utilizes the case-oriented approach strategy referred to as ‘partial ordered displays’ to analyses the case study data. This strategy allows for the quick identification of the segments
relating to the research questions and any potential themes. The process involves creating codes to be used for the analysis of the case study data and then coding the data.

3.5 Environment of Data Collection
The data used for the four objectives shall be obtained from Prof. Koen Vanhoof (University of Hasselt) which consists of case studies report that were carried out by students in the Business Process Management Programme. The Companies whose reports were appraised for use as Case Studies are:

3.5.1 Glazers Automobile Rental & Sales Ltd

A. PROPOSITION
Glazers is an automobiles company that engages in sales of cars, car rental, and sale of car spare part, repair and maintenance. A leading and reliable automobile rental and sales company in Africa (Cameroon, Ghana, Nigeria, and Kenya). The company's vision is to create strong customer relationship by bringing customers closer to their brand. This is achieved by creating a strong bond with customers, both producers and buyers in friendly and hospitable environment, retail shops where producers can distribute the cars and the buyers have an easy access to cars in perfect conditions by direct shopping or purchasing it online through the company’s website or phone application.

B. BUSINESS GOALS
1. To be a dominant party in the automobile industry as a retailer.
2. Make sales, rental and repairing processes and operations convenient, simple and easy to perform.
3. To ensure maximum customer satisfaction aligns with profit making.

C. BACKGROUND OF PROJECT
- The main activities of Glazers Auto are sales of cars, car rental, and sale of car spare part, repair and maintenance. Glazers automobile company is a retailer company of luxury cars which focuses on mostly lovers of luxury cars in specific African
countries where business people face difficulties to find them and luxury cars manufacturers reach these people via us.

- Own shops but also have a delivery system.
- Company has signed a contract with automobile companies so that they provide us with cars which are sold to the customers in Africa through our retail shops.
- Customization of vehicle sold in demand of the customer wish.
- Company gives 3 years warranty for each car bought by a customer. This warranty is valid in relation of nature of fault of the vehicle.

**D. BUSINESS MODEL**

A Business Model Canvas helps to bring all the activities and process within a business as well the product and the people (stakeholders) into one big picture. With the BMC, all that pertains to a business is dissected and broken into pieces and small bits, such that all operations regarding a business and the medium with which organizational goals and objectives are achieved are brought into light using 9 strategic building blocks. This block which include: Value Proposition, Customer Segments, Customer Relationship, Channels, Key Activities, Key Resources, Key Resources, Cost Structure and Revenue Streams.

Glazers Automobiles has been able to dissect its operations- its show the stakeholders involved as well all the operations that bind them all. Here in Fig 3.2.is the business model of this company. For a clearer view check https://canvanizer.com/canvas/wNGn3CP5oJYdw
Figure 3.2: Business Model Canvas Glazers Automobiles

Source: Case Study Report
E. APPRAISAL

From Glazers Business Model, it is evident that the company focuses on mostly three customer groups such as companies-business people who want to own a luxury car, tourists-people who come to these countries for some period of time and want to rent a car, and finally the owners of luxury cars who wants to make it more customized by changing specific parts of it.

First segment of customers are business to business people who are involved in business activities and take the prestige as an important factor of their jobs. Thus, they highly care about their automobile’s brand type since it is known as an indicator of lifestyle and view to the business world especially while going to some formal meetings. Our company makes their life easier since they don’t need to travel to other countries in order to select the car instead they come to our store and get their cars or make their choices in the catalogue and we deliver the car in few weeks.

Second segment of customers include people who are in need of luxury cars for specific amount of time. This category can include tourists who travel to these countries and want to rent a car or business people who travel for specific business case in these countries and want to rent car with which they can move around the city.

Third segment of customers include people who already own a luxury car and have problems related to some parts of the car. These can be fixed by Glazers’ trained automobile specialists who give a warranty after repairing all cars.

All the Activities of Glazers listed in the above BMC are highly essential in the delivery of its products (spare sparts) and services (rentals) to the targeted customer segment. The medium/channel through which they intend to deliver are also in line. Generally, the business model is in alignment with the objectives of the company.
3.5.2 Rent-A-Drone

A. PROPOSITION
Rent-A-Drone is a company that aims at providing customers with the best high quality images using trained photographers who are skilled both in photography with and without UASs (Unmanned Aircraft Systems). Rent-A-Drone offers the service of professional photographers who can capture certain events such as weddings, parties, by taking pictures from both the ground and in the sky by using a drone. The photographers are even trained in getting certain shots for a movie of some sort. Rent-A-Drone works together with freelance photographers which also can be considered as “drone pilots”, they get scanned before to check if they have the required certificates to fly a drone. This captured footage can then be edited by a qualified editing team. The service can be requested via the company’s app or website, where the customer gets access to available dates.

B. BUSINESS GOALS
1. Focus on a user friendly experience which is translated through our app and website.

2. To have a strict recruitment policy as a company which allows us to recruit highly skilled employees and offer them the right climate to excel.

3. Focus on the product/service management- this means this entails making sure all the products/services offered meet the same high quality.

C. BACKGROUND OF PROJECT
- Rent-A-Drone wants to provide her customers with the best high quality images using trained Photographers who are skilled both in photography with and without UASs (Unmanned Aircraft Systems).
- To keep offering high quality service by continual attraction of the most skilled freelancers and by giving them training to increase their skills.
- Maintaining a quick and easy way of ordering the company’ services via the company’s website and mobile app.
The Order to Cash entails majorly Checking Request after which Customer checks footage type. From here, Customer goes ahead to choose available employee, after which Payment is issued and Service is fulfilled.

D. BUSINESS MODEL
The link to the Canvas of Rent-A-Drone was not available on the report submitted as at the time of compiling this research work. However find in figure 3.3 what they presented as their business model.

Fig 3.3 Business Model Canvas of Rent-A-Drone

Source: Case Study Report
E. APPRAISAL

From the BMC above it is clear that the Rent-A-Drone company targets only one customer segment. It has people who want to capture certain events in high quality pictures as its target market. They run a transactional relationship, receiving orders and request for their service via their app and website. They engage in Sales, Marketing, Research & Development all of which are necessary in the fulfillment of the organizational goals. To keep offering high quality service; continual attraction of the most skilled freelancers is key and by giving them training to increase their skills, they are able to deliver optimally and maximally.

From appraisal of the BMC, I see they run a transactional relationship with their customers, this could be better, because they run a unique kind of service, it should be customized/ tailor made, so as to be able to meet the unique needs of each client. Other than this, their business model addresses all the blocks necessary in executing and meeting with Organizational Goals. Their processes are in line with their objectives/goals, also this reflects on their choice of KPI’s. There is a great fit between the activities targeted towards the Product, the People and the Processes.

