Here is the structured report based on the provided context.

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Research Analyst Report

1. Executive Summary

This report analyzes two distinct business process scenarios to identify key inefficiencies and potential risks. The first scenario highlights a problematic, siloed approach to process modeling by an online book retailer, which can obscure the root cause of processing delays. The second scenario provides a detailed breakdown of a university admission process, revealing significant "wastes" through high rejection rates for administrative reasons, substantial applicant churn after receiving offers, and a high volume of manual inquiries. These findings indicate a clear need for process optimization to improve efficiency, reduce administrative burden, and enhance the applicant experience.

2. Key Insights

The analysis of the university admission process, which receives 3,000 applications for 300 total study places, reveals the following data points:

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Initial Application Failures:

A significant portion of applications fail at early administrative checks.

- 20% are initially rejected due to deficiencies in the online form. Half of these are later corrected and resubmitted successfully.
- 10% are rejected because the hard copy is not received on time.

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Disqualification Rates:

Applications are rejected for various qualification and quality issues.

- 15% are rejected for low GPA.
- 5% are rejected for plagiarized motivation letters.
- 5% are rejected for poorly written motivation letters.
- 3% are rejected due to negative advice from an academic recognition agency.
- 2% are rejected for an invalid English language test.

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Applicant Offer and Acceptance Rates:

- 20% of applicants who are offered a place ultimately decline it.
- Of those who decline, 60% do so because they expected a scholarship but did not receive one.
- 30% of those who decline had already accepted an offer from another institution.
- The remaining 10% decline for personal reasons.

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Process Bottlenecks and Waitlists:

- 20% of all applicants are deemed admissible but are not offered a place due to a lack of available spots, effectively being waitlisted.

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Administrative Overhead:

The admissions office handles approximately 10,000 emails from applicants regarding the process, status, and requirements.

3. Potential Risks

Based on the context, the following risks to operational efficiency and success are identified:

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Fragmented Process View:

The online book retailer's approach of having each team model its own part of the process is problematic. This creates a risk of siloed perspectives, preventing the identification of cross-departmental bottlenecks and failing to provide a holistic, end-to-end view required for effective problem-solving.

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High Operational Inefficiency:

The university's process suffers from significant waste. High rejection rates for preventable issues like incomplete forms (20%) and late documents (10%) consume administrative resources on applications that never reach the academic review stage.

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Negative Applicant Experience:

A complex and unforgiving application process, combined with a lack of clarity on scholarship prospects, leads to a poor experience. This is evidenced by the 10,000 support emails and the fact that 20% of successful applicants decline their offers, many due to unmet scholarship expectations.

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Loss of Qualified Candidates:

The university risks losing top talent. When 20% of offered candidates decline, and a significant portion of those do so for predictable reasons (scholarships, other offers), it indicates a misalignment between the university's offering and the expectations of its target applicants. This forces the university to move down its ranked list, potentially filling spots with applicants who were not the initial top choice.

4. Recommendations

The following recommendations are derived solely from the principles and data presented in the provided context:

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For the Online Book Retailer:

- Adopt a holistic, end-to-end process modeling approach instead of the current fragmented one. A comprehensive view of the entire order process is necessary to accurately identify the root cause of delays and design effective improvements, aligning with the core BPM principle of optimizing end-to-end operations.

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For the University Admission Process:

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Analyze and Redesign the Application Process:

The high rate of rejections due to form deficiencies (20%) indicates that the online application should be redesigned for clarity and usability to reduce errors and the need for rework. This aligns with the BPM goal of reducing errors and increasing efficiency.

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Improve Communication and Manage Expectations:

The 10,000 emails and high offer-decline rate (especially the 60% related to scholarships) point to a communication gap. The university should provide clearer, proactive information regarding eligibility, document requirements, and the specific criteria for scholarship awards to reduce applicant inquiries and manage expectations, thereby improving customer (applicant) satisfaction.

