



Success Story - Business Process Optimization

RiverPoint's best-in-class IT project management solutions have enabled our clients to build high-value PMOs and deliver critical projects on time, on budget and of value. Read on to learn how we've helped clients develop enterprise-aligned project management solutions that yield measurable results.

American Medical Association

As the nation's largest physician's group, the American Medical Association (AMA) advocates on issues vital to the nation's health. The AMA is committed to helping physicians help patients by providing them with a wide range of resources, services and continuing education opportunities.

Challenge

The AMA was in the process of evaluating the ability for their current systems to support the future needs of the business. Their existing systems documentation (and the interaction of their systems) was inadequate to make strategic decisions surrounding the ability of the current architecture to support a more robust business module. This need was complicated by recent turnover in the organization in which some of the key knowledgebase of the organization was no longer available. The AMA needed a vehicle in which the systems that support their current business functionality could be easily understood and evaluated for future projects. The IT department was also sensitive to the availability of business participants for this project and requested that the project proceed with an IT focus.

Solution

The AMA selected RiverPoint to perform a Business Process Optimization (BPO) project to address this challenge. RiverPoint conducted multiple interviews within the IT department that spanned nine functional areas of support, 23 major applications, and well in excess of 50 data stores. RiverPoint created a Current State Interaction diagram which documented the interaction between Business Units, Resources, External Actors, Processes (Manual and Automated), Data and Applications. RiverPoint then prepared a Data Diagram which identified all of the data elements utilized by the existing processes. RiverPoint then prepared a Future State Interaction diagram which provided a logical representation of how these Business Units, Resources, External Actors, Processes (Manual and Automated), Data, and Applications could be aligned in an optimized fashion. These work products were then validated with the business sponsors of each of these functional areas for accuracy and completeness.

Results

RiverPoint's BPO efforts allowed the AMA to review the inefficiencies of their current processes in an easy to understand way and effectively communicate the needs for future enhancements to executive management. The Future State Interaction diagram also allowed the organization to effectively plan and budget for upcoming expenditures on a year over year basis.