3.5.3 Sublime Furniture

A. PROPOSITION

Sublime Furniture is a Company that specializes in making smart modular furniture that helps optimize interior space. They provide the best interior space management solutions to different people across Europe especially those located in cities by providing world class premium quality products that are environmentally friendly as well as offer superior customer service. Their mission is to solve interior space issues for people living in urban cities across Europe, create significant “value” and generate substantial “return on investment” while leaving a positive impact on society. Also to create a culture that values and supports employee engagement, encourages personal development and fosters team collaboration thereby providing unsurpassed customer service to clients. For them, Service is the heart of Business.
B. BUSINESS GOALS
1) To focus on innovation of new furniture line items to meet the growing European customer demand.

2) To offer our customers superior quality and uniquely designed furniture that is multipurpose and environmentally friendly.

C. BACKGROUND OF PROJECT
➢ The company's main unique feature is the fact that the furniture is modular allowing different sets of frame combinations to make a variety of items from one product. For instance, carefully adjustable nightstands that can also serve as chairs, wardrobes that alternatively serve as beds and dining tables among other items.
➢ Use of these furniture line items has been enhanced by use of an app that facilitates the modular feature making it easier to adjust at any desired time.
➢ Be genuinely “fair” to all individuals and entities we touch, including our end customers, our dealer partners, our employees and representatives, our vendors, and our stakeholders.
➢ Quality of service is closely monitored to ensure customer satisfaction.
➢ Improvement in production process is priority with emphasis on quality of products.
➢ Skills and knowledge of our employees are paramount in the expansion of our business.

D. BUSINESS MODEL
View the Business Model Canvas of Sublime Furniture in the Fig 3.4
Fig 3.4 Business Model of Canvas Sublime Furniture

Adapted from Case Study Report
E. APPRAISAL

Sublime Furniture has just two objectives, serving two value propositions - interior design expertise and smart modular furniture. This proposition is targeted at people living in the cities in Europe. They are reached via their online shop, physical outlets within the cities. The engage in aggressive marketing, this is seen and represented via their choice of marketing channels - TV Channel, a well maintained website that is up to date. They have no key partners for their business to run effectively and efficiently, which is very good for a business as theirs. The business model of Sublime matches it objectives, however the key performance indicators do not reflect what they uphold as a business. The choice of KPI’s could be better than what it is presently. KPI’s are used to evaluate the success of an organization or of a particular activity. Choosing the right KPI’s relies upon a good understanding of what is important to the organization. New metrics should be designed by Sublime for all the different process areas within the organization in order to get everyone within this organization running with the vision, and in the right direction too. From Order to Cash, to Complaints Handling to Hiring of employees as well as Training and also the Career development - all needs to be looked into as soon as possible.

3.5.4 Hello Doctors

A. PROPOSITION

Hello Doctors is a Company that aims at connecting doctors and patients around the world. The patients or their family members could talk to doctors to get consultant services whenever they need. Our doctors will listen and give advices. The service is available 24 hours for 7 days a week as long as the users connect to internet and login in our system. Heath has become the most serious concern with many people. The immediate advices from doctors could be helpful for patients not only in physical but also in mental health. Due to the structure of healthcare system, it is usually difficult for people to contact directly with doctor in case that they need to talk to them. In order to understand and tackle the actual situation that there is a gap in connection between patients and doctors a new platform called “Hello
Doctors” was introduced. This platform is developed by the company named “Hello Doctors” to support patients to speak to doctors or health specialists every time when they have a demand hence making them a leading platform that offers medical consultancy services.

**B. BUSINESS GOALS**

To become a leading platform that offers medical consultancy services. According to our survey, it takes nearly one week or more for patients to meet with doctor since the time of appointment is set. Hence, “Hello doctor” is considered to be a good choice for patients who want an immediate advice from specialized and expert doctors.

**C. BACKGROUND OF PROJECT**

- The company mission is to connect doctors and patients around the world.
- The patients or their family members could talk to doctors to get consultant services whenever they need. Our doctors will listen and give advices.
- The service is available 24 hours for 7 days a week as long as the users connect to internet and login in our system.
- Our core values are based on these principles: customer focus, cooperation, enthusiasm, perseverance, learning and improvement.

**D. BUSINESS MODEL**

Find the Business Model Canvas of Hello Doctor in Fig 3.5. The Value Proposition of Hello Doctors includes delivery of affordable and high quality medical consultancy services while being available at every time and being accessible from every place. Their target customer is the Europe market, reaching to them via the company’s website and application. They recruit doctors on the team, manage relationship with their doctors while engaging in web and online application maintenance, marketing and relationship management. The Doctors are key resource amongst others- online application, customer service team, IT Team, Contracts with Doctors.
**Fig 3.5 Business Model Canvas of Hello Doctors**

**Source:** Case Study Report

**E. APPRAISAL**

The goals of Hello Doctors are straight and simple enough- the processes outlined-tasks and activities are straight forward also in alignment with the objectives. With the KPI’s set in motion for each of the process areas, there is some balance, which puts Hello Doctors in a category of their own. The KPI’s set are directly in correspondence with company’s core objectives. Aside, this, Hello Doctors have set in a place a mechanism to track and measure
progress and adherence to the core objective and values of the organizational. There is no form of waste within their processes. There is also a good balance between the three factors that uphold organizational success according to Marcus Lemonis. The People, Product and Process factors and for this, they are set on the right track to ensuring sustainable business growth.

It is imperative to mention at this point that, it was not possible to meet with the authors of the above case study reports; therefore the researcher relied solely on the information within the documents. There was no access to their accounting and financial information to give an overview of the financial situation of each company over the last 5 years to track growth or success, shortcomings or fails.
4. DATA ANALYSIS AND DISCUSSION OF FINDINGS.

This chapter presents an analysis of the four case studies provided for this research and different data sourced from peer-reviewed journals and online reports that centered on impact of PI-Patterns on sustained business growth. In order to achieve the aim of the study, this research shall adopt qualitative method of data analysis. This involves the analysis of the document provided for the study. The data analysis was carried out on four case studies. The four cases aided in providing answers to the research objectives which involves the analysis of the documentation provided by the four companies. For Objective one, an attempt was made to demystify the KPI efficiency and effectiveness of each of the four companies. For Objective two, an attempt was made to uncover some of the key factors which need to be considered before or during the implementation of Process Improvement for sustained business growth of the companies, as well as steps to be followed in the implementation of PIPs. For the Objective three, an attempt was also made to determine the impact of Process Improvement on organization’s expected sustained business growth in the four cases. For Objective four, an attempt was made to access the approach for evaluation of Business Process Improvement that can be employed by the businesses in question. With Objective five, a determination of metrics that can be used to measure the impact of PI on business growth, also BPI Methodologies that are available to today’s businesses are also discussed.

4.1 Demystifying KPI’s Efficiency and Effectiveness

The efficiency and effectiveness of Key Performance Indicators cannot be over emphasized. This is also made evident based on the well laid out KPI’s found in each of the four case studies. However, figure 4.1 gives an illustration of the approach adopted in analyzing the application of these KPI-Patterns on the processes involved in the four businesses (Ilona and Evelina, 2013)
The performance of organizations has become a priority for the public and private sectors (Ilona and Evelina, 2013). The performance of organizations is directly correlated with the creation of values for the organization. The desires for better results, influence and competitive advantage are what organizations of all kinds are constantly striving to achieve. Sufficient assessment of organizational performance is a function of managerial efficiency. Richard (2009) noted that unnecessary stress occurs for management to select the path that is in conformity with the beliefs and cultural expectations of the organization when there are plenty of models, frameworks or methods for evaluating the valuation of entities.

