

Process Value Management™

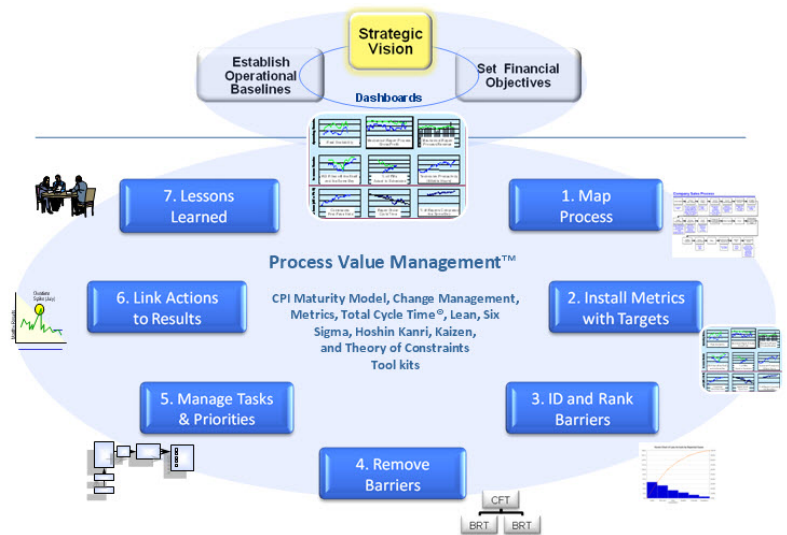
Process Value Management (PVM) is a proven, proprietary Thomas Group methodology that enables us to deliver the promise of breakthrough process performance to our clients. PVM precisely identifies, prioritizes, and quantifies the value associated with specific business improvement opportunities. PVM helps Thomas Group develop solutions that maximize value throughout the value chain and that lead to lasting performance improvement. Thus, PVM optimizes each step in the business process, builds competitive advantage by utilizing key tools (CPI Maturity Model, Hoshin Kanri, Kaizen, Lean, Metrics, Six Sigma, Theory of Constraints, and Total Cycle Time®) and links them to other steps in the process through a series of hierarchical leading indicators.

Using PVM, we apply our leading-edge experience, powerful technology tools, and valuable expertise to deliver real value to:

- Customers by providing responsive/reliable deliveries and quality products and services at competitive prices
- Employees by uniting them under a common vision, empowering them, and training them on best-practice problem solving in a safe, barrier free can-do culture
- Shareholders by accelerating results, higher profitability, and cash generation

Using PVM, we enable top-down leadership-driven continuous improvement, optimizing resource allocation to highest priority initiatives. We foster efficiency and accelerated results through higher productivity and cost control. Core elements of the PVM-implementation process include:

- A cross-functional process team for solving problems
- *Drumbeat* hierarchical metrics for transparency and control
- Identification, prioritization, and alignment of barrier removal actions



- Management of all improvement initiatives and tool deployments based on a top-down view
- Using Actions in Process (AIP) management to balance improvement initiatives with sustaining activities
- Internalizing a rich set of change management skills
- Accelerating achievement of results throughout the enterprise

Behind our use of PVM stands our firm belief that all enterprises are comprised of a set of linked and interdependent processes whose interdependency is as critical as the sub processes. Weaknesses or ambiguities in these linkages manifest themselves in terms of low-process speed, poor quality of output, wasted resources, i.e., long cycle times (CTs) and low first-pass yields (FPY).

When PVM is internalized in the enterprise, improved results are sustainable even under varying conditions. Striving for never-ending improvement begets energy and purpose (continuous improvement & Cycles of Learning). The result is enterprises are able to more rapidly:

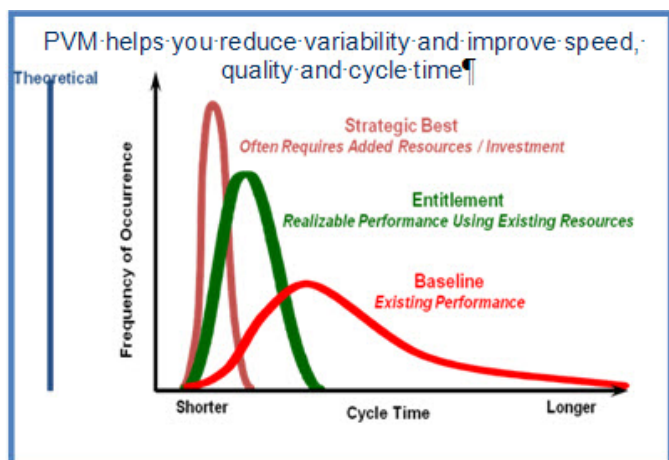
- Improve competitive advantage and the bottom line at the same time
- Translate strategy into results

- Optimize customer satisfaction and stakeholder value
- Increase the rate at which improvements are achieved
- Improve organizational competency, comfort and agility in driving, adapting to, and achieving change

How PVM Works

Improvement starts with a clearly defined and quantified vision. Strategy is the foundation of everything else we do.

PVM helps quickly assess the current state of your business and ask yourself the critical questions. Relative to your strategy, where do you stand now? What is your current performance against Key Performance Indicators? How are you measuring and providing customer value?



Most organizations are awash in data but starved for information. But PVM's metrics approach distills the data to the few critical Drivers and Results. We use iGrafx to map the as-is processes, identify key success factors, and run simulations to test optimal solutions. iGrafx capabilities uses many standard mapping conventions but adds simulation and automated report generation to broaden Thomas Group's already substantial portfolio of analytical capabilities.

How Thomas Group Can Help You

Most organizations are too frantically busy to learn. PVM seeks to create learning environments where gains can be captured and made permanent. It works because it is iterative, constantly challenging assumptions, measuring progress, and learning from success and from setbacks.

We can help you define and quantify your vision, for example:

- What are your goals?
- What value could be delivered to you by achieving those goals?
- How are they measured?
- What are your decision criteria and how are they prioritized?
- What is possible given your competitive environment?
- How can you differentiate yourselves and lead your industry?
- What critical breakthroughs would be truly game changing?
- How can you be operationally, financially, and technologically prepared to achieve these goals?

At Thomas Group, we see too many situations where one or two performance enhancement tools are used continuously, regardless of the situation. But we are different for several reasons:

- We have a broad range of tools at our disposal
- We know which tools fit which situations under which circumstances
- We flexibly apply a wide range of tools to address unique client challenges
- Let Thomas Group and PVM help you define, quantify, and achieve your strategic goals. 