

### Business Process Reengineering

#### Storyline...

The Client, the Karnataka State Cricket Association (KSCA) coordinates all cricketing activities in Karnataka. The KSCA operates centrally as well as at the zonal level and has a number of clubs affiliated to it.

The client is operating with 13 departments, one club house to provide recreation to its members, and one academy for providing training and selecting the best players of the state.

#### Once upon a time...

The KSCA was operating under archaic systems and procedures which were bureaucratic and delayed decision making. The overall efficiency of the organization had reduced over a period of time. There was a lack of computerization of key operations also. There was an urgent need to take a critical look at the processes and devise strategies to reengineer the processes.

MaGC® (formerly NCRCL®) was asked to study and document the business processes and suggest measures to reengineer them.

#### Moving on...

MaGC started the assignment with a sensitization meeting with Management of the KSCA and all department heads to highlight the need and importance of the process reengineering. The actual work began with discussions with the heads of the departments of KSCA for understanding the current processes.

Based on the discussions, 'AS IS' process charts were prepared for all departments. An analysis of the process gaps with a risk rating was done for all the departments. 'AS IS' Process Charts and Gap Analysis were validated by the department heads as well as by the Management. MaGC applied its tool LAMP™ - Layered Approach for Mapping of Processes for its process mapping.

With the validated AS IS process documentation discussions were held with the department heads to identify areas of reengineering. The 'TO BE' processes were documented. The 'TO BE' process charts show the process flow, the documents and reports pertaining to the activities, automated/manual activities and risks involved in various activities and controls to mitigate the risks.



Apart from the process documentation, policies for purchase and budgeting were prepared. An Accounts Manual and an Inventory Management Manual were also prepared. A reporting system consisting of report formats and responsibilities was put in place. Support in preparing the functionality specifications for implementation of MS Dynamics ERP was also given to KSCA.

#### Finally...

The BPR exercise enabled the Management and staff to critically analyse the gaps and take measures to address them. The manuals and guidelines established the policy framework for the revised processes. It enabled the KSCA Management to deploy the right resources for the right job. KSCA was able to get the best out of its ERP implementation. The revised processes were immediately put into implementation by KSCA. The Management of KSCA appreciated the work of MaGC.