Bounds et al., (2005) asserted that effectiveness and efficiency are the most common measures of organizational performance. Both effectiveness and efficiency are used interchangeably by most people, especially managers, suppliers and investors who normally see the two terms as being synonymous. Ilona and Evelina (2013) opined that a larger percentage of organizations use effectiveness as the basis for the evaluation of their performance.

On the contrary, Marcus Lemonis (2013) opined that Business Success is hinged majorly on three parameters which include People, Product and Process. After careful analyses of these parameters in relation to the essence of the research work, the researcher completely and

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**Figure 4.1: Applying KPI**

The performance of organizations has become a priority for the public and private sectors (Ilona and Evelina, 2013). The performance of organizations is directly correlated with the creation of values for the organization. The desires for better results, influence and competitive advantage are what organizations of all kinds are constantly striving to achieve. Sufficient assessment of organizational performance is a function of managerial efficiency. Richard (2009) noted that unnecessary stress occurs for management to select the path that is in conformity with the beliefs and cultural expectations of the organization when there are plenty of models, frameworks or methods for evaluating the valuation of entities.

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On the contrary, Marcus Lemonis (2013) opined that Business Success is hinged majorly on three parameters which include People, Product and Process. After careful analyses of these parameters in relation to the essence of the research work, the researcher completely and
totally agrees with Marcus Lemoni’s stand. However in relation to other areas of business (marketing, product development, and sustainability amongst others) one could go further in analyzing and expanding on the above fulcrum (The 3Ps) This could serve as background and starting point for further research in this field. While this research has its focal point on Processes, it is imperative to state that it won’t be dealt with in isolation of product or/and people. The need for this is not far-fetched; it is made clear using the Figure 4.2 (Marcus Lemonis’ 3Ps) below.

Fig 4.2 Marcus Lemoni’s 3 P’s of Business Success

Adapted from [https://www.cnbc.com/the-profit/](https://www.cnbc.com/the-profit/)

In the same light Peter McLean (2013) opined that these three parameters need to work hand in hand in any organization that aims at sustaining its growth. His stand is demonstrated using the figure 4.3 below
4.1.1 **CASE STUDY ONE: GLAZERS AUTOMOBILES RENT AND SALES LTD**

The following are the Key Performance Indicators reported for by the Automobile Rent and Sales Company

A. The Aftersales Absorption Ratio.
B. Customer Metrics-Customer Satisfaction & Retention.
C. Customer Acquisition Cost
D. Number of Customer

The reports from Glazers had relatively limited information in relation to the KPIs. The above were the only Key Performance Indicators that could be extracted as at the time of this research. The objectives were well stated with clear visions and mission in place; however they lacked concrete parameters as KPI. A documentation review was performed in order to know the effectiveness and efficiency of KPI in Glazers Automobile Rentals and Sales Ltd.
It is evident from their choice of KPI’s that they are all about the Customers as they are particular about wanting Customer satisfaction at all times. The researcher uses the mapping method to zoom in on the operations of Glazers in order to tell to what degree they are aligned to their core objectives using the KPIs in place.

**TABLE 4.1**

Mapping of the relationship between the Key Performance Indicators of Glazers against the 3Ps

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATORS</th>
<th>PRODUCT</th>
<th>PEOPLE</th>
<th>PROCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Aftersales Absorption Ratio</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>2. Customer Metric- Satisfaction &amp; Retention</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>3. Customer Acquisition Cost</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>4. Number of Customer</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

From the above, after weighing the KPI’s of Glazers against the 3P’s of Organizational success, it is evident that there is no good fit among the 3 parameters. Glazers Automobiles is overtly particular about customers and not giving enough attention to it Product (spare parts) & service (rental) and its Processes.

**A. RESULTS REALIZED:**

Glazer Automobile Rentals and Sales ltd used aftersales performance ratio to assess the KPI of the company. It shows how much of the company’s fixed costs are covered by aftersales revenue. The aftersales performance ratio explains what will happen if the organization stops selling cars. However, the Company had been able to efficiently and effectively evaluate
credentials and capabilities of multiple customers to determine which was best suited to automate the redesigned processes within their KPI tool.

Also analyzing using the 3Ps, it is clear and evident that Glazers has a fairly good process channel/model as regards their Order – to- Cash Process. As an addition for them to reduce overall time required within this process, they can immediately ‘check for availability’ as a part of/during the process order task; this way, they are one task within this model short, hence leading to Reduction of time as some form of Improvement. This method applied here is called the Addition/Elimination Pattern (BPI-P) where a single step can be added or eliminated in a business process.

Figure 4.4

Extracted from Case Study Report Glazers Automobiles Rent and Sales Ltd

B. RECOMMENDATION

As recommendation, for Glazers, there is a need to set new KPIs if they want to ensure business growth at a sustainable rate. Already they are doing well at setting and organizing the processes that pertain to customers- however there is a need to put KPI’s that guide and target company’s operations to ensure efficiency and opportunity to scale are needed.

C. CONCLUSION

New KPI’s for the different aspects of the business processes should be developed. KPI’s should cut across all aspects of the process regarding products(goods and services) marketing, pricing, and company operations that ensure efficiency and opportunities to scale still need to be put in place. Metrics that enable the organization direct their energy towards
achievement of organizational goals, hence aiming for sustainable growth of Glazers Automobiles.

**4.1.2 CASE STUDY TWO: RENT-A-DRONE**

A company that aims at providing customers with the best high quality images using trained photographers who are skilled both photography with and without UASs (Unmanned Aircraft Systems).

The KPIs of this particular company were carefully picked out; this is evident from the manner with which the company owners were able to prioritize these Indicators in regards to the different Processes involved in the business.

The KPI’s for Order to Cash are

- The percentage of request that were rejected due to an unavailable employee calendar.
- The percentage of requests where the invoice actually gets settled. (That the customer goes through with the order.)
- The percentage of the orders that get cancelled after payment.

With the above Indicators in the place, the business is able to accurately measure the impact of actual result in comparison to the expected results.

The KPI’s for Complaint Handling are

- The amount of complaints received within a time period
- The time it takes to handle a complaint.
- The percentage of complaints that gets a reimbursement

With the above in place, there are clear ways to quickly assess, appraise and deal with complaints of all clients.

The KPI’s for Recruitment Process are

- Qualified candidates (To pass for interviews)
Acceptance rate (How many candidates we accepted on total applicants)

Quality of hire (Efficacy and efficiency of the new hire)

Rent A Drone has gone a step further by creating KPI’s that are in line with the company’s processes hence having in place a system that entails right product, right people within the right and enabling environment which further drives her towards sustained business growth.

