



## Solutions in Operations

*How do you design,  
manage, and improve your  
key products and work  
processes?*

*How do you ensure effective  
management of your  
operations?*

# Manufacturing Information Systems Business Process Optimization

Evaluation and  
Selection

Business Process  
Optimization

Software  
Implementation

### Second phase of IMEC's Manufacturing Information System Optimization Process

The flow of information throughout an organization grows more complex over time. As the informational needs of the organization changes new processes are established to gather the information, new repositories of information are developed to store it, and new reports are generated to leverage this information throughout the organization. As information flows across functional areas, additional systems and tools are installed creating silos of static information with limited access to areas outside the department. These silos of information may take many forms – from spreadsheets to databases, electronic or paper. The new layers of information continue to build until they become difficult to manage and maintain, or provide conflicting or inaccurate information. In many instances, organizations perceive that their manufacturing information system has broken or failed, when in reality, they have simply outgrown it and it is time to upgrade the capabilities of their system.

Organizations can invest significant time and financial resources in the selection of a new manufacturing information system with the intent of streamlining operations and deploying the new system throughout the entire enterprise. However, to implement a manufacturing information system without first evaluating and optimizing the underlying information flow exposes the organization to a new system being underutilized and burying ineffective, or incorrect processes deep within a new system. This “sub-optimization” is a very common, yet avoidable, situation.

Business Process Optimization is the second and, in many instances, the most important step in IMEC's 3-step approach to Manufacturing Information System Optimization. Through a comprehensive evaluation of the current flow of information through each functional area of the organization, a complete picture of the organization's business processes is uncovered. From sales through purchasing, scheduling, production, quality and shipping to the supporting functional areas of accounting, human resources and administration, this evaluation becomes the baseline for the identification and elimination of conflicting information, redundant data collection processes, incorrect collection methods, inaccurate reporting, or unnecessary information.

### Working with IMEC

IMEC's staff works with your organization's team to develop a business process map using common value stream mapping concepts to uncover the “business process informational flow” of the organization. We then work with the internal team to identify and eliminate those information flows which provide redundant, obsolete, ineffective or incorrect information. Then the team identifies the true informational “needs” for the remaining process steps. Using the list of “needs” we work with the implementation resources for the new system to identify the “Best Practices” for achieving access to the needed information. This include ideal data collection points, necessary data conversion and customized outputs for each customer of the information. This Future State Map is then utilized as a key component of the implementation plan and a validation method for the deployment team as the organization implements their new manufacturing information system. Results typically include elimination of parallel or redundant systems, full integration, and an efficient flow of information.

### Benefits of Process Mapping

- Reduced overhead/administrative costs
- Shortened lead time due to more efficient admin and transactional processes
- Reduced/eliminated white space