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Identify and Automate Inefficiencies:

The process of handling deficiencies, re-submissions, and re-allocating declined places should be analyzed for optimization and automation opportunities. Applying BPM principles can help streamline these workflows, reduce manual effort, and decrease processing time.

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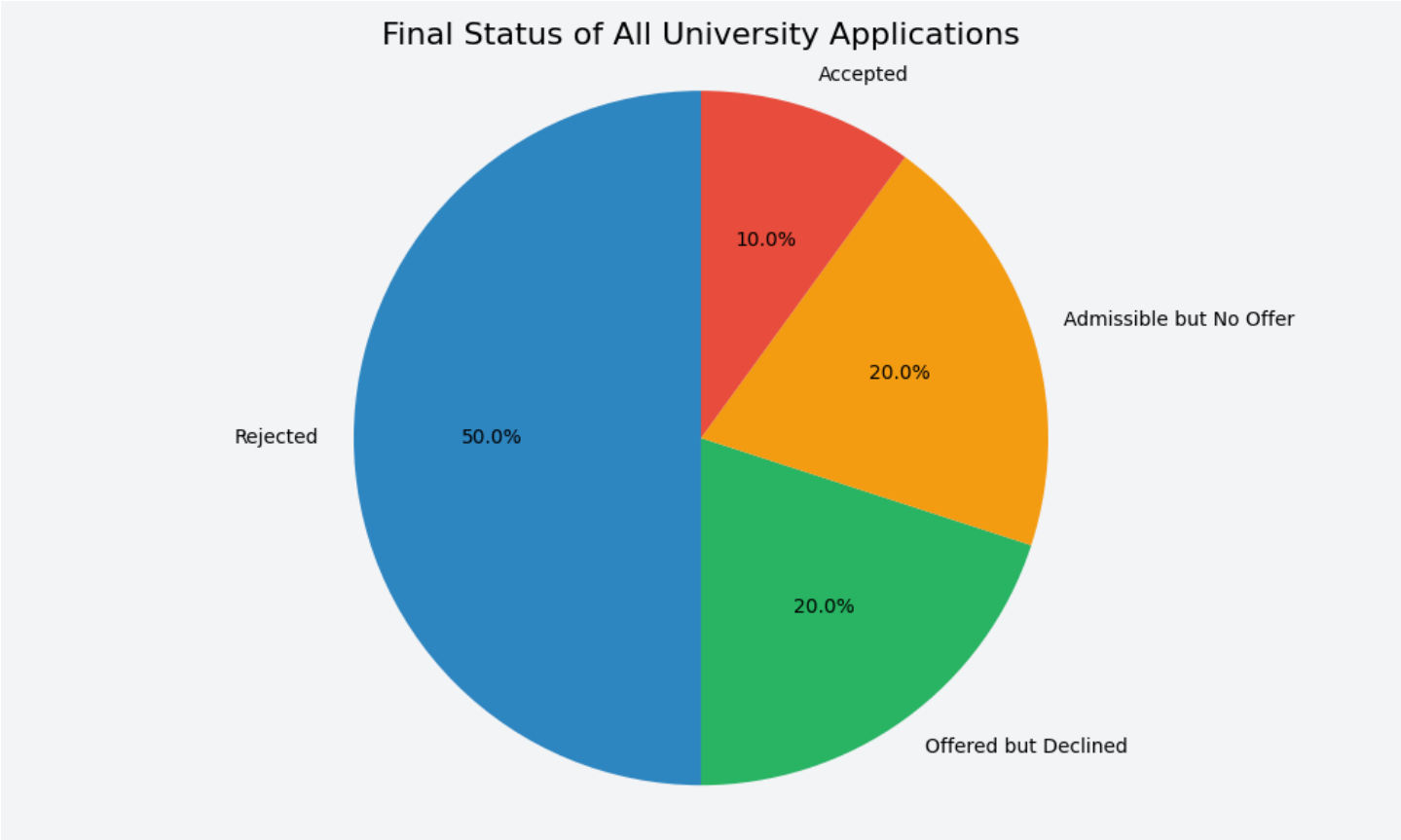

