

October.  
2017

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# Business Process & Performance Review

A PUBLICATION OF SPNS RESEARCH DESK

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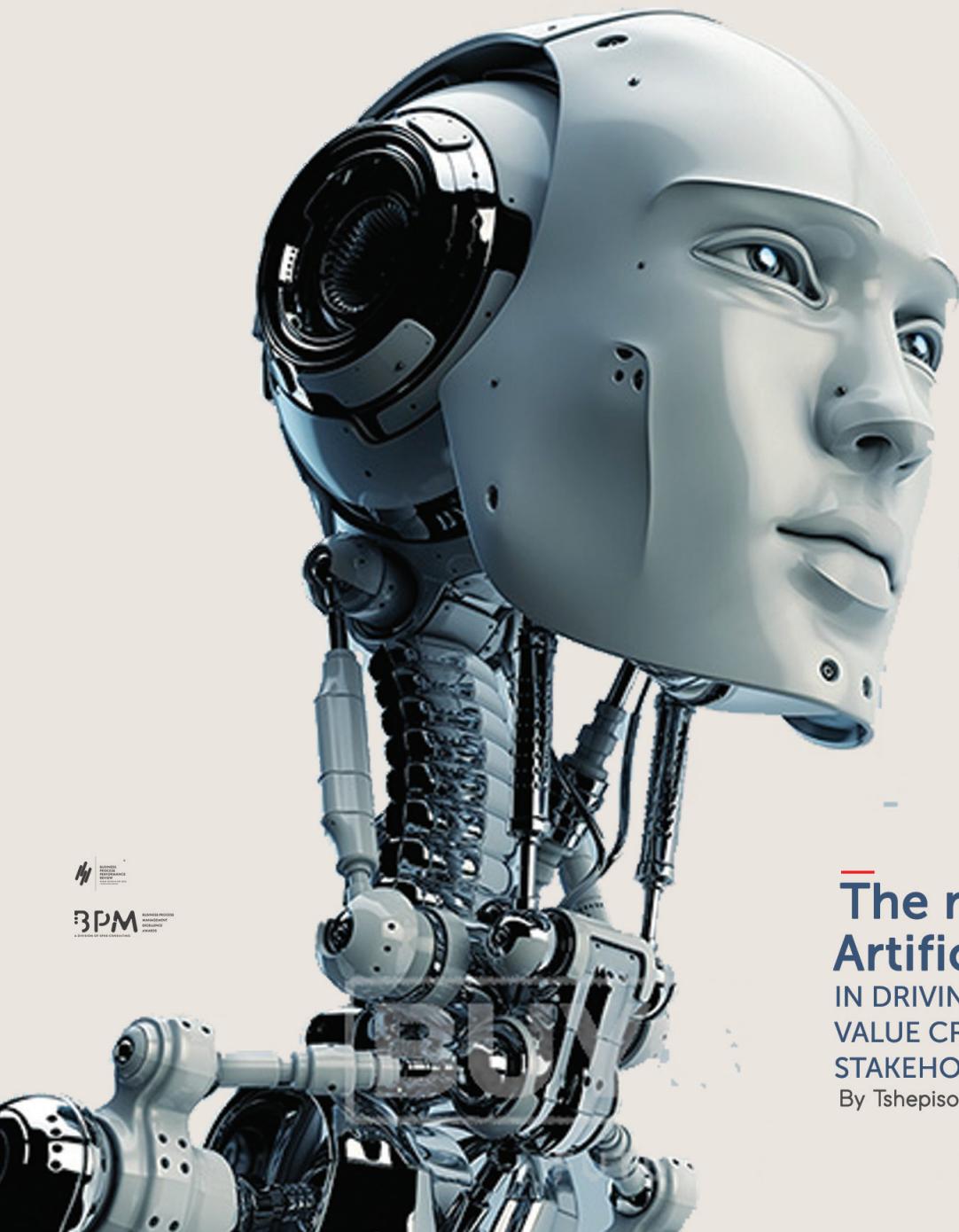
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In order, a company to cope successfully with competitive market forces and generate a superior profit, in the long run, it has to obtain sustainable competitive advantage  
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## The Consumer is King, & that is not a cliché

The journey towards the Consumer Kingdom is not easy but can be very rewarding.

Tony Agenmonmen

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The chance of running any successful business is a function of the potentials of the people in the business.  
Sam Obafemi

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The question to be addressed is how organization can leverage their IT environment to dominate the market and own bigger share of their customers wallets and improved customer services.

Mathabatha Tshepiso

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# From The Editor

October  
2017

I WILL LIKE TO START BY APPRECIATING our readers for the acceptance of this magazine, and to also state that I appreciate all the feedbacks gotten. The feedbacks from our readers have been fully considered and some of the outcomes shall reflect as additional improvement on the quality of this magazine going forward.

Trying to raise the bar with this edition to enhance a very good understanding of the articles and their applications, our team have been able to come up with analysis that can help you link the subject matter of each article to your "Strategy" "Process" and "Performance". This will further give insight to what the effect of the subject matter will be on these 3 key areas of your organisation. As we all know that without strategy there is nothing to move an organisation towards achieving its goals and objectives. And it is how good the strategy is that will determine the kind of processes the organization will have. Be it a seamless one or a time wasting one. It is important to know that if these two things are put in place, and the processes of the organization are linked with the corporate strategy then we can measure performance effortlessly. I will encourage us to make time out to also go through the analysis as we read the articles too. With the analysis alone, you should understand the subject matter and its application. We have also made this edition a networking focused amongst organisations. With the way we have designed this edition it is easy for our readers to connect with any of the organization in the magazine they wish to partner with.

A peep into this edition showcases the efforts made by our contributors towards bringing something beneficiary to us. Looking at the article of "Mathabatha Tshepiso". he explained the need for organizations to frequently reassess their resources to know how to separate the routine work that is meant for artificial intelligence and brain work that is meant for human. Doing this will enhance the driving of business process and creation of value for stakeholders through artificial intelligence. Furthermore, "Sam Obafemi" in his article revealed the secret of "Achieving Maximum Performance Through Employee's Motivation". Treating your employees as the first customer is important therefore all employers need to start thinking of what they will do for their employees today (Motivation) to get them achieve their set targets.

He also mentioned the usefulness of having a good organizational structure. With a good structure, everyone within the organization knows his/her position and the responsibilities that comes with that position. Doing this will promote division of labour and eliminate confusion as to what is expected from an employee. In addition, "Tony Agenmonmen in his article Customer is King" said: it doesn't just stop with you treating your employees right but also necessary for an organization to understand what the needs of its target customers from time to time. With these consumers can always make repeat purchase and convert to customer because they are always sure of getting the right solution from you. The result of this is that on the long run the organisation will be able to create a sustainable competitive advantage over its competition - "Lere Bale". Lere Bale was able to explain how you can gain strategic competitive advantage by adapting to the needs of your consumers and using other recommended initiatives: Reviewing your core strengths, examining your business Strengths, focusing on product and service quality, differentiating your products among other points he mentioned". Establishing the Right Ecosystem by Victor Akhuma" focused on teaching why it is important for a business leader to design a system to support the business objectives of the company, in the short and long term. Entrepreneur who desires to have a business that would run independent of him, giving him the much-needed time to be with his family, travel for up to a month on vacation without any panic attacks must learn to build business systems and processes. Other articles you will find in the magazine are; "Process Mining for Manufacturing by Teemu Lehto, Finding What Is Not Lost-The Path To Growth By Kehinde Joda". I am sure you will benefit a lot more from this edition as you read. Happy reading...

*db ~ Adebayo*

## Business Process & Performance Review

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# Driving Business Process & Value Creation For Stake-holders – The Role Of Artificial Intelligence.

## Problems Associated with the Subject Matter "DRIVING BUSINESS PROCESS AND VALUE CREATION FOR STAKEHOLDERS – THE ROLE OF ARTIFICIAL INTELLIGENCE"

- What IT investment to make and where to source?
- Big corporate invests on IT that are not suitable, appropriate and relevant.
- System specification can be wrong because the management did not involve the staffs to understand their day-to-day activities undertaken.
- Lack of integration with the existing ERP.
- How relevant, appropriate and suitable is the IT the organization want to invest on?
- Humans and Robot can drive standard delivery scale, but who can do it better?

## REQUIRED ORGANIZATION DECISIONS AROUND THE PROFFERED SOLUTION

- Organization must understand their operating environment and target customer's expectation.
- The need for organization to reassess their resources was essential during IT evolution - Resource audit should be done frequently as possible.
- Software tools are used for Repetitive and Rote Process they have emerged as robots for knowledge.
- The identification of the SWOT is a critical process for business planning.
- IT planning must be integral part of business strategy.
- Executive management have a responsibility to engage with their staffs at different level in order to understand the processes and systems in place.

## ACTION POINTS

STRATEGIC INITIATIVE EXTRACTS	STRATEGY	PROCESS	PERFORMANCE
Management should frequently perform resource audit because of the changing environment.	<ol style="list-style-type: none"> <li>1. Identify your available resources (both tangible and intangible).</li> <li>2. Identify the capabilities of the organization (SWOT analysis- Strength, weakness, opportunity and strength).</li> <li>3. Merge your capabilities and resources together in terms of developing strategies.</li> </ol>	<ol style="list-style-type: none"> <li>1.Identify the non-value and value adding activities along the processes.</li> <li>2.Identify the ones that can be improved, managed, eliminated and the ones that can be automated.</li> <li>3.Automate them effectively having in mind that they must drive values for stakeholders.</li> </ol>	1.KPIs need to be developed in order to measure the performance of the new competence added to the organization.
Train and develop your staffs to enable them stay knowledgeable about new technologies and stay creative with other activities that cannot be automated.	<ol style="list-style-type: none"> <li>1.After automating some of your process.</li> <li>2.Review the capabilities of your employees and identify the ones that need to be trained and developed in order to work in collaboration with the AI.</li> <li>3.Determine the kind of training and development techniques that will be used and implement them accordingly.</li> </ol>	<ol style="list-style-type: none"> <li>1.Assign each repetitive and rote or routine work to the AI and the creative ones to the employees.</li> <li>2.Link the AI and human intelligence to work together along the value chain of the organization because they can both drive delivery scale.</li> </ol>	1.Develop a control measure as to get a feedback that can be used to check if the training and development program are enhancing the effectiveness of your employees.
Engage your staff in the decision-making activities before developing AIs that will support their work activities.	<ol style="list-style-type: none"> <li>1.Collect information from employees about their workflows.</li> <li>2.Carry out analytics on their workflows to have insight to what they do.</li> <li>3.Ask for their challenges/suggestions along the workflows before automating them to enable the employees to accept the change in the workflow and integrate it with the existing one.</li> </ol>	<ol style="list-style-type: none"> <li>1.Allow the processes of the organization to always give feedback to the top management.</li> <li>2.Ensure the response to their feedback maintains or improves their processes.</li> </ol>	1.Determine how to measure your employee's compliance to the change in their workflow to know if you have fully engaged them and if there are engaging your customers as well. Measuring tools like mystery shopping can be used.



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*A Computer is  
an electronic device that aids data  
processes and Human processes.*

**Ai** *Artificial Intelligence (AI)  
is highly capable of performing any task that  
requires human intelligence and beyond.*

**Bi** *Business Intelligence (BI)  
can potentially transform any organization's  
operational efficiency and impact on the  
bottom line profitability.*

# The role of Artificial Intelligence in driving business process

BY MATHABATHA TSHEPISO

**I**nformation Technology (IT) and Systems (IS) has involved extensively that it changed the business operations and processes landscapes. Such evolution introduced concept such as Artificial Intelligence (AI), Business Intelligence (BI), and Enterprise Resource Planning (ERP) etc. This concept when deployed effectively and efficiently, can potential transform any organization's operational efficiency and impacting on the bottom line, profitability.

Artificial intelligence is a concept introduced in the early **1940s** due to the invention of programmable digital computers. Throughout the years, this has been transitioned to an extent that AI is highly capable to perform any task that requires human intelligence and beyond.