The KPI’s of Footage Processing Process are

- The percentage of footage that was edited before the deadline.
- The percentage of footage that was edited before it was a priority.
- The production costs as percentage of sales.

The KPI’s in this case are around production lead time. Production lead-time indicates production facility responsiveness to the customer. Higher than normal industry production lead-time gives competitors an edge in implementing product changes. High production lead-times may also indicate inefficient processes and large work-in-process inventories.

**TABLE 4.2**

Mapping of the relationship between the Key Performance Indicators of Rent-A-Drone against the 3Ps

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATORS</th>
<th>PRODUCT</th>
<th>PEOPLE</th>
<th>PROCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Percentage Of Request That Were Rejected Due To Unavailability</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>2. Percentage Of Request Where The Invoice Actually Get Settled</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Percentage Of The Orders That Get Cancelled After Payment</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>4. Amount Of Complaints Received Within A</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Time Period</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>5. The Time Taken To Handle A Complaint</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>6. Percentage Of Complaints That Gets A Reimbursement</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>7. Qualified Candidates</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Acceptance Rate</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Quality Of Hire</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. The Production Costs As Percentage Of Sales</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Percentage Of Footage That Was Edited Before The Deadline</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. The Percentage Of Footage That Was Edited Before It Was A Priority</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

From the above mapping of Rent-A-Drone’s KPI’s against the three parameters for evaluating organizational success, it is evident that this company has been able to develop a good fit between all its process. There is a balance between their concern for product, people and process. The KPI’S are in line with the organizational goal, which is strength and pointer for Organizational Success.

**A. RESULT REALIZED**

There is a need for continual process improvement, so a business does not begin to experience stagnancy or retrogression. Carefully chosen KPI’s for business could translate to great processes, great business operations ensuring opportunities and room for growth. Excellent **Product** balanced with Great **Processes** being handled by Highly Skilled, Well Equipped, **People** ready to deliver the organizational goals, will result to dramatically high margins in the form of reduced cost, reduced time as well as improved quality.
B. RECOMMENDATION
Rent-A-Drone is excelling at these three areas and should hence continue to seek ways to improve her processes. Hence the researcher recommends the Six Sigma and Quality Management Principle also known James Womack’s 3P’s of Lean Management. Many Lean-Management trained professionals tend to focus on metrics and performance alone rather than relating their metrics to the company’s purpose and value (James Womack 2006).

Figure 4.5 shows the representation of the 3P’s

![The Lean 3 P’s](https://www.lean.org/womack/DisplayObject.cfm?0=742)

Figure 4.5 James P. Womack’s the Lean 3P’s

Adapted from [https://www.lean.org/womack/DisplayObject.cfm?0=742](https://www.lean.org/womack/DisplayObject.cfm?0=742)

1. PURPOSE

*Customer view: “What do customers want that you can’t supply?”*

1) Lower price 2) Better quality 3) Post-delivery support (such as Product as a service) 4) Faster process 5) Flexible design

*Business View: “What is needed for your company to prosper?”*

High margins 2) Fast response to new opportunities 3) New Market Awareness. 4) Faster production or delivery methods
2. PEOPLE

- Who is responsible for every important process?
- Who evaluates the value stream in terms of business purpose?
- Is everyone in the value stream actively engaged in making improvements?

3. PROCESS

Consider all actions and information needed to provide value to a customer. Each step should be

1) Capable 2) Available 3) Adequate 4) Flexible 5) Connected to the next step

C. CONCLUSION

There is a balance between their concern for product, people and process. The KPI’S are in line with the organizational goal, which is strength and pointer for Organizational Success.

4.1.3 CASE STUDY 3: SUBLIME FURNITURE

A Company that specializes in making smart modular furniture that helps optimizes interior space. With a team of 353 members with varied backgrounds and specialized in sales, marketing, manufacturing, production design, customer relationship management all of which are done in house. With a highly skilled team of personnel; Sublime is apparently the only furniture company that is making smart modular furniture that is environmentally friendly across Europe.

Their Order to Cash KPI’s are

- Number of Completed Orders in a Month
- Numbers of Maximum Discount in a Month
- Number of Failed Orders
A. RESULTS REALIZED
The above KPI’s set by Sublime are not smart choices. There is clearly no objective in sight for these KPI’s. For a business like theirs, “only Furniture Company that is making smart modular furniture that is environmentally friendly …” There is a need for them to step up their KPI game in order to remain in business, or to ensure growth as they desire. The essence of setting of KPIs is not for show or for display; it is to be able to set metrics in such a way that drives the whole organization daily towards achieving organizational goals.

B. RECOMMENDATION
This Company needs to be aware that KPI’s display a measurable value that shows the progress of an organization in terms of achievement of its goals. They also indicate whether a company has achieved goals within a defined time frame’ Options could be Revenue Percentage, Individual Productivity, Calculation of Day Sales Outstanding, Regular Reports, and Automation amongst others. It is important to note that the Order to Cash process affects the functioning of the entire company. An efficient and streamlined Order to Cash process would enhance the financial activity of the company. Therefore businesses regularly need to use this metrics to ensure that the cycle operates smoothly (Senthil Kumaran 2015)

The KPI’s of Complaint Handling are

- Frequency rate of complaints received on a given type of furniture
- Number of replaced items in a given period
- Customer Feedback

MORE RESULTS
This set of KPI’s are better than the previous choices, but still Sublime directors still need to have a round table discussion as to how to channel their business metrics best in order to attain great heights in business.

Other KPI’s of Sublime are

- Number of Trainings requested within a given period of time
- Training Evaluation Results
- Cost of Training
- Number of Prototype Test Failures
- Frequency of Error Warnings in the Manufacturing Process
- Costs of Failure

### TABLE 4.3

Mapping of the relationship between the Key Performance Indicators against the 3Ps

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATORS</th>
<th>PRODUCT</th>
<th>PEOPLE</th>
<th>PROCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Number of Completed Orders in a Month</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Numbers of Maximum Discount A Month</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Numbers of Failed Orders</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Frequency Rate of Complaints received on a given type of Furniture</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>5. Number of Replaced items in a given period</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>6. Customer Feedback</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>7. Number of Trainings requested within a period of time</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>8. Training Evaluation Results</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>9. Number of Prototype Test failures</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Frequency of Error Warnings in the Manufacturing Process</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>11. Costs of Failure</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
From the table it is clear that even though the choice of KPI’s are not good enough, their KPI’S still cut across all the(3 P) 3 factors that make up for Organizational success. KPIs should be reviewed as soon as possible in order to get up and aim for sustained growth.

MORE RECOMMENDATION
Sublime needs a review of its KPI’s as soon as possible. It is important to note that KPI’s should be set in a ‘SMART’ manner. Specific, Measurable, Attainable, Relevant and Time Bound. The researcher for better results, propose even making it ‘SMARTER’. Where ‘E’ represents Explainable and ‘R’ represents Relative.