The economic and business potential of Artificial Intelligence has filtered through boardrooms and conferences as mechanism to transform operational efficiency, effectiveness and profitability. IT investment remain a critical decision undertaken by executive management in order to create value for their stakeholders. This articles offers perspective on how organizations can leverage their IT investment in unlocking business values to their stakeholders and presents a conceptual framework for how this can change industries and firm strategic capabilities.

### IT Investment as a value driver.

It is evident that organization regardless of size and magnitude invest heavily in the Information Technology to drive productivity, efficiency and responding to the customer's needs with a robust speed. However the question of the relevancy, appropriateness and suitability remain critical questions considered at C suite level.

The question to be addressed is how organization can leverage their IT environment to dominate the market and own bigger share of their customers wallets and improved customer services. While there is no comprehensive guideline as to how organizations can leverage their IT investment, executive management need to obtain a thorough understanding of their operating environment, industry/sector in which they operate and most importantly their target customer's expectations.

### Understanding of operational processes and System

Due to the evolution of IT and the rapid speed of change, executive management should perform the resource audit as frequently as possible. Resource audit will aid in understanding the following:

- IT capabilities and capacity.
- In-house expertise
- Core business process activities
- Non value adding business process activities  
(Activity Based management concept)
- IT governance and risk management

This exercise will strategically position any organization to acknowledge and embrace their strength and weaknesses, opportunities and threats, which can be seen as crucial process for strategic business planning.

Challenges faced by organization globally is a question of what IT investment to make and where to sources. Most end up following the IT Investment trends that might not be appropriate, suitable and relevant to them. This is experienced mostly in big corporate where decisions are rushed and there is a lack of collaboration. Based on practical experience, let's look at the situation where one of African major Bank decided to automate their supply chain processes from placing an order with their suppliers to making payment. The Bank invested heavily in this project, the system was developed and during the testing phase the following emerged:

- The system specification was completely wrong as management did not involve the junior staff to understand their day to day activities undertaken.
- The system could not be integrated and interfaced with the existing Enterprise Resource Planning system (ERP).
- The system could not be linked to financial reporting system, which caused the frustration.
- The governance structure was a complete disastrous.

As such the entire group was frustrated and confused. One can only imagine the exorbitant fees paid to the developers and consultant. However the IT leadership acknowledged their mistakes and reassembled a new project team with hands on experience. This is a crucial step in every company's IT planning and it must be an integral part of their business strategy.

However one need to acknowledge how IT investment has been leverage to drive business value and performance in certain sectors. Looking at the global financial service sector, facilitated innovation through product development, customer focused and more personalized services. Millennial define the economy of the future and the recent studies performed in United State indicate that there is a shift in customer preferences and how they are serviced. This represent a group of young people that are technology savvy and prefer convenience, speed and less waiting time. For any organization to win a bigger wallet share of this young generation, a seamless well thought of automation must be implemented. Hence the first part of this article I made reference to understanding the industry in which you operate and your customer preferences.

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**Continued ▶**

Many organization pose the question about staff lay-offs, meaning if we automate the order placing process what happen to staff. This is a crucial part of organizational design and development and employee engagement. Due to the IT evolution the company need to reassess their headcount requirements (resource audit) and identify resources that are key to business processes. As much as artificial intelligence can perform any task that individuals can, there is still requirements to direct how this automation can derive value for the organization. So training and up skilling become necessary in order to eliminate any possible wastage in time, production, waiting time etc. So staff can always be redeployed to focus on service delivery. Executive management need to obtain a clear understanding of their business process activities, perform cost benefit analysis per activities, identify those that can be eliminated and automate what's considered core.

### **Is there a conceptual automation framework?**

Humans performing knowledge work today are complemented by technology increasingly high-value ways. As a result, we are entering a new era of human machine interface for repetitive and rote processes, in which software tools have emerged as "the robots" for knowledge work. The question of whether there is detailed automation or digitalization guideline is being asked by lot of companies. While there is no comprehensive and precise answer, there are common factors that can be considered.

#### **1. Automation as a complimentary to human intervention.**

A research conducted by the well renowned consulting company called Cognizant in the United States indicated a deeper understanding of how far, how fast development in process automation, analytics and other operational models will play out in complimenting the overall human intervention. This findings indicate that automation or artificial intelligence does not dominate the business processes, but rather work in tandem to help your headcount smarter and business more agile.

#### **2. Potential impact of automation process in your organization**

Before any organization decide on undertaking a process automation, the following factors can be used as a guideline:

Before any organization decide on undertaking a process automation, the following factors can be used as a guideline:

- Will the automation result in reduce reliance on multiple systems/screens to complete the process (cost saving on multiple licenses)?
- Does it improve standardization of process workflow across the organization?
- Will the organization experience reduced error rates (integrates lean operations)
- What is the organizational rate on better manage repeatable task?
- Does it create frictionless, straight-through process?

This is not a conclusive checklist, however it provides reasonable assurance before investing heavily into process automation. However the overall impact should be on saving money and driving greater impact from process optimization. Organization want new and innovation ways of achieving and maximizing efficiency from people and processes. For ages the focus has been on the implementation of lean principles (which Toyota got it right), the question is with the arrival of artificial intelligence what levels remained to be pulled?

All other things equal, humans and automation aren't. Artificial intelligence results in standardization which lead to scale. While both humans and robots can drive standard process delivery to scale, an open honest question is which one can do better? For instance an error coded during the automation process will cumulatively built in the system and yielding bad outcomes for the organization. When artificial intelligence can perform more rote tasks less expensively and efficiently, executive management need to take stock and redeploy their

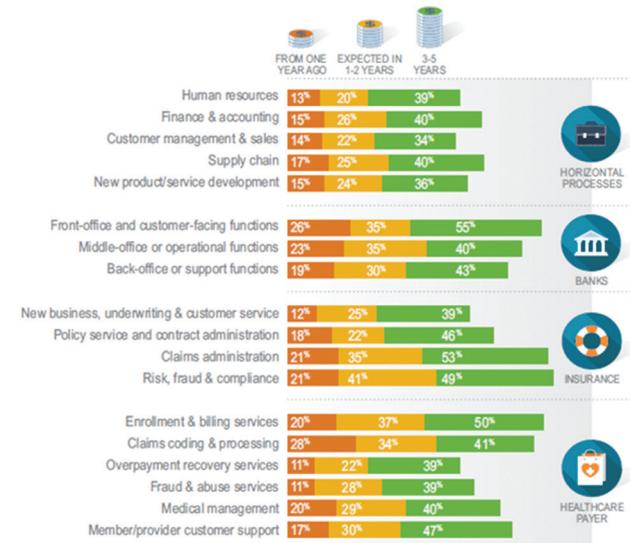
#### **3. Impact on people performing non-differentiating Rote task (non-value adds)**

A recent survey by Cognizant indicate that as a result of artificial intelligence, the number of people directly tasked with performing rote tasks will contract significantly in the coming years. The research shows that areas such as more industrialized, general and administrative functions (cost saving on head count). This affect business units such as supply chain management, Human Resource, Finance and analytics. A detailed survey across multiple sectors as performed by Cognizant indicated the following globally:

**See Survey Diagram in the NEXT PAGE ▶**

### Robots Make a Money-Saving Assembly Line

*Percent of decision-makers realizing at least 15% cost savings across front-office, middle-office and back-office functions as a result of automation.*



*Source: Cognizant Center for the Future of Work*

#### 4. Does it encourage staff to work smarter and be creative

Executive management have a sole responsibility to encourage their staff to stay ahead of the curve, not by being faster or cheaper, but by developing, honing and capitalizing on their unique capabilities that cannot be replaced by artificial intelligence - that is the ability to learn, relearn and unlearn. For example, such capabilities will include collaboration in a competitive markets, spirit of team work, creativity, constructive problem solving, empathy and human touch.

#### 5. Artificial intelligence must radically improve process outcomes

Lot of companies fall in a trap of following the sectorial and markets trends with regards to process automation and fail to focus on real prize and suitability. This automation for automation strategy failed so many organization without deriving the real value of their investments.

The importance of analytics for processing insight and meaning-making is quite immense. The reality is that the digital era today compared to last century's industrial age presents unprecedented ability to make business meaning from big data. The list of game changing and differentiating examples of process analytics is significant especially when using artificial intelligence and machine learning to derive time sensitive outcomes.

The overall impact should be on the ability of any organization to intensify on existing data in order to generate additional sales leads and revenue.

In conclusion, Executive management have a responsibility to engage with staff at different level in order to understand the processes and systems in place, holistically integrate them into ERP to enable integration. The value generated will be in the form of cost savings and new sales generation. ■



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# Gaining Strategic Competitive Advantage



*Every organization regardless of the size need a strategic competitive advantage to distinguish itself from others in the noisy market. In order, a company to cope successfully with competitive market forces and generate a superior profit, in the long run, it must obtain sustainable competitive advantage. Gaining a competitive advantage takes strategic planning, extensive research and an investment in marketing.*

## Problems Associated with Subject Matter “Gaining Competitive Advantage”

- How to achieve a sustainable competitive advantage?
- How to generate superior profit on a long run.

## Required Organization Decisions Around the Proffered Solution

- Analyzing your business's strengths and those of your competitors, and then learning how to take advantage of these factors.
- Do a good profiling of your customers.
- Conduct an effective market analysis.
- Endeavour to partner with organizations that can facilitate your business.

## ACTION POINTS

STRATEGIC INITIATIVE EXTRACTS	STRATEGY	PROCESS	PERFORMANCE
Examine your business to understand the kind of opportunities and threats that the business is opened to.	1.Carry out an effective analysis on the market, competitors, and the customers within the market. 2.Segment the market to identify the customers you will be satisfying. You can use Demographic factors, Life style, income rate. Etc.	1.Determine what your competitors are doing well and not doing well along their value chain. 2.Use your resources and your capabilities to create a process that offers a good customer journey map to your target market you have decided to serve.	Determine the performance tool that will be used to measure organizations performance
Create a competitive advantage within the industry in which you operate.	1.Review your core resources. 2.Leverage your resources with your capabilities	1.Determine a seamlessly workflow considering the core strength of the organization. 2.Establish a process design and modelling.	Identify the KPIs in which the tool will be used against to determine the variance.
Sustainability of the competitive advantage created initially is key for any organization that wants to earn superior profit on the long run.	1.Identify the Industrial barriers and try to the market using them to discourage competitors from challenging your market share. 2.Continue to Improve your already created competitive advantage either through low cost strategy or differentiation. 3.Be conversant with your competitors – ability to predict their next strategic move	1.Capture your process and identify the ones that need to be improved on to meet up with the current technologies 2.Network with IT providers to get easy access to process automation.	Determine a monitoring tool to identify if the implementation is deviating from proposed strategies to enable the firm carry reward good performance and also identify errors that can be corrected

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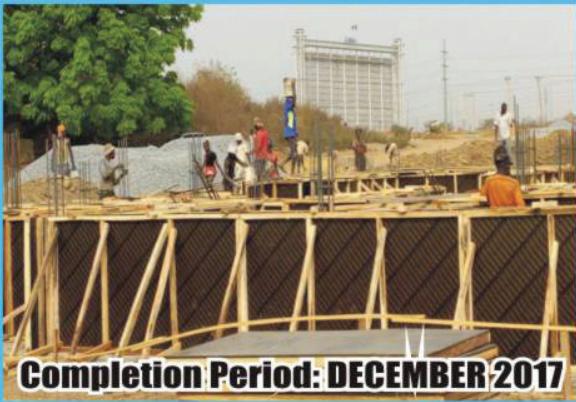
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*Lere Baale*

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# Gaining Strategic Competitive Advantage



*e*very organization, business, large or small, needs a strategic competitive advantage to distinguish itself from the competition. In the aggressive business world, especially in today's economy, every advantage counts to establish your business in the top of your industry. Gaining a competitive advantage takes strategic planning, extensive research and an investment in marketing.

In order, a company to cope successfully with competitive market forces and generate a superior profit, in the long run, it has to obtain sustainable competitive advantage. This contribution explains theoretically how the company can achieve it. Analyses here are based on the model established by Michael Porter, according to whom, there are two basic types of competitive advantage: cost leadership (low costs) and differentiation. Both can be more broadly approached or narrow, which results in the third viable competitive advantage: focus. According to cost leadership strategy, a company sets out to become the low-cost producer in its industry. The sources of cost advantage include the pursuit of economies of scale, proprietary technology, preferential access to raw materials and other factors. In a differentiation strategy, a firm seeks to be unique in its industry along some dimensions that are widely valued by buyers. It selects one or more attributes that many buyers in an industry perceive as important, and uniquely positions itself to meet those needs. It is rewarded for its uniqueness with a premium price. The generic strategy of focus rests on the choice of a narrow competitive scope within an industry. The focuser selects a segment or group of segments in the industry and tailors its strategy to serving them to the exclusion of others. The focus strategy has two variants. A) In cost focus a firm seeks a cost advantage in its target segment, while in B) differentiation focus a firm seeks differentiation in its target segment.

#### **There are three major phases or parts.**

- Examining your organization or business
- Creating a Competitive Advantage
- Maintaining a competitive Advantage

### **PART ONE OF THREE: Examining Your Organization or Business**

#### **1 Learn what “competitive advantage” means.**

A competitive advantage is simply a factor that distinguishes your business from others and makes customers more likely to choose your product over the competition. Without a competitive advantage, your business has no unique method of drawing in customers.<sup>[1]</sup>

- A competitive advantage is a way in which you can create value for your customers that your competitors cannot. This may be lower cost, faster service, better customer service, more convenient location, higher quality, or other factors.
- For example, a restaurant offering the best food in town (best-tasting, highest-rated, most well-known chef, or some other measure of quality) would have an advantage over its competitors by offering a higher-quality product.
- Alternately, a business could focus on reducing overhead and production costs to offer a market-quality product at a below-market price. Being able to offer this product at the price that they do would then be their competitive advantage.
- Creating a competitive advantage involves analyzing your business's strengths and those of your competitors, and then learning how to take advantage of these factors.

**A competitive advantage is a way in which you can create value for your customers that your competitors cannot.**

#### **2 Work to understand your customers.**

Identify the demographic qualities of your customer base. If you serve businesses, what type of businesses do you typically sell to? If you serve individuals, are they typically young or old, male or female, married or single? Do they live within a 1/4 mile (0.4 km) of the business or 50 miles? What is their typical income? Are they different from your competitor's customers? If you do not understand your customers, you cannot determine why they patronize your business.

- Take this one step further by seeking to understand your customers on a personal level. What are their hobbies? What do they care about? What aspects of your business or your product resonate with them?
- Demographic information can be discovered through customer interaction, surveys, or analyzing customer information.

#### **3 Examine your business's unique strengths.**

Examining the strengths of your business can let you know which areas you can build on to create a competitive advantage. Ask yourself, "Why do customers buy from me?" The answer to this question will help you understand what value you offer them.

- For example, if you own a Chinese food restaurant, the quality of food, the location, or perhaps the speed of the delivery service may all contribute to a customer choosing you over your competition.
- Don't be afraid to ask your customers directly. You can make a survey for them to fill out, or just approach them, but your key objective is to discover why it is they choose you.
- If many customers list location, for example, you can work on other aspects of your business to create an even greater advantage.



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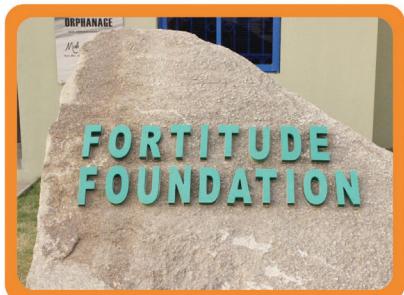
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#### **4 Look at your competitors.**

A competitive advantage means you need to offer some things your competitors don't. Therefore, you need to know what it is your competitors do well, and do not do well. Think about your competitors' products, services, prices, location, and marketing. Then, compile a list of all the reasons you feel a customer would choose your competitors' business.

- Compare this to your list of advantages. What strengths do you have that your competition does not have? Which strengths does your competition have that you do not? The areas of strength that you have are the areas you should focus on expanding.
- Remember not to be a "me too" competitor as much as possible. For example, if your competition has one recipe that many customers come to that restaurant for, simply imitating their recipe will not add to your competitive advantage. Instead of trying to copy your competitor's advantages, strengthen your own to create a unique set of strengths that cannot be replicated.
- Remember that your competitors can include more than lookalike businesses. For example, a Chinese restaurant competes with other Chinese restaurants, but also with other dining choices.

#### **5 Hire a company that specializes in providing business information.**

For example, Cortera [2] will research, construct and analyze a competitive landscape of your target market. They and similar companies will have extensive databases to quickly access the information you will need. The more information you have, the easier it is to make decisions on what is working and what is not.

- Detailed customer knowledge is equally important as competitor knowledge. Gaining in-depth insights about your customer portfolio will allow you to maximize revenue potential, increase customer retention, and boost prospective customers.
- You can use a mix of many tools and methods to measure consumer insight and both your position in the market and the positions of your competitors. Along with traditional company information resources, consider social media analysis tools that allow consumer insight mining on a large scale.

### PART TWO OF THREE:

## Creating a Competitive Advantage

#### **1 Review your core strengths.**

Once you have identified your core strength areas, you can add to those using several market strategies to build a competitive advantage, or to create new areas of advantage.

- For example, you may have a major strength in terms of product quality. You can further add to this strength by focusing even more heavily on fantastic quality, but also trying to deliver your product faster, and at a lower cost.

#### **2 Reduce costs.**

Cost reduction is one strategy that businesses can pursue to gain a competitive advantage, or to add to their advantage. Most markets have price-sensitive consumers, and being able to offer your product or service at a lower price is a certain way to create value for your customers. Walmart, for example, has a competitive advantage due to its ability to provide low prices.[4]

- Examine your entire production process. This includes everything from purchasing supplies, to how your workers produce your products, to how your product is sold.
- Consider investing in technology that can reduce costs. If you own a restaurant, for example, purchasing energy-efficient equipment can reduce your operating costs. If your business has an excellent credit rating compared to your peers, you can finance these purchases at a lower cost.
- Examine how your workers are producing as well to make sure they are not wasting resources and that they are producing as much as possible.

What strengths do you have that your competition does not have? Which strengths does your competition have that you do not?

The areas of strength that you have are the areas you should focus on expanding.

#### **3 Focus on service.**

In your particular market, service may be a key factor that differentiates competitors. If your business already has a strength in service, consider doing more to focus in this area.

- Hiring better staff, improving training standards, managing staff closer, offering rewards and incentives for strong service, and offering more convenient hours of operation can all help generate an advantage. It is important to create a culture of excellent service. If your service advantage is based on a few simple factors (like longer hours), your competition can easily replicate it.

#### **4 Focus on product or service quality.**

If you cannot compete with your peers on location or on price, for example, you can always compete on quality. This is even more true if high quality is one of your strengths. Customers will often pay more or go to greater lengths for an exceptional product.

- You'll need to first determine exactly what quality means in a particular market. For example, do customers want maintenance-free products, better design, or longer life? What does quality mean to your customers?
- Look at best-selling products in your market. What aspects of these products make them desirable?
- Focus on taking your unique talents and background and using these. For example, if you are in the restaurant business, and you spent three years overseas studying cuisine, you can use your experiences and contacts there to establish truly unique recipes.
- Focusing on hiring the right people, and using higher quality supplies can dramatically enhance the overall quality of your product or service.

Once you've gained a competitive advantage, your work is far from complete. To be successful, you will need to continuously maintain your competitive advantage, through pricing, product features, and marketing.

## **5 Differentiate your products and services.**

Look for one or more marketable attributes that you have that can set you apart from your competitors. Then find the segment of the market that finds those attributes important and market to them. For example, do you have the longest battery life? Frequent travelers need this. The lowest price? That's important to lower income customers. Free shipping? If you are the only one offering this it could attract new customers.

- This process can also work in the other direction by conducting research to determine which things consumers find most important and then developing a niche market for those products or characteristics. For example, people with arthritis have trouble opening cans and jars. You could design a gadget that makes it easier for them and then advertise in medical publications.

## **6 Form an alliance with another company.**

Forming a partnership or alliance with another company can be an excellent way to gain a competitive edge. For example, assume you are a local equipment supply company. You could approach a local transportation company and offer to provide them with a discount on products in exchange for quicker or more preferential local transportation. In doing so, you can offer your customers their products in a shorter time frame than your peers, providing you with a competitive advantage.

## PART THREE OF THREE: Maintaining a Competitive Advantage

### **1 Create an "economic moat."**

Take advantage of barriers to enter into the market, using them to dissuade competitors from challenging your market share. In some cases, an established company's ability to manipulate hurdles to enter and compete in its market becomes an effective tool against new competition, further entrenching the business and preserving its profit potential for the foreseeable future.

- For example, you may own an Asian-themed restaurant located in a mall. This would provide an economic moat, since it is unlikely the mall would want to open multiple Asian-themed restaurants in the same area. This prevents new business from competing with you.
- To create the moat, you may be able to negotiate a site monopoly on your type of business if you are located on a multi-business site like a mall or strip shopping center.

## **2 Stay on the cutting edge.**

Once you've gained a competitive advantage, your work is far from complete. To be successful, you will need to continuously maintain your competitive advantage, through pricing, product features, and marketing. For example, if you are in the technology space, you need to be continually designing new products that are faster, less expensive and have more functionality. After all, your competitors are not going to sit back and allow you to steal their market share.

- Sometimes you may need to take chances to keep ahead of the pack and differentiate your business, but with big risk often comes big reward. Just remember to do your research before diving head-first into new ideas.

## **3 Predict future trends in your industry.**

A good way to do this is to join a local professional association that offers speakers with expertise in your field and an annual conference. You will be able to get new ideas and see what others in your industry are doing.

## **4 Research and monitor your competitors constantly.**

Look for updates on their websites, get on their mailing lists, and watch for new product announcements as well as changes in pricing.

## **5 Adapt to your customers' wants and needs.**

Ask for your customers' opinions frequently with online surveys and customer advisory boards. Your sales force should be updating you with feedback they hear from current and potential customers while on sales calls.



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- Fear Anatomy
- Belief System negotiation and Customer Satisfaction Methods

# Consumer Is King & Is Not A Cliché.

*The journey towards the Consumer Kingdom is not easy but can be very rewarding. Look at the major companies that are doing really very well. One thing they definitely have in common is that they are loyal servants of their consumers. Therefore, part of the winning mentality is to serve the consumer with all your heart and might.*

## Problems Associated with the Subject Matter “consumer is king – is not a cliché”

- In an unusual economy, the concept Consumer is King can be quite tempting to challenge.
- Some organizations, marketing people and some sales men are ignorant of the concept.
- With the technological changes taking place every day, the convergence of communication that makes every citizen a global citizen, understanding the consumer has become a must, rather than a nice thing to do.
- Consumer choices are expanding daily and more complicated.

## Required Organization Decisions Around the Proffered Solution

- Decisions should not be by words but by actions.
- A good knowledge of consumers makes it far easier to serve them better either with current offerings or new offerings through innovation.
- Most Successful organization definitely have in common the act of being a loyal servant of their consumers.
- Those businesses that will survive the turbulent consumer “daily” profile changes are those who best understand the consumers and innovate accordingly.
- Serving the consumer right requires a structured and sequential approach.
- Deep consumer insight enables us to discover a penetrating truth about consumers, their aspirations and motivations.