**Explainable:** to ensure KPIs are easy to understand and that you can communicate the KPI definition to all stakeholders involved and be assured that everybody understands what is being measured. Too often KPIs are hard to understand by people and you face the risk that KPI definitions are misinterpreted.

**Relative:** to ensure that KPI definitions (and goals) still apply when business or volume grows. For example, you could take the number of open customer support calls (per period) as a KPI, but when your business gets more customers and the volume of support calls grows it is only natural that the number of open support calls grows. Therefore, the relative value against the number of reported service calls (e.g. % of open support calls) allows comparison of KPI values through time, even if the volume changes (The Librarian 2009)

C. CONCLUSION
Sublime has so much to do as regards setting up the KPI’s for their business. Apparently all they set were in light of avoiding the negatives that are experienced in business. There is need
to understand there is so much more to KPI’S than just wanting to detect problems, shortcomings and negativity. From careful scrutiny, it is evident that the processes of Sublime are in line with the objectives they have set for the business, in terms of their product type, product development, production, marketing, people (human resource; hiring highly skilled personnel, with constant training scheme in place) If for nothing, they have done this excellently and are set on the right path of securing sustainable growth for the business. An inward look as regards their KPI’s will set them on track for process improvement and on the long run, sustained business growth.

Also using the 3P’s of Marcus Lemonis as appraisal on Sublime also points to the same direction, PEOPLE factor seem to be in place, PRODUCT seem to look good and wanted, PROCESS by itself seem well; however the cross section of Product and Processes is where the issues abound. Not forgetting that the reality of business success hinges on the fusion and marriage of these three factors (Lemonis 2013)

4.1.4 CASE STUDY FOUR: HELLO DOCTOR
A Company that is set up to deliver on-demand healthcare services to all persons around the world, both in developed and in the developing countries. This platform is developed by the company named “Hello Doctors” to support patients to speak to doctors or health specialists every time when they have a demand. Their sole aim is to connect doctors and patients all over the world.

The following are the Key Performance Indicators as reported for by Hello Doctors. It is represented in the form of a table, alongside parameters to measure it in accordance to the organizational objectives.

TABLE 4.4 Key Performance Indicator
Source: Case Study Report HELLO DOCTOR
<table>
<thead>
<tr>
<th><strong>Company core business objectives</strong></th>
<th><strong>Key performance indicators</strong></th>
<th><strong>How to measure</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase customers’ satisfaction</td>
<td>99% of customers could connect with the doctor via the platform within 5 minutes since they selected doctors.</td>
<td>Tracking data in system and customer surveys.</td>
</tr>
<tr>
<td>Increase customers’ satisfaction</td>
<td>100% of customers’ complaints will be resolved within 3 weeks since the complaint is received.</td>
<td>Tracking via system.</td>
</tr>
<tr>
<td>Increase customers’ satisfaction</td>
<td>100% calls from customer are answered by customer service department.</td>
<td>Tracking by system.</td>
</tr>
<tr>
<td>Revenues are recorded correctly following the government’s law and company policy</td>
<td>100% transactions are charged precisely.</td>
<td>Internal and external auditing in system.</td>
</tr>
<tr>
<td>Build a long-lasting relationship with doctors</td>
<td>100% doctors could receive their commissions on time.</td>
<td>Tracking in the system and company survey sent to doctors.</td>
</tr>
<tr>
<td>Achieve annual operating plan especially in term of revenues and profits</td>
<td>Organic revenue increases at least 15% every year.</td>
<td>Tracking via financial statement.</td>
</tr>
<tr>
<td>Increase customer databases every year</td>
<td>100% marketing plan must be reviewed and approved by related parties.</td>
<td>Internal audit marketing department</td>
</tr>
<tr>
<td>Build a transparency environment</td>
<td>100% employees follow company policy.</td>
<td>Internal audit and track employees’ history.</td>
</tr>
</tbody>
</table>
The above is the breakdown of KPI’s of HELLO DOCTORS in relation to the Organizational objectives as well as measurement parameters put in place to measure how aligned the operations are to the organizational goals.

Table 4.5

Mapping of the relationship between the Key Performance Indicators of Hello Doctors against the 3Ps

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATORS</th>
<th>PRODUCT</th>
<th>PEOPLE</th>
<th>PROCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. 100% Transactions are charged precisely</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. 100% Doctors could receive their commissions on time</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>3. Organic revenue increases at least 15% every year</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>4. 100% marketing plan must be reviewed and approved by related parties</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>5. 100% employees follow company policy</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. 99% Customers connect with Doctor via the platform within 5 minutes of selection</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>7. 100% of customer’s complaint being resolved within three weeks since the complaint is received</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. 100% calls from customer are answered by Customer Service department</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
A. RESULTS REALIZED
An excellent job has been done in the set up and appraisal of Hello Doctors’ KPI’s. One can tell that this KPI’s are directly patterned towards the achievement of organizational goal, which gives Hello Doctors an edge over others as they can easily detect or identify inconsistencies, irregularities with the process. Bottle necks and Loopholes are easily identified to time; also appropriate changes are immediately applied. It is evident that Hello Doctors set up their KPI’s to cut across the cogent areas within their business. They targeted and set up metrics to appraise rightly the People, as well as the Product and the Processes within the business. (Marcus Lemonis 2013)

It is also worthy of note that the parameters to evaluate the degree of effectiveness are at the reach of the business owners.

C. CONCLUSION
A careful look into the processes within this business with minimal changes (within the process) by substituting, and eliminating and replacing some of the activities, there will be a notable overall reduction of process completion time, which could also mean some reduction of costs.

4.2 The Key Factors that require careful consideration before and/or during Implementation of Process Improvement target at Sustainable Business Growth
As effective and result-oriented BPI could be, its success could also be tampered with if the process of implementation is not properly carried out. It is imperative to say at this point that just as every scenario of change or innovation starts rough and slow, at times seeming like a wrong move with no headway in sight, BPI when implemented could take the same shape. Take for instance, a plane about to take off from the Brussels International Airport, the process of moving from the ground to flying in the air usually involves starting with a transition from moving along the ground on a runway. This moving on the ground is necessary before the plane shoots up into the air in the bid to transport passengers to desired destination. The plane remains unshaken in the period of moving on the ground, through the period of travel in the air, simply because of the pilot’s knowledge and skills that is able to
take it through the direction to arrive at its destination. All the aircraft requires is its driver being armed with adequate knowledge and application of the navigation, this can come in the form of particular route, safety critical aspects, meeting air traffic control requirements, flight planners etc (GPS, map, compass, and guidance) in order to ensure a glitch free ride and a safe landing.

In the same light, it is required of a business to arm itself with enough knowledge and the right application of the knowledge in regards to Process Improvement. This could come in the form of sensitization, communication and creation of awareness of intent and goals, the need for PI, the intricacies involved, what to expect prior or during and even the results of successful implementation, the team that will be drivers of the initiative, the loopholes to watch out for amongst others.

Here are factors to be considered before and during implementation of BPI

1. **Identify areas of work flow that needs improvement:** Identify loop holes and bottlenecks within the processes. Find processes within your business that can be more productive and efficient.