## ACTION POINTS

STRATEGIC INITIATIVE EXTRACTS	STRATEGY	PROCESS	PERFORMANCE
Have a good Consumer insight that will enable you to discover a penetrating truth about consumers.	<ol style="list-style-type: none"> <li>1.Select a target market for your business.</li> <li>2.Conduct a research on your target customer to identify their needs in respect to their demographics, personality, purchasing power, etc.</li> <li>3.Carry out analysis on your research and choose the best among the alternatives.</li> </ol>	<ol style="list-style-type: none"> <li>1.Create a work flow that will engage your consumer and</li> <li>2.Evaluate if the workflow best suits the consumers' needs.</li> <li>3.Document your processes.</li> </ol>	Develop a measuring tool to measure the performance of your product quality and consumer compliance.
It is important for an organization to advance its technology to suits its target market and create a seamlessly customer journey.	<ol style="list-style-type: none"> <li>1.Identify the available technologies that can facilitate your deliverables to the consumer.</li> <li>2.Determine if it will be a cost-effective technology and nit is what your target consumer can operate, want and will find easy.</li> <li>3.Integrate the technology with the existing one.</li> </ol>	<ol style="list-style-type: none"> <li>4.Evaluate your processes time to time to check if they are up to date considering the fact that your target market has access to information about technology advancement.</li> <li>5.Create a seamlessly process by identifying the process that can be improved on eliminated or automated.</li> </ol>	Review your performance tool, subtract and add new metrics in order to enable you determine the overall performance of the organization after advancing your technology.
Create a flexible structure that can easily adapt to the turbulent consumer's profile.	<ol style="list-style-type: none"> <li>1.Conduct a research periodically depending on the financial capability of the organization to identify changes in consumer's profile.</li> <li>2.Identify the factors behind the changes and proffer solutions</li> <li>3.Develop a structure that allows a flexibility around the culture of the organization.</li> </ol>	<ol style="list-style-type: none"> <li>1.Structure your processes around a flexible environment.</li> <li>2.Check your process to know if there is a touch point that need to be added or eliminated to ensure an effective decisive moment.</li> </ol>	Develop a monitoring tool that gives feedback time to time to enhance the organization take corrective actions where needed.



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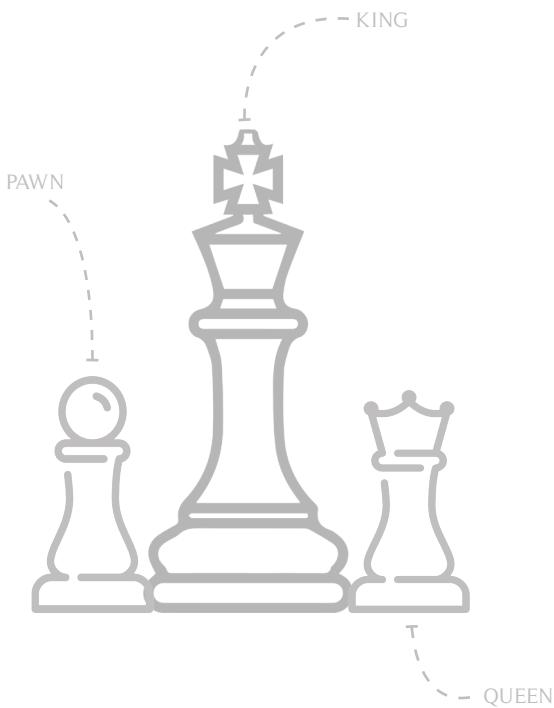
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On the contrary, great and enduring organisations and companies know better. They know the consumer matters and they take the consumer rather seriously. Not by words but by action

”

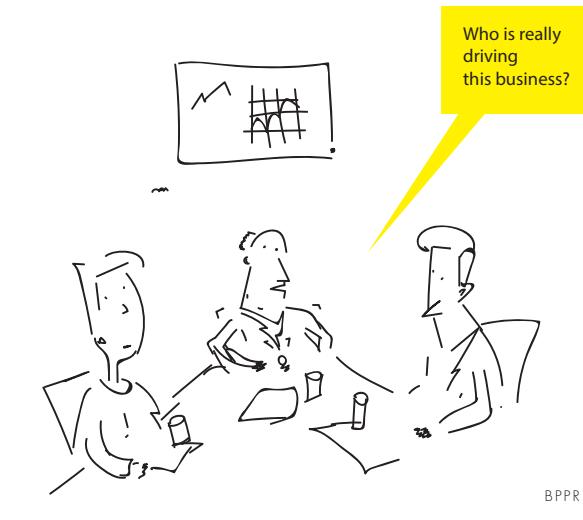
# THE CONSUMER IS KING. BY TONY AGENMOMEN

*& that is not a cliché*

} Process, Performance  
and Marketing

I believe many people including non-marketers have heard the phrase, an old mantra that the consumer is king. The phrase is used so many times consciously or unconsciously. Not very surprising therefore that it has taken on the toga of a cliché. In an unusual economy like Nigeria, it can be quite tempting to challenge this concept of the Consumer King. With the frequency of "Oga if you don't want to buy, go" that one hears every now and then, it is possible to ask where is this KING.

The other day, I was in a shop and wanted to buy a particular colour of an item. The shop apparently did not have the colour I wanted. However, the shopkeeper was insistent I must buy any of the other colours they had available. He really worked hard telling me they are the same "just that the colour is dif-



## Deep Consumer Insight

A good servant knows the master very well. He knows when he sleeps and he knows when he wakes. He knows the type of food he wants and how he wants it etc. It is no different from the way we should know the consumer. Deep consumer insight enables us to "discover a penetrating truth about consumers, their aspirations and motivations...." Another related definition of Consumer Insight I like very much is "A deep 'truth' about the customer based on their behaviour, experiences, beliefs, needs or desires, that is relevant to the task or issue and 'rings bells' with target people." Stripped of all marketing jargons, this

ferent."I reminded him that indeed it was a big difference for me, to which he fired back and asked whether people eat colour. That seems to be the state of play in quite a significant number of Nigerian organisations and companies. Size is not a determination of such behaviour – you find it in the small, as well as medium and large organisations and companies. Such is the arrogance of some organisations, some marketing people and some sales men.

On the contrary, great and enduring organisations and companies know better. They know the consumer matters and they take the consumer rather seriously. Not by words but by action. A good knowledge of consumers makes it far easier to serve them better either with current offerings or new offerings through innovation. That leads to the magical "aha" from the consumers.

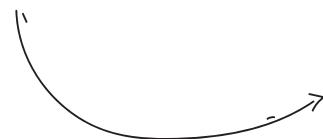
*The journey towards the consumer kingdom is not easy but can be very rewarding.*

The journey towards the Consumer Kingdom is not easy but can be very rewarding. Look at the major companies that are doing really very well. One thing they definitely have in common is that they are loyal servants of their consumers. Therefore, part of the winning mentality is to serve the consumer with all your heart and all your might. Serving the consumer right requires a structured and sequential approach. You first need to know the consumers you want to serve.

A good consumer insight must be very compelling. It is a rigorous step though and one must be careful not to trade simple observations as consumer insight. A useful way of identifying a good consumer insight is to run it through the "3Ws" test – What, Why and Wow. What are the consumers currently doing now? Why are they doing so? Wow, no one has managed to discover or talked about the problem before.

A good Consumer Insight should be well targeted – It should feel personal, give one the feeling of being involved and being personally addressed. It should address specific gaps in the market for a specific target. A good Consumer Insight should have at the heart a dilemma or tension that needs resolution. It should be very clear that the consumer only needs your solution when there is a problem that needs resolution. Finally a good Consumer Insight should be really fresh. Avoid the obvious that can sometimes be true but very generic.

To illustrate what a good Consumer Insight should be and its transformative power for an organisation, we shall look at the following examples:



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## "Dirt is Good"

This was a global campaign for Persil and Omo that was run by Unilever in many countries. The campaign was very successful with major impact on volumes, market shares and bottom line. The concept is built around the tension a mother faces as the child grows up. On the one hand the mothers are excited seeing their children grow up. However, getting dirty is part of the children going up. There is therefore an inherent positive association of kids and dirt with their mothers. Although dirt is ordinarily undesirable, but mothers saw dirt in this circumstance as "learning as the kids grew up and made them very proud of their kids." The simple "narrative" is that dirt equates to creativity; and parents aspire to have creative, free-thinking and playing kids, as opposed to those locked into pristine-clean conformity."

This was what gave rise to the powerful insight for the campaign "Dirt is good" that became very well received globally.

The "Dirt is good" campaign achieved significance in that through a deep consumer insight, Unilever was able to turn laundry soap advertising from what used to be a discussion about "molecules" and "severity of stain removal" into "creative progressiveness" with parents aspiring to create free thinking children.



Great consumer insight can lead to great innovation with the capacity to transform organisations. It can be both an art and a science. But it does not happen by accident. For some the power of observation alone coupled with imagination can get the job done. For some, a more structured approach at consumer insight generation works best.

*With the technological changes taking place everyday, the convergence of communication that makes every citizen a global citizen, understanding the consumer has become a must, rather than a nice thing to do.*

What is most important is to understand that this is not the typical consumer research that can be restrictive in the deeper understanding of the consumer. The Apple story clearly illustrates. No consumer research ever told Apple that consumers needed liberation from the then computer technology that they were seemingly enjoying. However, through the power of observation, which led to deep consumer insight, Apple concluded that the then existing computer technology was a form of "enslavement and tedium." Its response was the development of "freedom enhancing" products that continue to wow the consumers. Almost every time the response of consumers is "How nice, never really thought of that."



**Tony Agenmonmen**

Tony graduated with B.Sc.(Economics) and MBA, (specializing in marketing). He has attended many senior marketing programmes in Nigeria, Côte d'Ivoire, India, United Kingdom, Belgium, France, and Singapore.

He has lived a life of marketing with a wealth of experience spanning Bangladesh, where he successfully managed some major UNILEVER household brands and Nigerian breweries, where for over 32 years, he led the teams which built some of Nigeria's iconic brands.

Tony is an industry player, an author and has served on the Council of the Advertisers Association of Nigeria. He is a fellow and current president of the National Institute of Marketing of Nigeria.

## "Jillz"

This is a sparkling apple cider drink from Heineken that was driven by a great consumer insight. It was Heineken observation that when men went to bars with their women, the men had a swell time enjoying their beers. On the other hand, the women rarely enjoyed themselves, as they were not much of beer people. The most applicable option for them being wines were too variable and that was a major challenge. Heineken, building on this insight therefore developed a concept – a sparkling apple cider drink that was focused on women. It was branded Jillz.



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# Process, Performance & Psychology

## - Achieving Maximum Performance.

*The way staffs are being treated is the problem of so many businesses today. Treating your staff well has nothing to do with your processes or corporate Mission and Vision. All these components are not faulty but when the people (employees) who are meant to drive them to achieve results feel dislodge or unwanted the all processes becomes sabotage.*

### Problems Associated with the Subject Matter "achieving maximum performance though people"

- The management is not recognizing the effort of the employees.
- Most organizations do not have well defined Organizational structure.
- Employees are not aware of their job descriptions.
- Poor division of labor and specialization.
- Mismatching the capabilities of the employees and roles.

### Required Organization Decisions Around the Proffered Solution

- Organizations must identify the various departments needed to ensure productivity for the organization.
- Top-level management must understand the workflow (from the suppliers to the customers) of the organization and treat.
- Workflow should be treated as a whole and identify how they interrelate to each other because an organization is a system.
- Process should be captured and models should be designed to facilitate the processes.
- Organizations should reinforce positive results and reward its staff to encourage them to do better than they are doing.