2. **The objectives and goals and how they can be measured:** The essence and the need for process improvement should be well communicated within the organization, the sense of belonging and ownership is created in that manner.

3. **The speed at which groups and individuals are capable of assimilating change without suffering from dysfunction:** Breaking a pattern of processes after a long time might prove to be an uphill task, especially when it involves a group of people, often times the rate at which people welcome and assimilate change often differs with people and this might disrupt the synergy that was once shared between the members of an organization and in turn inhibit the success of the new process.

4. **The existing tolerance and readiness for change present within the current organizational climate:** Inculcating new processes into an organization mostly takes time, which means sometimes things get worse before they get better, the willingness and tolerance
of the members of the organization should be seriously put into consideration, as the change
first begins with them.

5. **Consider the amount of time and resources that will go into process Improvement efforts:** Enough analysis should be carried out on how long a new process implementation will take and how much resources will go into it, because if a careful analysis is not carried out, there will be no way to tell if it is worth the organization’s while or not.

6. **The commitment of the organization's management:** The commitment of the management of the organization is also an important factor to consider; so that approval for every resource needed is made with ease and policies are put in effect to support the implantation of the new processes.

Others may include

- Methodology and Tool;
- Solid understanding of your organization’s operations and requirements for improvement;
- Openness to change and new ideas;
- Senior Management interest and support;
- Continuity or Duration (Bateman 1994)

Rob Berg (2008) opined that there are only four important ‘big picture’ items that should be put into consideration for a successful process improvement effort. The researcher believes these factors summarize the others already mentioned.

**Providing the vision:** Widely communicating what the world will look like in the event process improvement efforts are successful is critical. Good leadership skills are needed to promote and reinforce the notion that the hard work of changing the way things get done will yield phenomenal results. (Rob Berg 2008)

**Providing the skills:** Absent the simple means to set about improving their own work, staff members will wallow in their own incompetence as they struggle to make things better. Provide new skills and employees will be better equipped and far more enthusiastic about the program. (Rob Berg 2008)
Providing the goals: Consistent with the vision; goals and milestones indicate that the program is working even before it has fully matured. Like the vision, goals should be widely communicated and universally understood. (Rob Berg 2008)

Providing the rewards: When those goals and milestones are met, reward the team! Build compensation plans that reserve a portion of annual bonuses for meeting or exceeding the process goals established. Take a process improvement team out to dinner when a major milestone has been met. Reinforce the good work that’s being done and you’ll get the repeatable behavior that marks a culture of continuous improvement. (Rob Berg 2008)

Business Process Improvements yield overall benefits in all areas and functions of an organization. It helps build reliable business processes that can withstand growth, high volumes and pressures as well as changes in the market and environment. BPI helps reduce cost and improve the bottom line. It helps improve manufacturing processes, overhaul supply chain as well as help increase the market share and build the Organization’s reputation.

B. RECOMMENDATION
As a recommendation for Hello Doctors, a BPI Methodology that is effective and ideal for company that has not too many processes within operations is Agile Management. Agile Management is ideal when processes are small, requirements are flexible and refactoring isn’t expensive.

Also, within the order to cash process model, the addition/elimination pattern of dealing with processes can be employed. Such that as soon as a client is signing up for/on the app rather than delay the process by having to wait on successful or not message, the account number can already be inputted, such that as soon as the client receives the success message/response, he/she can immediately be transferred to the Medical Expert, Specialist or Doctor.

4.3 The Impact of Process Improvement on Organization’s Growth
1. Increased productivity and efficiency: Improvements in processes can help remove inefficiencies and ultimately improve the productivity of team members. With tools for enhancing processes, organizations can evaluate performance metrics and evolve processes without restricting the way teams work. Reporting and analytics provide insights
into delivery trends to remove bottlenecks, predict future issues, and adapt workflow processes for improved productivity.

2. **Faster time to market**: Improving processes by adopting tools such as Kanban boards and Gantt Charts can help companies deliver software applications and other products into production more quickly. Scrum teams, Kanban teams, and operations teams can achieve a continuous flow of value by identifying hurdles sooner and resolving them more quickly.

3. **Improved product quality**: In addition to accelerating development, process improvements can lead to higher product quality. For example, by deploying the proper testing methods, companies can be more assured that products will advance to production only when performance, security, integration, and other issues have been resolved.

4. **Increased customer satisfaction and loyalty**: Producing higher-quality products and delivering them in a timely manner can lead to more satisfied customers. Happy customers are often return customers, and that loyalty leads to increased revenue for businesses.

5. **Improved employee morale**: Inefficient processes can be highly discouraging for workers. Who wants to be part of a system that’s broken and leads to frustration? “Weak business processes can cause the morale of even the most hard-working employees to decline if they start to feel that all their efforts are being overwhelmed by the flaws of a system,” notes online job site cleverism.

6. **Competitive advantage**: Continuous process improvements can help set companies apart from their competition. As noted in an Industry Week article, “the key to differentiating your company is that your competitors do not design products, process orders through customer service, manufacture them in your plants or even sell and distribute them exactly like you do, and that’s where you can create a uniqueness that could yield a competitive advantage. It also is where your continuous improvement projects are concentrated.”

Others include

7. **More change and disruption than necessary.**
8. The initial change having a negative impact.

9. A lot more time and resource than initially thought being required to give a final positive outcome.

10. Projects will be carried out with predictable results.

### 4.4 Determination of Approach for Accurate Evaluation of Process Improvement

No matter how clear the goals or how well-thought-out the organization design work is, it can be very hard to measure success. Knowing which metrics to focus on when measuring BPI can help you to zero in on what is or is not working.

The following metrics give a more accurate evaluation of Process Improvement:

1. **Start with a baseline**: Be sure you are clear on your primary reason for change, as well as your starting point. It’s a good idea to take baseline measurements before implementing organization change, so that you can measure results accurately. (Reed Deshler. 2018)

2. **Monitor business outcomes**: A successful organization redesign should initiate or improve business results. Tracking specific metrics such as market share, market penetration, customer satisfaction and money saved, etc. will help to clarify whether or not desired results are being achieved. Monitoring over time is best, because long-term patterns are less susceptible to outside influence and more likely to reflect actual effectiveness. (Reed Deshler. 2018)

3. **Get internal feedback**: If your business process improvement involves delivery of internal services, be sure to solicit feedback from internal clients. Positive feedback usually is an indicator that the change transformation is going successfully. (Reed Deshler. 2018)
**4.5 Determination of Parameters to Measure the Impact of Business Process Improvement**

Given all the intervening variables at play, trying to measure BPI by isolating specific metrics is usually ineffective. Instead, focus on overall results for a more relevant picture of how well your organization has improved.

The following four parameters can help measure the impact of PI more accurately:

1. **Improved Processes**: What processes were made? How aligned were these processes with your organization’s strategic goals? Did the design make sense for the organization and for the market? Did it fit well with the culture of your organization? (Reed Deshler. 2018)

2. **Implementation**: How well were the processes implemented? Did the processes actually get put into place in your organization? Measuring and tracking implementation is essential, because if the organization design changes aren’t actually being made, it’s impossible to know whether or not the design is effective. (Reed Deshler. 2018)

3. **Employee Morale**: What behavior changes resulted from your organization design implementation efforts? Performance changes will only happen as a result of behavior changes. If behaviors aren’t improving, you may need to go back and examine both the organization design blueprint and implementation efforts—including deployment and communication around the improvement. (Reed Deshler. 2018)

4. **Result**: How have organization outcomes improved? The final proof of whether or not your BPI efforts have been successful will always be seen in terms of business outcome. Measure overall changes in productivity, sales, customer satisfaction, and other areas to help determine actual market value realized by the improvement. (Reed Deshler. 2018)

In addition to this, Chefebi (2018) quoted Brand and Van der Kolk (1995) who opined that there are four main dimensions for the evaluation of impacts of improvement. These are time, cost, quality and flexibility. To justify and support their point of view, they suggested the consideration of an ideal situation, whereby the redesign of a business process will reduce the time required to handle an order. It also decreases the required cost of executing the
business process, it improves the quality of the service delivered and it improves the ability of the business process.

4.6 Business Process Improvement Methodologies
In the event of undergoing BPI, the business should appraise the following methodologies in order to arrive at which is best and most effective for its processes. The nature of operations and activities of a business will determine the technique of choice.

1. The Six Sigma: An organization can use the DMAIC or the DMADV technique to reduce inconsistencies and defects in its processes. DMAIC provides a basic structure for improving existing processes and productivity. Through the DMAIC roadmap, a company can analyze the root causes of problems, test changes in processes and implement these changes for long term success. Successful implementation of the DMAIC roadmap will lead to continuous improvement on the other hand; the DMADV is a tool available to the Six Sigma practitioner to develop new products and services. This methodology is specifically designed with the customer in mind. It focuses on gaining a deep insight into customer need using them to inform every design decision and tradeoff in development. (6Sigma 2016)

Where DMAIC represents
- **Define**: Define the problem
- **Measure**: Quantify the problem.
- **Analyze**: identify the cause of the problem.
- **Improve**: Implement and Verify the solution.
- **Control**: Maintain the solution. (6Sigma 2016)

Where DMADV represents
- **Define**: State the problem, specify the customer set, identify the goals, and outline the target process.
- **Measure**: Identify characteristics that that are critical to quality, measure product capabilities, production process capability, and measure risks.
Analyze: Identify performance goal, and determine how process inputs are likely to affect process outputs.

Design: Work out details, optimize the methods, run simulations if necessary and run and plan for design verification. (Test your designs)

Verify: Check the design to be sure it was set up according to plan, conduct trials of the processes to make sure that they work and begin production or sales while monitoring the new processes. (6Sigma 2016)

2. Lean Management: This methodology will help a business to find and identify waste within the processes. It follows the cycle of identifying value, mapping the stream value, creating a flow, establishing pull and then seeking the perfection. This is sustained by the 4S’ which are Sort, Shine, Standardize and Sort.
   - Identifying Value: Company needs to add value defined by its customers’ needs to offer a product/service that a customer is willing and ready to pay for.
   - Map the Value Stream: Mapping the workflow of company has to include all actions and people involved in the process of delivering the end product to the customer
   - Create Continuous Workflow: Making sure that the workflow of each team remains smooth.
   - Create a Pull System: Having a stable work flow is a guarantee that your teams can deliver work tasks much faster with less effort. Secure the stable work flow, make sure to create a pull system.
   - Continuous Improvement: Problems may occur at any of the previous steps. Make sure that employees on every level are involved in continuously improving the process. (Lean Management Presentation PPT Diagrams 2019)

3. Agile Management: This methodology is ideal when business processes are small, requirements are flexible, and refactoring isn’t expensive. It follows this route
   - Evaluation of processes and current structure of the company: Mapping processes to determine the starting point and actual state.
   - Suggestions for improvement and process optimization: Optimize a process with a right combination of technologies
Application design together with client: Choose technologies and review opinions with the client. The client is part of the project from the very beginning and feedback is vital.

Application, Construction and Implementation: Weekly delivery of developments for the end user to operate and request for changes. It is ideal that the end user is part of the process of development and testing.

Evaluation and Monitoring: These determine KPI’s, reports and other metrics per user, in order to monitor that the process is working as agreed. (Sudarsan Reddy 2019)

4) Total Quality Management: This is a philosophical organizational culture to achieve long term gains and cultural change. It consists of organization-wide efforts to install and make permanent climate where employees continuously improve their ability to provide on demand products and services that customers will find of particular value. The key concepts of TQM are

- Quality is defined by customer
- Top tier management responsible for progress
- Analysis and data drive improvements
- Continuous and Organization-wide process (Peter Landau 2019)

4.7 Steps to Process Improvement
Irrespective of whatever tool, or methodology or framework that an Organization decides to incorporate or use, there is a simplified approach to go about the implementation (Rob Berg 2008). The important thing is to ensure that the cycle is put into motion- there must be a culture to engage in continuous process improvement- Culture to continuously improve, processes and performance must be instilled into the Organization (top to bottom) Rob Berg (2008) suggested the following seven steps;

Create a process master: List each organizational process, and the suppliers, inputs, major process activities, outputs, customers and key metrics for each. (Rob Berg 2008)
Prioritize processes: Using the organization’s strategic success criteria as weighting factors, determine how each process impacts their fulfillment and rank accordingly (Rob Berg 2008).

Assemble the team: Include an executive sponsor, the process supplier, the process owner, process participants and the process customer. (Rob Berg 2008)

Create process models: Detail the flow of activities in the process and identify departments, resources, decision points and narratives where indicated for clarification. (Rob Berg 2008)

Perform root cause analysis: Using brainstorming, affinity diagramming, cause-and-effect diagrams, check sheets and Pareto analysis, identify the possible root causes of the problem. (Rob Berg 2008)

Address top causes: Have the team charter projects, as appropriate, to address the causes identified as most problematic during Pareto analysis. (Rob Berg 2008)

Re-measure: To validate the effectiveness of the solutions implemented as a result of the successful completion of the chartered projects, re-measure using check sheets. (Rob Berg 2008)
5. **DISCUSSION OF FINDINGS AND CONCLUSION**

5.1 **Discussion of Research Findings**

Extensive research was conducted into evaluating the effectiveness of process improvement as a tool for sustained business growth and also examined the key factors that should be taken into consideration when implementing BPI. In this thesis, literatures on the concept of process improvement were systematically reviewed purposely to have detailed knowledge of Business Process Improvement, and as well reasons for implementation, factors to consider before implementation, as well as how to evaluate and measure the impact of the implementation.