### ACTION POINTS

STRATEGIC INITIATIVE EXTRACTS	STRATEGY	PROCESS	PERFORMANCE
Develop a work environment required to Motivate employees to feel comfortable to contribute towards new strategies for the organization.	<p>1. Review the existing communication flow between the employees and the management as well as employees and employees. (Up-Down &amp; Down-Up). Motivation is needed to drive initiatives towards contributing new and different strategies.</p> <p>2. Identifying silencing factors among the employees especially when it comes to strategic or operational decision making.</p> <p>3. Develop a framework that shall aid improvement along the communication flow within the organization.</p>	<p>1. Reposition the processes of the fit into the new environment created.</p> <p>2. Allow processes to interrelate with each other within the organization.</p>	Always review the feedback received from employees to enable you to reinforce desired result. The positive results can be reinforced through extrinsic and intrinsic rewards- employees are motivated to improve their deliverables.
An effective and efficient process design and models must be established to enhance the deliverables of the employees.	<p>1. Compare your existing process with that of your competitors and if they are driving values as expected to your customers.</p> <p>2. Map out all the organizations process.</p> <p>3. Refine them to suit the current changing environment.</p>	<p>1. Identify each department and the task they perform.</p> <p>2. Capture the processes in performing each task and check if they are still effective and efficient.</p>	<p>1. Develop new targets to measure employee's deliverables.</p>
Businesses should have a clear and specific organizational structure to enhance the job description of each employees.	<p>1. Businesses should identify the various departments needed to drive productivity for the firm.</p> <p>2. Identify the Personality in terms of strength and weakness of the employees</p> <p>3. Allocate them to the department that best suits them.</p>	<p>1. Tasks should be broken down into smaller ones to enable easy assigning of the task (Division of labor)</p> <p>2. Ensure that the workflow of each of the departments connects each other along the value chain (A</p>	Establish performance metrics that can be used to measure each employee individually and as a department



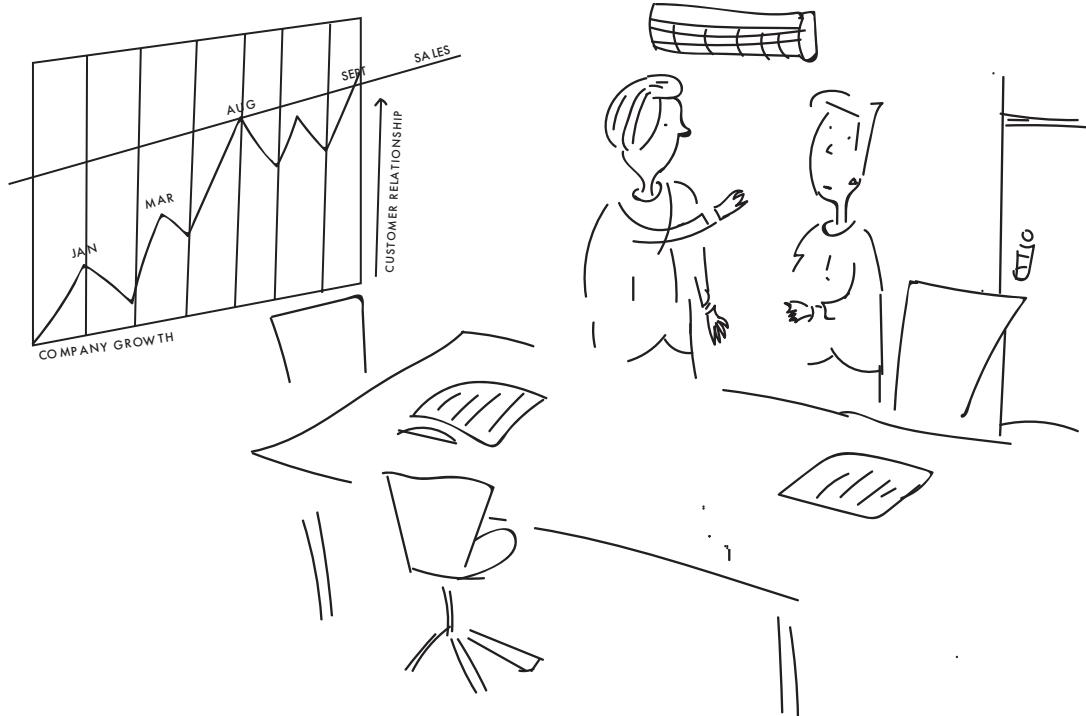
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Thanks a lot , I acknowledge your contribution to getting us here so far.  
We really appreciate your efforts and contributions.

# Achieving Maximum Performance through Employee Motivation

By Sam Obaferi President, SOBCA

} Process, Performance & Psychology.

**a** particular business in the FCT of Nigeria clothes women of finesse and poise. Almost every wife of the men in power has been clothed by this business. And after 10 years of being in operation you would naturally assume that this business should be on autopilot at this time, but this is not the case.

In recent times, the business has gotten to the brink of losing more customers than ever because it seemed like the gaps that were unseen suddenly became largely widened. Invoices were being misquoted, garments were being misplaced, customers were notified with wrong balances, etc. This was a harrowing period for the elite brand. Then I stepped in to help.

## The origin of the crisis:

**S**ome years ago, the business had employed 2 ladies. One, an accountant to handle the business software and invoicing. The other, to handle customer services and tailors' deliverables. It looked pretty defined and work was flowing really well. But as it turned out, the accountant resigned and left for another job. She was replaced with someone equally efficient. As the business expanded, the new employee who by now had understood the ropes of this business, left to open her own outfit in the same business. There was a gap and by providence the accountant who resigned came back to request that she be reinstated. The CEO gladly did and in a move to secure her loyalty, raised her wage by about 100%. The original second staff with whom the business started, who never left and who was present while all the staffing changes had happened did not get any pay raise. In fact, she became a subordinate of the "returnee accountant".

“

*The chance of running any successful business is a function of the potentials of the people in the business.*

### Implication of Organogram Misjudgement:

For the purpose of this article, I will name the returnee accountant, Hadiza and the long-standing staff, Eno. Hadiza is choleric. A go-getter and can be very intrusive. She is hard and exhibits loads of energy. Eno, on the other hand is laidback, easy-going and compromising. This looks like a good combination for teamwork. But this did not work in this business because of the misjudgement described above. Eno felt unwanted, slighted and unappreciated. She particularly told me that since her 10 years of working at this organization, she feels she is wasting her time because she has never been appraised, appreciated or rewarded. From my interactions with her boss, however, I hear glowing words and praises for her. So it was difficult to match her feelings against the words I heard about her.

### There Is A Correlation Between How Your Internal Personnel Relate & The Experiences You Will Achieve With Customers.

Hadiza, being a forceful person, did not help the issues. Whenever Eno (whose job was to handle customers and tailors) was doing her job, she would interrupt, interfere and attempt to veto outcomes. This was getting to Eno so badly that Eno decided to 'leave the work' to Hadiza. Eno became recluse and dysfunctional. She was only a figure head who appeared at work,

satdown listening to music, did her 'best' to do her daily job but never extended her work beyond her beat. After all, Hadiza wants to do 'everything', she thought.

After x-raying the entire episodes and views, we found that procedural norms from years back had been abandoned by the staff. Vendors and service providers from way back had been replaced by the staff because of personal interests and then volume purchases of accessories were replaced with daily purchases of bits and pieces. The cost of operations went up and the volume of damages or wastes piled up. The brand was looking customer perception, money and materials.

### The Solution:

The chance of running any successful business is a function of the potentials of the people in the business. So, the first step we took was to *realign all procedures as originally conceived by the owner of the business*. When we documented the original blueprint, we then benchmarked the task-by-task processes against current realities of the business. This was important so as to eliminate moribund tasks and ensure efficiency.

Having defined what the entire workflow for the business entailed, our next step was to *create the account officer model*, where we split the customer database into blocks and assigned blocks to staff to manage. The idea was to hold persons responsible for their own customer welfare, in terms of contact, queries, challenges, invoicing, dressmaking, etc. We believed this would isolate problems significantly and make the customer feel cared for. But this was a costly approach to implement. The implication was that everyone was doing the same work. The overhead on the system and business was high since account officers had to take turns to update the business software, and different people had different updates per customer. When a staff missed work or when a customer came in the absence of a staff, the staff on ground was vulnerable to mistakes and errors drawing from unforeseen details of measurements or balances or any information that was not captured on the system.

So we decided to come down to *personalities* of the people in the business. Who did we have in-house? What were their attributes? What were their tendencies? And what were the flairs and strengths? Our backup attempt then was to match role domains per staff so that we played according to their strengths. So this meant we had roles including Finance (Accounting & Inventory), Procurement, Customer Service/Admin (office management), Production (Tailors), and Communications/Marketing (Social media). This worked pretty well when we matched persons, roles and SWOTs.

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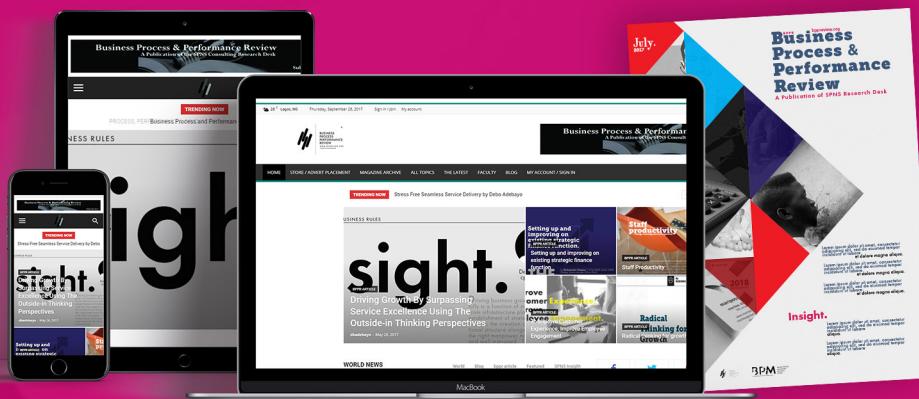
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**Continued ▶****“**

*Organizations must aspire for win-win scenarios and ensure that the goose that lays the eggs is well catered for to lay more eggs.*

**”**

The long-standing staff was promoted and wages prorated to match her years and rank based on the new grading system we implemented. It finally looked like everyone justified what they earned and ever since, the energy and feedback from business has been nothing but happiness.

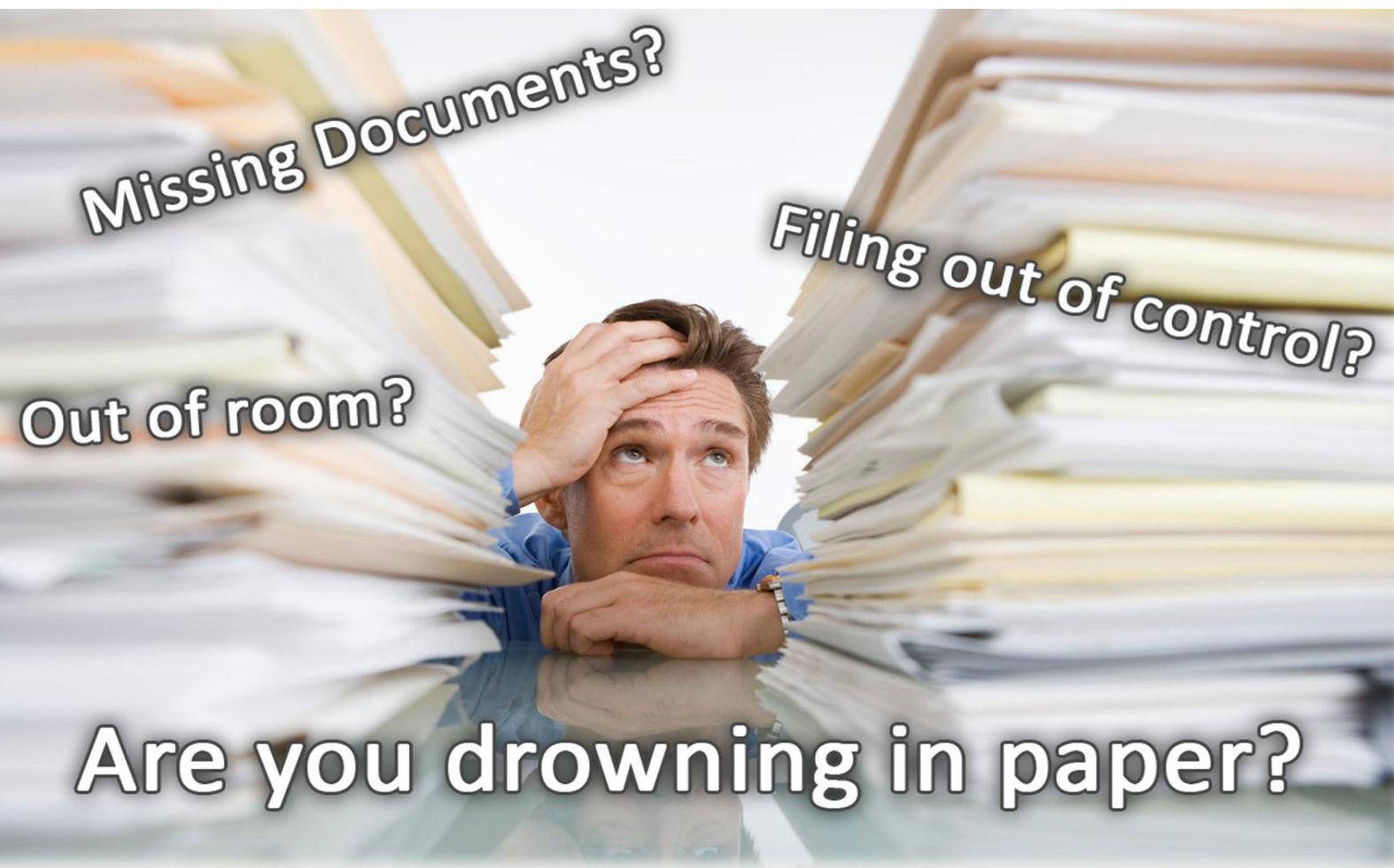
### Conclusions:

More often than not, the real problem in business is *how a staff is treated*. It has many things not to do with our processes or our visions. These components are usually in place but when the people who may work it feel disgruntled, dislodged or unwanted, these processes will be sabotaged. Some employers will go on a rampage of firing and hiring new people but the cost of this alone is more than the cost of therapeutic intervention for the business, in the long run. Organizations must aspire for win-win scenarios and ensure that the goose that lays the eggs is well catered for to lay more eggs. **What must you do for the people in your business this week? ■**



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# Establishing The Right Business Ecosystem.

Leadership is very critical because "everything rises and falls on leadership" - John Maxwell. The business leader must create the right business ecosystem, then get out of the way for people to do their jobs. Any entrepreneur who desires to have a business that would run independent of him, giving him the much-needed time to be with his family, travel for up to a month on vacation without any panic attacks must learn to build business systems and processes.

## Problems Associated with the Subject Matter "Establish the Right Business Ecosystem"

- Many entrepreneurs value relationships more than systems.
- Nepotism and favoritism have been the culture of so many hiring managers.
- It takes a new employee about 28 weeks to reach optimum productivity in their new role.

## Required Organization Decisions Around the Proffered Solution

- Entrepreneur who desires to have a business that would run independent of him, giving him the much-needed time to be with his family, travel for up to a month on vacation without any panic attacks must learn to build business systems and processes
- A business leader must design a system to support the business objectives of the company, in the short and long term.
- Beyond designing a best-fit system for your company, entrepreneurs must have the most efficient people working in the right place.
- Business leaders must learn to develop a culture that facilitates both internal and external social capital because without social capital, employees would hoard knowledge.

## ACTION POINTS

STRATEGIC INITIATIVE EXTRACTS	STRATEGY	PROCESS	PERFORMANCE
The leader must design a system to support the business objectives.	<ol style="list-style-type: none"> <li>1.Determine the departments needed to achieve the organizations objective.</li> <li>2.Identify each task and the way they can be performed by these departments in other to contribute to the organization's achievement.</li> <li>3.Design a work flow for each task and document them.</li> </ol>	<ol style="list-style-type: none"> <li>1.Review your processes and identify the value added and non-valuing adding activities.</li> <li>2.Eliminated the non-value adding activities and improve on the value adding activities.</li> <li>3.Restructure the work flow.</li> </ol>	Develop a control technique that will enable employees implement strategies accordingly.
Human Resource Managers must employee the right people to fill the right positions.	<ol style="list-style-type: none"> <li>1.Establish rules, policies and procedures that will guide the activities of the employees.</li> <li>2.Develop the HR departmental objectives around these set policies, rules and procedures</li> <li>3.Ensure implementation of these strategies.</li> </ol>	<ol style="list-style-type: none"> <li>1.Identify the available positions to be filled by the new employees.</li> <li>2.Determine the various job descriptions associated with these positions and the kind of personality needed to fill the positions.</li> <li>3.Establish a recruitment process.</li> </ol>	Develop a performance tool that will be used to measure the identify employee's variance in meeting up with target.
The organization must create social capital to enhance learning within and outside the organization.	<ol style="list-style-type: none"> <li>1.Create an environment that allows a free flow network of communication internally and externally.</li> <li>2.Develop events and assignment that allow individuals work together as group there by creating an atmosphere for learning and being creative.</li> </ol>	<ol style="list-style-type: none"> <li>1.Review the processes of the various departments and identify the linkages between them.</li> <li>2.Reposition the workflows in a way that it can interrelate with each other.</li> </ol>	Measure the performance of the employees using their interpersonal relationship skill.



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## Developing Implementing Competitive Strategy

The successful establishment of business goals and objectives creates a platform for the assessment of how well the organization is drawing closer to the achievement of its business vision. It is therefore important that strategic directions are created through the development of a sound corporate strategy framework for any visionary organization. This course presents the latest methodologies for developing and implementing strategies. Participants shall be exposed to different relevant conceptual frameworks and real life cases. Issues like the management of interface of strategy and technology, development of corporate, business, and functional strategies shall as well be given utmost attention.

### Course Outline:

1. Understanding strategy and strategy formulation.
2. The effects of environmental and social economic factors on strategy formulation and implementation.
3. The concept of competitive strategy for a global environment.
4. Identification and evaluation of how organizational culture relates to strategy.
5. Pit holes to avoid during strategy formulation and implementation.
6. Understanding and using outside the box thinking during strategic sessions.
7. Finance and strategic decision making.
8. Planning and coordinating strategic planning programs.
9. Approaches and world class best practices for implementing strategy.

- Gain superior insight to the strategy development framework.
- Learn how to drive the implementation of corporate strategy.
- Understand market intelligence gathering and its uses when developing and driving corporate strategy.
- Develop strategy development and implementation action plans

### Target Audience

- Senior Managers
- Managers who are now or expect to be involved with developing & driving of corporate or functional strategies for their organizations.
- Departmental Heads
- Team Leads/Unit Heads

FOR PAR-TICIPATION ENQUIRY:

info@spnsng.com  
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### Course Objective

### Key Course Benefits

Course Duration: 2 days  
Course Fee: #125,000.00 Per Participant  
Location: Lagos

# Establishing The Right Business Eco-System

**Victor Akunna**

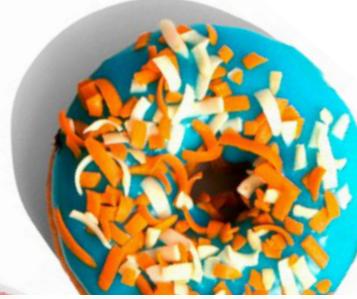
A white rectangular tray filled with various donuts, including ones with red, yellow, blue, and white frosting, some with sprinkles. A small cup of coffee is visible in the bottom left corner.

**I**t is rare to find African companies that are over a 100 years old. This is largely because of myriads of factors, but one key fact is that many entrepreneurs value relationships more than systems. Relationships are very important, no doubt, that is how we survive and get many opportunities in Nigeria. However, any entrepreneur who desires to have a business that would run independent of him, giving him the much needed time to be with his family, travel for up to a month on vacation without any panic attacks must learn to build business systems and processes.

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Leadership is very critical because “everything rises and falls on leadership”  
- John Maxwell.

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to survive, entrepreneurs must move beyond the “one-man-gang” mind-set of leadership, where founders, either directly or indirectly, frustrate ideas that do not originate from them and new systems that do not fuel their ego as the central figures of relevance. The rest of the developed world has moved on from this model of leadership to accomplish great things. A leadership system that is entrenched in an “off the chart” high-power-distance (Geert Hofstede) would produce a culture with an unprecedented dimension of groupthink. According to Napoleon D Bonaparte, “leaders are merchants in hope”, leaders inspire and facilitate new ways of thinking and behaving, they raise other leaders not an ecosystem of followers who cannot take initiative because the company culture has been subtly designed to punish the innovators—the people who “push the envelope”, the outliers.

Leadership is very critical because “everything rises and falls on leadership”  
- John Maxwell. No business can outgrow its leader. As a matter of fact, statistics show that most organizations take on the personality and traits of the founder

Many years ago, I attended a business meeting where Mr. Foluso Phillips gave a speech on how he had to ensure that Phillips consulting got it right from the onset- the office building, the type of staff that were hired, down to the official font size and type used by the company. He was designing the system, the culture that would form the base for the company’s future. **A business leader must design a system to support the business objectives of the company, in the short and long term.**

**Beyond designing a best-fit system for your company, entrepreneurs must have the most efficient people working in the right place.** The era of hiring a cousin, a friend or even your son who has neither clue nor respect for your business process, is far gone. One of the companies I worked for was contracted to implement a comprehensive business process management system by a company in the financial services industry in Nigeria. During the initial business process audit, we discovered that one of the key staff members held a marketing role for years without bringing in a single account because she was “sponsored” by one of the executive directors. She eventually had to leave because to run a successful system, efficient people must man every aspect of the business’ supply chain.





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## Performance Management - Linking Strategy To Daily Activities

Effective performance management can be difficult without the basic understanding of job profile analysis amongst other variables especially towards identifying result oriented key performance indicators. This two-day performance management linking strategy to daily activities course will show you how to get the best out of others and how to develop principles, practices and behaviours to support high performance.

### Course Outline:

- Rationale for performance management (Consequences of managing performance badly).
- Elements of performance management (Performance review and development cycle and the mutual rights of the participants).
- Planning for performance (Managers/team leaders' accountability | Linking performance to business strategy/Objectives setting |The paperwork).
- The performance management dialogue process (Gathering information, conducting the discussion | Giving constructive feedback and coaching for success).
- Managing and reviewing performance.
- Handling career discussions and identifying development needs.
- Learning review and action planning.
  
- Relate the performance review to the overall strategy of your organisation
- Apply the principles of supportive management to your organisation
- Coach the skills of SMART objective setting and CLEAR action planning. Examine the processes of performance assessment
- Understand the principles of giving and receiving constructive feedback
- Conduct a structured and motivational review with your team members
- Apply the principles of performance coaching

### Target Audience

- Human Resources Managers
- Heads of Strategy
- Heads of Performance Management
- Heads of Learning and Development

### Course Objective

### Key Course Benefits

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Course Duration: 2 days  
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**Continued ▶**

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Talking about hiring right, entrepreneurs must also accelerate social capital building. Based on a number of Nigerian owner-managers of SMEs I interviewed in a recent research, I discovered that building social capital is a proven strategy for accessing relevant and cutting

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Talking about hiring right, entrepreneurs must also accelerate social capital building. Based on a number of Nigerian owner-managers of SMEs I interviewed in a recent research, I discovered that building social capital is a proven strategy for accessing relevant and cutting edge knowledge. People transfer knowledge that give them competitive advantage during interaction; this is especially the case when there is high level of mutual trust between the knowledge source and the recipient. Hence, business leaders must learn to develop a culture that facilitates both internal and external social capital because without social capital, employees would hoard knowledge. This is especially true for Tacit Knowledge which is difficult to codify and transfer. However, when people trust each other in the company, suspicion level drops, thereby increasing open and honest interactions where knowledge can be easily exchanged.

These interactions help organisations become a learning organisation, build competitive advantage, innovative products, and survive dynamic change. When companies create a learning system facilitated by social capital and trust, incredible things happen. For instance, the Post-It notes were invented by Arthur Fry of 3M (a US company) because he took advantage of officially sanctioned “permitted bootlegging” policy. This policy was set up to encourage employees to utilise their spare time and the company’s resources to work on novel projects without the official permission of the responsible management. According to HR Review U.K, it takes a new employee about 28 weeks to reach optimum productivity in their new role, coupled with a price tag of £25,181 per employee. However, this can be minimised when an organisation facilitates organisational learning, social capital, team work, mentoring programmes, etc.

When a football club is doing poorly, the management often fires the coach because “everything rises and falls on leadership” John Maxwell. The business leader must create the right business ecosystem, then get out of the way for people to do their jobs.

Relationships are like living organisms, how we nurture them determines how they grow. ■



Victor Akunna



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## Achieving Successful Business Outcomes Through Effective Business Process Management

Business executives run organizations with a set of expectations & outcomes also the stakeholders and most especially the customers also patronize business with their own sets of expectations. It is however important that the expectations of the business operators and the customers are well harnessed otherwise the business aims and objectives might become a difficult task to achieve. This course has been designed to give in-depth understanding on what business process management is, and how to achieve successful customer outcomes using business process management techniques, tools and principles.

- Course Outline:**
- Understanding the concept of successful business outcomes.
  - The relationship between successful business outcomes, customer profiling and the customer journey mapping.
  - The art of business process management.
  - The link between successful business outcomes and business process management.
  - Identifying the successful business outcomes through outside in thinking.
  - Understanding and using the customer expectation management techniques.
  - Understanding other tools for the achievement of SBOs through BPM; the Out-In Thinking and Mind Mapping approach.