The research touched on some approaches for applying BPI-Patterns. Chefebi (2017) revealed that there are two approaches for applying business process improvement in an organizational setting but the two approaches were not discussed in detailed. Although there are many other approaches for applying business process improvement in an organizational setting, consistent knowledge of other approaches is lacking. The researcher touches briefly on the first approach Falk *et al.*, (2013a) suggested BPI-Pattern approach that supports the “act of improvement”.

In order to establish that Process Improvement is the blueprint for Sustainable Business Growth, the 3P’s according to Marcus Lemonis (People, Product and Process) are the fulcrum for business success, growth and sustainability was used to appraise the implementation of BPI on the four companies whose report was used for this research work. For some of the companies, positives were recorded, while same could not be said for their counterparts. Based on the positive results obtained for some, new methods of running process improvement were recommended. While areas that needed urgent attention with careful analysis in the others were pointed out.

The study went further to investigate the key factors that need to be considered before or during the implementation of PI for sustained business growth. The study therefore applied the KPI method (Ilona and Evelina, 2013) to identify the efficiency and effectiveness of KPI’s of the four case studies. However, figure 4.1 gives an illustration of the approach adopted in the application of the KPI-Patterns processes to the four sampled case studies.
From the analysis of the 4 case studies, the following were realized: In Glazer Automobile Rentals and Sales Ltd, one of the four case studies, we realized that they used aftersales performance ratio to assess the KPI of the company. The aftersales performance ratio explains what will happen if the organization stops selling cars. The investigation however discovered that the Company had been able to efficiently and effectively evaluate credentials and capabilities of multiple customers to determine which was best suited to automate the redesigned processes within their KPI tool. Based on the results of our analysis, we could argue that an effective and efficient business process models can largely enhance sustained business growth.

In Rent-A-Drone Company, amongst other objectives an attempt was made to discover some of the key factors that need to be considered before or during the implementation of Process Improvement for sustained business growth. A review of the document provided as case study was performed in order to discover the key factors which ‘Rent a Drone’ has put in place in the implementation of Process Improvement for sustained growth in the company. The review of ‘Rent a Drone company’ inner workings document revealed that different processes have been adopted in order to enhance sustained growth in the company. Each of the processes was implemented with efficient KPI’s a guide for the processes. At some point, the company initiated the order-to-cash process in order to enable customers who are interested in the company’s service to make requests through their Apps or website. Notedly, the KPI’s for the order-to-cash process were based on the percentages used for the evaluation of the unavailability of the employee, invoice, and cancellation after payment. The Career development process was adopted. This process has been used by the Rent a Drone company for the purpose of career development. The process involves only one stage. The KPI’s were geared towards the checking of efficient candidate. The recruitment process and the footage processing process are as well implemented by the company. The documentation provided for the “Rent a Drone” company also revealed that the company is keenly using the KPI in order to achieve organizational goals and sustained growth. However, the researcher believes that this company through continuous running of this blueprint called Process Improvement; they are set to attain even better results than present.
An attempt to determine the influence of Process Improvement on organizations’ expected growth in Sublime Furniture by reviewing the company’s working document provides that ‘Sublime Furniture’ also used the same processes like the Rent a Drone company. Another overwhelming finding was the fact that, even with little or no knowledge about BPI-Patterns by the employees in this sample case, considerable improvement results can be achieved if the participants are knowledgeable about KPI and are able to work out new and compelling ones moving forward. Based on findings, we can conclude that influence of KPI’s on an organization’s expected growth is one that cannot be overemphasized.

5.2 Conclusion and Recommendations

In this research, to discourse the theme, literature on the componential parts of the central theme and a combination of each of these componential parts were painstakingly studied and reviewed which served as the basis for developing the researcher’s ideas on the general concept of the study and as well provide answers to research questions. The research findings revealed the extent to which business process improvement can enhance business growth. It is however important for companies to ensure that business process improvement is implemented continuously to enhance sustained business growth. The possibility of companies effectively implementing Process Improvement to achieve the intended outcome proves to be higher if there is a strong relationship between their organizational goals and the Key Performance Indicators. Based on revelations of this research, the paper examined the various tools and methods through which business processes can be improved in order to achieve sustained business growth as well as the systems or technologies required to support these processes. In lieu of the above discussions, recommendations are made:

- The study recommends that there should be increased awareness of business process improvement as an important tool to achieve sustained business growth.
- The study recommends that results presented in this thesis should be used as a starting point for future researchers to further evaluate the effectiveness of process improvement as a fulcrum or better still, a blueprint for sustained business growth.
- Organizations should start out with PI in one or two process areas to see results and then adapt to other process areas.
- Organizations should endeavor to acquire tools and technologies necessary to support people and processes needed to achieve sustain business growth.
- Organizations should set up systems through which members will be rewarded for sharing knowledge that adds value to the company.
- Once Organizations experience some initial success, they can be tempted to take on too much and can quickly find themselves inundated with process improvement opportunities. This should be avoided; the trick is do fewer things better. (David Linich & Jason Bergstrom 2014)
- Persistent Leadership that ensures process is properly managed and monitored
- Robust Continuous Process Improvement.

According to David Linich & Jason Bergstrom (2014) “indeed our experience suggests that what works for continuous improvement in the beginning of an initiative may not work 18 months later”. Effective Organizations start out with continuous improvement pilots in one or two process areas, learn from this experience, and then adapt accordingly to manage success and relevance before rolling out to remaining areas. (David Linich & Jason Bergstrom 2014)

Business Process Improvements yield overall benefits in all areas and functions of an organization. From reduction of costs of executing business process to reduction in time required to handle an order, to improving quality of service delivered and improving the ability of the business process (Brand and Van der Kolk 1995) Business Process Improvement helps build Organizational culture, boost employee morale as well as build a fit and responsive Organization. More importantly, Business Process Improvement helps identify what and where the organization needs to focus, which areas to concentrate on, where to maximize investments as well as build leaner structures that are highly competitive and flexible (ManagementStudyGuide.com)

Improve Business; Win Customers. Improve Business; Win at Business. (Abiola Omolola 2019)

5.3 Limitations to Study
First, there is the need for more evidence to make more accurate conclusions. As with most qualitative studies in social sciences, conclusions are often not accurate enough to show valid
conclusions that are also useful for theoretical formulations (Jarman 2011). To the best of my ability with the knowledge I have acquired as a Business Process Management student in the Masters programme and more readings in the course of this research, I carefully analyzed each of the companies whose report were used as case studies, however, important activities within the processes, that could have served as standpoint for even better judgments might have been missed out.

Secondly, I had no opportunity to meet with the business owners, to hear them speak expressly about the business and all that pertains to its existence and growth. Likewise, the reports lacked accounting and financial information, which could also serve as pointer in measuring the progression of each of the companies, financial-wise over the last period of operation. Information over a five-year accounting period would have sufficed.

5.4 Implication for further research
As previously noted, there isn’t enough empirical evidence measuring the use of process improvement as a fulcrum or as a map for attaining sustained business growth. Though available literature seems to show a positive relationship between them, it is at most inconclusive and would require more evidence to draw some conclusion.
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Voor akkoord,

Ogundiran, Abiola Omolola

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