- Understand the successful business outcomes identification framework.
- Learn the fundamental of effective process management towards the achievement of successful customer outcomes.
- Understand the changing nature of customer expectation and how to always keep in touch with the customers.
- Develop and implement action plans on SBO based process improvement.

### Course Objective

### Course Core Benefits

### Target Audience

- Department heads who are responsible for managing divisional areas
- Senior business managers who provides oversight and direction
- Senior business analyst who oversees business processes of their organizations.
- Personnel from all areas of the organization.

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Course Duration: 2 days  
Course Fee: #125,000.00 Per Participant  
Location: Lagos

# Finding what is Not Lost – Path to Growth

Identifying the path to growth requires an organization to be innovative in thinking i.e. driving initiatives to know what has been done and what has not been done to explore opportunities out there. Considering the seven source of innovative opportunities identified by Peter Drucker: The unexpected, the incongruity, Innovation based on process need, Changes in industry or market structure, Demographics and Changes in perception, mood and meaning. Being innovative alone does not help you identify all opportunities but also your ability to solve problems from different angles using the cause and effect theory is also important.

## Problems Associated with the Subject Matter "Finding What is Not Lost – Path to Growth"

- How to structure, analyze and perceive a problem from different angles and perspectives in order to arrive at a solution
- How to find the path to growth?
- How to become innovative by utilizing opportunities?

## Required Organization Decisions Around the Proffered Solution

- Identifying a unique opportunity from an unexpected success or failure.
- Ability to identify the gap between what is and what ought to be.
- Driving initiatives towards finding solutions to the weak link evident in a particular process that people have chosen to work around without addressing the issue.
- Making effort to plan well and create a flexible structure so as to adapt to the changing environment.
- The use of the cause and effect theory (fish bone) to identify various factors of a problem.

## ACTION POINTS

STRATEGIC INITIATIVE EXTRACTS	STRATEGY	PROCESS	PERFORMANCE
Cultivate the habit of bringing something new to the table always.	<ol style="list-style-type: none"> <li>Ought your gap analysis by identifying the difference between what is and what to be?</li> <li>Review your existing strategy to identify the problem with implementation strategies.</li> <li>Take corrective actions as deemed fit.</li> </ol>	<ol style="list-style-type: none"> <li>Identify none seamlessly processes along the value chain of the organization.</li> <li>Determine how well tasks are being performed and how well they do not perform them.</li> <li>After identifying the gap above, you differentiate your processes by adding something new.</li> </ol>	Develop a control measure to check the implementation of the new strategies. Comparing the actual with the standard.
Always solve every problem from different angles to develop different alternative courses of actions and choose the best among them.	<ol style="list-style-type: none"> <li>Always identify your problem</li> <li>Determine different factors that can cause the problem and evaluate them.</li> <li>Make a decision that best solves the problem.</li> </ol>	<ol style="list-style-type: none"> <li>Identify none seamlessly processes along the value chain of the organization.</li> <li>Identify various processes that can be eliminated, improved, and automated.</li> </ol>	Compare the outcomes of the alternative courses of actions.
Create an environment that can adapt to the turbulent external factors.	<ol style="list-style-type: none"> <li>Conduct external analysis to identify opportunities and threats within the environment</li> <li>Align your strengths and weaknesses with the results obtained from the analysis.</li> <li>Develop a strategic plan that can allow you to use your strength against any future changes.</li> </ol>	<ol style="list-style-type: none"> <li>Create flexible and linkable processes within the organization.</li> <li>Always stay informed about the latest technology to know how they will fit into your processes.</li> <li>Carry out a research to check if there is a connection between the processes, people and the environment.</li> </ol>	Develop a monitoring tool that gives feedback in time to enhance the organization's review of its strategies.

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# Radical Thinking for Growth

BY  
KENNY JODA

## Finding What Is Not Lost – Path To Growth?

In the last edition of BPPR we examined the thread that links history Geniuses by examining productive and reproductive thinking since it was not high intelligence quotient. In this conclusion, we will be looking at the path to growth.

In Peter Drucker's book "Innovation and entrepreneurship", he outlined **seven sources of innovative opportunities**. As we examine this seven sources it is to the credit of the author that he was able to write not only theoretically but with the practitioner in mind.

1. **The unexpected** – An unexpected success, failure or outside event can signal that a unique opportunity is presenting itself.
2. **The incongruity** – A discrepancy between reality and what everyone assumes reality is, or between what is and what ought to be, can create an innovative opportunity if it can be seen.
3. **Innovation based on process need** – When there is a weak link evident in a particular process but people choose to work around the issue instead of addressing it, then, there is an opportunity available to those who can find a solution.

SEE RADICAL THINKING FOR GROWTH FIRST PUBLICATION ; [WWW.BPPR.ORG](http://WWW.BPPR.ORG)

**5. Demographics** – Changes in the population size, age, employment, level of education, income or cultural make-up can create innovative opportunities. This is particularly relevant when understanding the increasing globalized economy and intercultural nature of the markets and workforce.

**6. Changes in perception, mood and meaning** - Innovative opportunities can develop when a society's general assumptions, attitudes and beliefs change. This is also linked to globalization and the rise of the postmodern (or post postmodern?) society.

**7. New knowledge** – When there are advances in scientific and non-scientific knowledge, there is the opportunity to create new products and new markets.

## Changes in industry or market structure – The opportunity for an innovative product, service or business approach occurs when the foundation of an industry or market shifts.

We will eventually see a relationship with **Michael Michalko**; Cracking Creativity - Strategies to see what No One Else is Seeing. In this book he made us to understand how to structure, analyze and perceive a problem from different angles and perspectives in other to arrive at a solution

1. Structure and restructure a problem in many different ways, this will deepen your understanding. Many ways will solve the current problem and open the door to other critical issues.

2. Make your thoughts visible - Accurate verbal expression, diagrams and drawings help you to establish critical linkages.

3. Think fluently and defer judgment when looking for an idea. Generate many possible idea lists then create a mind map.

4. Look at the other side of the picture. Conflicting ideas? dissent if tolerated and make the subject to suspend his current thoughts, new, fresh thoughts will bubble thereafter in the mind.

5. Finding what you are not looking for - Whenever we attempt something and fail, we end up doing something else. For instance, in 1928 Alexander Fleming worked on deadly bacteria, he found a mold on an exposed culture, on the precinct of the mold all deadly bacteria had disappeared. He therefore discovered that lowly mold could be a microbe killer without killing the human tissue. This was the genesis of penicillin.

6. Perceiving a problem from different levels of abstraction changes the implications of the problem, let us consider the following questions and different possible answers:

"In what ways can I sell more?"

Step 1: "Why do you want to sell more?"

"Because my sales are down"

Step 2: "Why do you want to sell more products?"

"To improve my overall sales"

Step 3: "Why do you want to improve your overall sales?"

"To improve my business"

Step 4: "Why do you want to improve your business?"

"To increase my personal wealth"

Step 5: "Why do you want to improve your personal wealth?"

"To lead a good life"

Same issue, different mental frame/construct

"In what ways might I sell more?"

"In what ways might I sell more products?"

"In what ways might I improve my overall sales?"

"In what ways might I improve my business?"

"In what ways might I improve my personal wealth?"

"In what ways might I lead a good life?"

Resolving the Question may:

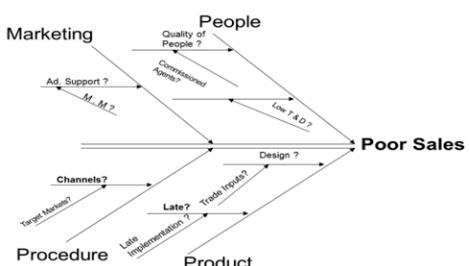
Make you stick with the original idea, make you see a global means to improve sales overall and or offer you the opportunity to enlarge your perspectives/career.

7. The Kaoru Ishikawa theory of cause and effect: Fish Bone Theory

This theory states that "if we visualize and organize all factors that may influence a given situation by identifying all possible causes this will produce an effect".

Professor kaoru.Ishikawa Fish Bone Theory of cause & Effect

### FISH BONE THEORY





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**Continued ▶**

The fish bone theory works like in the picture in page 54, you begin by stating the effect as the fish head (poor sales) and make the team brainstorm the major causes. These should be listed as major bones, like procedure, product, marketing and people, thereafter, list the minor causes as ribs for major bones; list them as major bones. Brainstorming each major and minor bones should continue while the answers are listed.

This exercise will help you identify different parts of the situation, where additional data is required. This will eventually trigger the subconscious and new thoughts will begin to bubble.

Identify where additional data is required. At the end of the exercise the following would/should have been achieved:

**Set very stretching goals**

**Use space and time analysis as an engine of growth**

**Choose to lead in your team with advantage**

**Be focused on the external world**

**Choose local initiatives/traits which cannot be easily copied**

**Always generate options/alternatives in everything you do.**

Finally let us examine two radical thoughts that changed industry paradigm

### KINEPOLIS; Belgian Movie Theater Operator

Between 1960 – 1980 the movie theater in Belgium experienced decline because of the spread of video cassette, satellite and cable TV. People started staying at home more and movie going habit went down by as much as 75%, a lot of movie operators were out of business as at 1960. The survivors lived on crumbs by increasing the range of films being shown, increasing show times and selling food and drinks.

However, in 1980 Kinepolis Created Megaplexes that can sit 700 people, have bigger leg room and oversized seats for relaxation. It also introduced large screens, with 70mm projectors, sound equipment and free parking.

Kinepolis became generic to movie going, won over 50% of markets in Brussels in the 1st year and expanded the market by 40%. This was all achieved at 12% of the industry cost, using cheap but strategic location, size economy as well as leveraging with film distributors. A central ticketing and economies of personnel made the success count.

### Ancient Chinese Story of the “Rain Maker”

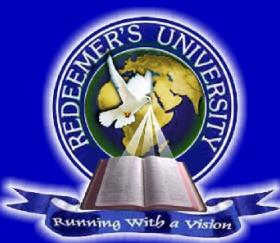
In the ancient Chinese province of Kiaochou there was a drought so severe that many people and animals were dying. All the religious leaders attempted to solicit relief from their gods: the Catholics made processions, the Protestants said their prayers, and the Chinese fired guns to frighten away the demons of the drought. Finally, out of desperation, the town's people called upon the Rainmaker, and from a province far away there appeared a shrivelled-up-old man. The old man immediately requested a small hut on the outskirts of town, where he locked himself up for three days and nights in solitude, and then, on the fourth day, it rained. In fact, it snowed at a time when snow was not expected.

The Rainmaker was asked how he made the rain, and the old man responded by exclaiming that he did not make the rain, that he was not responsible! Pressed on, the old man explained that he had come from another province where things were in order with nature, but here, in Kiaochou, things were out of order, and so he himself was also out of order. Thus, it took three days to regain Tao and then naturally, the rain came. (Adapted from C.G. Jung, CW 14, pp. 419-420, note 211).

This story points us to always look for different ways to solve problems, doing this will force us to rethink the way we see things and hopefully like those ancient Chinese, we will see what is right between our eyes.



**Kenny**  
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## Process Mining Manufacturing

Process mining is becoming widely adopted by the most competitive manufacturing industries and the methodology is now ready for all manufacturing companies to support their business. Digitalization provides a great opportunity for manufacturing companies that are able to utilize the benefits before competition. It is necessary for a manufacturing firm to cover a large end-to-end process as possible, with as much detail as possible.



### Problems Associated with the Subject Matter "Process Mining manufacturing"

- How can a manufacturing company forecast for make-to-stock and still meet up with the rapidly changing customer's need?
- How can build-to-order product meet up with the expectations of customers within a short delivery time?
- How can a firm cover a large end-to-end process with the aim of hiding the distracting details and focusing on the relevant details?
- How do we identify the most common repeating problems?

### Required Organization Decisions Around the Proffered Solution

- In order to achieve the end-to-end visibility, an organization must collect data from all IT systems used during the process (ERP, CRM, SCM etc.)
- Consider advanced analysis and filtering functionality so as to hide distracting details in order.
- Always check if the operations been carried out correspond with the operations designed.
- Look at process from operations-driven or data-driven point-of-view, ignoring the traditional and subjective methods of doing them.

### ACTION POINTS ▶

STRATEGIC INITIATIVE EXTRACTS	STRATEGY	PROCESS	PERFORMANCE
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Establish an end-to-end visible processes for all products and services.

- 1.After establishing strategies and processes.
- 2.Ensure your processes are connected to IT system.
- 3.Always evaluate your end result and take corrective action if the desired result was not achieved.

- 1.Collect all data from IT system used during the process.
- 2.Identify the problems from each of the processes.
- 3.Determine the root causes of the problems identified and proffer a solution.

Ensure you develop a control tool that can help oversee the whole activity and also measure the outcomes.



Look at process from operations-driven or data-driven point-of-view, ignoring the traditional and subjective methods of doing them.

- 1.Identify your overall cooperate strategy.
- 2.Break down your corporate strategies and link them with your day to day activities.

- 1.Identify and capture each processes of the department.
- 2.Evaluate and determine the deviating processes.
- 3.Eliminate the deviating processes, while you improve and document the efficient processes.

Develop metrics for the new process developed.



Develop flexible processes that can easily adapt to the rapidly changing customer's need.

- 1.Carry out research often so as to stay updated about the needs of your customers.
- 2.Identify the changing profiles of your customers.
- 3.Do a resource audit and determine a new way of satisfying your

- 1.Determine how much efficiency is needs to be increased and in which area.
- 2.Examine the area where efficiency needs to be increased.
- 3.Develop a well flexible process.

KPI should be developed and improve on regularly.



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**SEECLEARLY**

# Digital Transformation with X-ray | PROCESS MINING

## Process Mining for Manufacturing

By Teemu Lehto

Digitalization provides a great opportunity for manufacturing companies that are able to utilize the benefits before competition. In this blog, I discuss and summarize QPR's learnings from conducting years of process mining projects for manufacturing companies.

Let me start with a story...

Once upon a time, there was a manufacturing company, X Inc, with one factory producing steel pipes. It served customers relatively close to the factory, produced 10 different products and shipped the products from its stock warehouse (Make-to-Stock). Over the time, customers started to ask for different sizes of pipes and eventually X Inc decided to start a new business model where the production of goods only started when customers made an order (Build-to-Order).

Customers were happy with the product quality for many years but they were not so satisfied with the long lead times for these Build-to-Order products. Then, a competitor arrived and started to sell more pipes directly from stock and provided shorter lead times for customer orders. Our company X Inc decided to also increase the amount of Make-to-Stock products to keep its customers. However, as the amount of Make-to-Stock products increases, the accurate forecasting of all product variants becomes much more difficult, and eventually the company X Inc ended up having high stock levels on products that nobody was buying anymore, as well as stock-out shortages for hot selling products... Eventually X Inc started to think: "How could we increase the amount of Build-to-Order products in order to make our business manageable and profitable again?".

Process mining <https://www.qpr.com/blog/what-process-mining>

The majority of our manufacturing customers tell a similar story as above: forecasting for Make-to-Stock products is getting more difficult due rapidly changing customer needs, and on the other hand, the customer's expectation for a short delivery time is driving down the delivery accuracy of Build-to-Order products. So what is the solution? Good news! Process mining is becoming widely adopted by the most competitive manufacturing industries and the methodology is now ready for all manufacturing companies to support their business. Concrete benefits for manufacturing companies from process mining projects include:

- Shorter lead times
- Better delivery accuracy
- More efficient logistics
- Less customer complaints
- Lower capital costs

The great innovation in applying process mining to manufacturing business is to cover as large end-to-end process as possible, with as much detail as possible. Advanced analysis and filtering functionality allows the human analyst to hide distracting details in order to "see the forest for the trees" and later on use all the details effectively to find Root Causes for identified problems. What activities are typically included in an end-to-end Order-to-Cash process for a manufacturing company for Build-To-Order business model? Here is my top-10 list:

- Receive customer order
- Order handling
- Production planning
- Delivery planning
- Order confirmation
- Purchase materials
- Actual Production
- Quality control & Packing
- Delivery
- Invoicing

In order to achieve the end-to-end visibility we collect data from all IT systems used during the process including: CRM (Customer Relationship Management), OE (Order Entry), ERP (Enterprise Resource Planning), MES (Manufacturing Execution System), SCM ([Supply Chain Management](#)) and Finance systems.

Once the transaction-level event data is loaded to the process mining tool, the analysis will immediately point out suspicious long lead times, unwanted process variations, loops, order changes and re-work. Process mining results are very beneficial when the volumes are high and the complexity of an end-to-end process is high. The complexity is often caused by the company having multiple production sites in multiple countries, having a large amount of products served using different fulfillment models (Make-to-Stock, Assemble-to-Order, Build-to-Order, Engineer-to-Order), serving many customers, supporting customer-specific processes for some customers and offering flexibility by having a large amount of order changes.

A high-level process flowchart generated automatically based on the actual event data is typically also compared against the As-Design view to processes. This comparison gives [Business Process Management](#) professionals the understanding of how well the actual operations match with the intended operations design. For process harmonization initiatives the ability to benchmark and compare business areas is a powerful tool. Once the main issues are found, the analysis moves to the second phase which is identifying the root causes. In this step, we utilize all the details extracted from source systems like CRM, OE, ERP, MES, SCM and Fina. The objective is to find those most common repeating problems that have the biggest negative impact to business results. We show these Root Cause candidates in a prioritized list, prepare a concrete action plan for the selected areas, and tackle root causes one-by-one. Since the process mining approach is based on actual data, the results of improvement activities become visible as soon as the actual business operations change - which makes it possible to monitor changes and ensure long lasting results. And last... what happens when the world changes? Well... having the process mining analysis connected to your IT systems will produce:

- A top-10 list of manufacturing process and business problems for an end-to-end Order-to-Cash process
- A top-10 list of the most critical Root Causes that empower you to react to sudden big changes as well as to small changes that have a radical impact on your business in the long run.

Welcome to the process mining journey where real data drives process improvements!



**Teemu Lehto**  
Vice President, Process Mining  
QPR Software, Helsinki, Finland.

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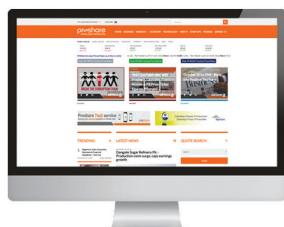


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# Spotlight on BPM Excellence Awards

REDEFINING COMPETITION-THE BASIS OF THE  
BUSINESS PROCESS MANAGEMENT EXCELLENCE  
AWARDS

The BPM Excellence Awards is the premiere business process awards in Nigeria which focuses on recognizing and celebrating easy to use and innovative business processes from chosen sectors towards encouraging a high-level process efficiency and effectiveness.

One of the new focus of competition revolves around creating stress free experience for the customers by ensuring process user friendliness through innovation. Some organizations are already working tirelessly towards achieving this while some are still trying to find their footings. Whichever of the divide an organization finds itself, it still boils down to meeting, and surpassing the expectations of the customers by effectively managing the customers experience. The BPM Excellence Award focuses on recognizing and celebrating processes minded organizations. These are organizations that pay high level attention to continuous process management and improvement aimed at encouraging process effectiveness and user friendliness.

## THE AWARD CATEGORIES

The award shall recognize and celebrate organizations with innovative processes built around achieving stress-free patronage experience. The awards are presently grouped into 3 categories namely:

### 1.Best Sales/Service Delivery Process of the Year

This category is aimed at looking out for organizations with innovative and customer user friendly sales and service delivery processes. These must be processes that ensure that the customers' comfort is well provided for, as the customers' journey through the company's sales process.

### 2.Best Customer Complaint /Redress Process of the Year

There are cases of customers seeking redress after procurement or usage of a product or delivered service. Several organizations abandon their customers after sales or service delivery. Paying attention to the customer redress or complaint management can also give the business the required edge over competition. This forms the core focus of this award category, ensuring that the customers get the required attention and treatment whenever there is need for redress.

### 3.BPM Excellence Award Process-Centric Company of the Year

This award category is based on a more wider scope, this is just a singular award across all the sectors unlike the other 2 categories that are given on par sector basis. The participants of this award category shall have to complete the "Participants Form" online and be willing and ready to make a submission of some process related documents around the; sales/service delivery process and customer complaint /redress Process. This is to allow for awards jurists' assessment and analysis. Below are the required documents for participation in the category.



## THE AWARD DATA COLLATION AND RATING METHODOLOGIES

The award data collation and rating assessment process is divided into three stages; opinion polls, external view based process capture, customer journey mapping, entry analysis and case defense.

### 1.Stage 1: Opinion Polls and Application of Questionnaires

We shall commence by carrying out online opinion polls on the participating companies within selected sectors. Partnership with google shall be established by utilizing some of their tools in ensuring use for the voting public. We shall also apply questionnaires to capture the non-internet users. This shall form the first step to scaling down based on the obtained points by participating companies. The successful participants shall move to the next level of assessment.

### 2.Stage 2: External View Process Capture/Customer Journey Mapping

The participating organizations that scales through the stage one shall proceed to this stage and at this stage, we shall be carrying out an independent thorough mystery shopping. At the end of the mystery shopping exercise we shall be running analysis by mapping out the processes as captured, develop the customer journey and apply process diagnostics. It is important to note that all inputs shall be generated from the customers' viewpoint.

### 3.Data Analysis and Rating

The outcome at this point shall be presented to a panel of process analyst for final analysis and judgment. The final opinion made at this point determines the winners par the various categories and in the different sectors. For the 3rd awards category, the entry and information submitted by the participants shall also be analyzed by the award panel. It is important to note that this is not applicable to the first 2 categories.

## THE BPM EXCELLENCE AWARD PROMOTERS

The Business Process Management Excellence Awards is being technically promoted by SPNS Consulting. SPNS Consulting, the leading business process and performance management consulting firm in Nigeria. With over a decade of functional practice in the areas of business process and performance management across various sectors, SPNS is positioned to aid organizations raise the bar when it comes to business process improvement and innovation within the various sectors of the economy. This is to be done by showcasing to the nation's best rated organizations in the areas of easy to use processes and process innovativeness to the world at large. The projected result of this awards is to ensure that the organizations with the best processes are well celebrated while the customers are treated as the king. ■

## BENEFITS OF THE BPM EXCELLENCE AWARD

The BPM Excellence award comes with a lot of benefits to the various participating organizations. Below are some of the benefits:

- 1.Wining in any of the categories places your organization ahead of the competition in the heart of customers and prospects.
- 2.Winning the award in your sector raises your organization's profile with customers, partners, and stakeholders.
- 3.Your company shall receive exclusive finalist and winner media support.
- 4.Business development: Receive individually tailor report, specifically designed to act as a business development tool for your company.
- 5.It gives your organization insight that shall aid improvement: Recognize areas for improvement and development that deserve greater attention.
- 6.You will be able to benchmark your company: Gain insight into the performance of your organization against others.
- 7.Celebrate excellence: Join sector friends and colleagues at BPM Excellence award showcasing best practice and innovation within the sector.

## THE AWARD SECTORS

Below is the list of carefully selected sectors that shall be part of this maiden edition of the BPMExcellence Awards:

- 1.Banking and finance
- 2.Telecommunication
- 3.Hospitality and Tourism
- 4.Transport (Airline and Road)
- 5.Real Estate
- 6.Quick Service Restaurants
- 7.Travel and Tour
- 8.Government Agencies
- 9.Insurance, Pharmaceuticals
- 10.Health Management Organizations
- 11.Courier services
- 12.Pension Fund Administrators.

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# 2#17 BPM Excellence Awards



## 2#17 Awards Industries of Focus.

Banking and finance

Telecommunication

Hospitality and Tourism

Transport (Airline and Road)

Real Estate

Government Agency

Insurance

Pharmaceutical

Health Service Providers

Courier Services

Pension Fund Administrators

The BPM Excellence Awards is the premier business process awards which focuses on recognizing and celebrating business organizations that are surpassing customer expectations through efficient and innovative business processes from various sectors of the economy.