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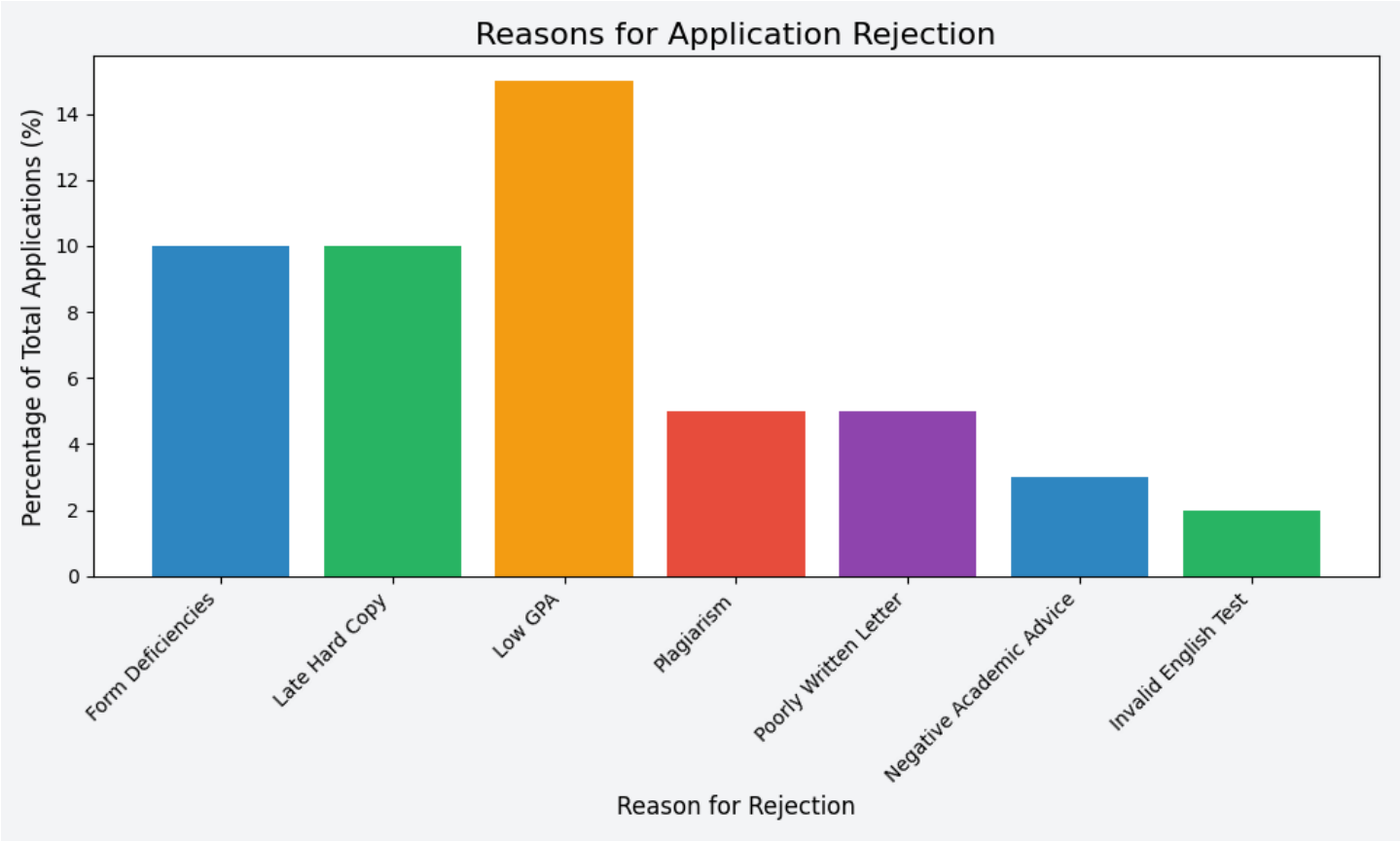

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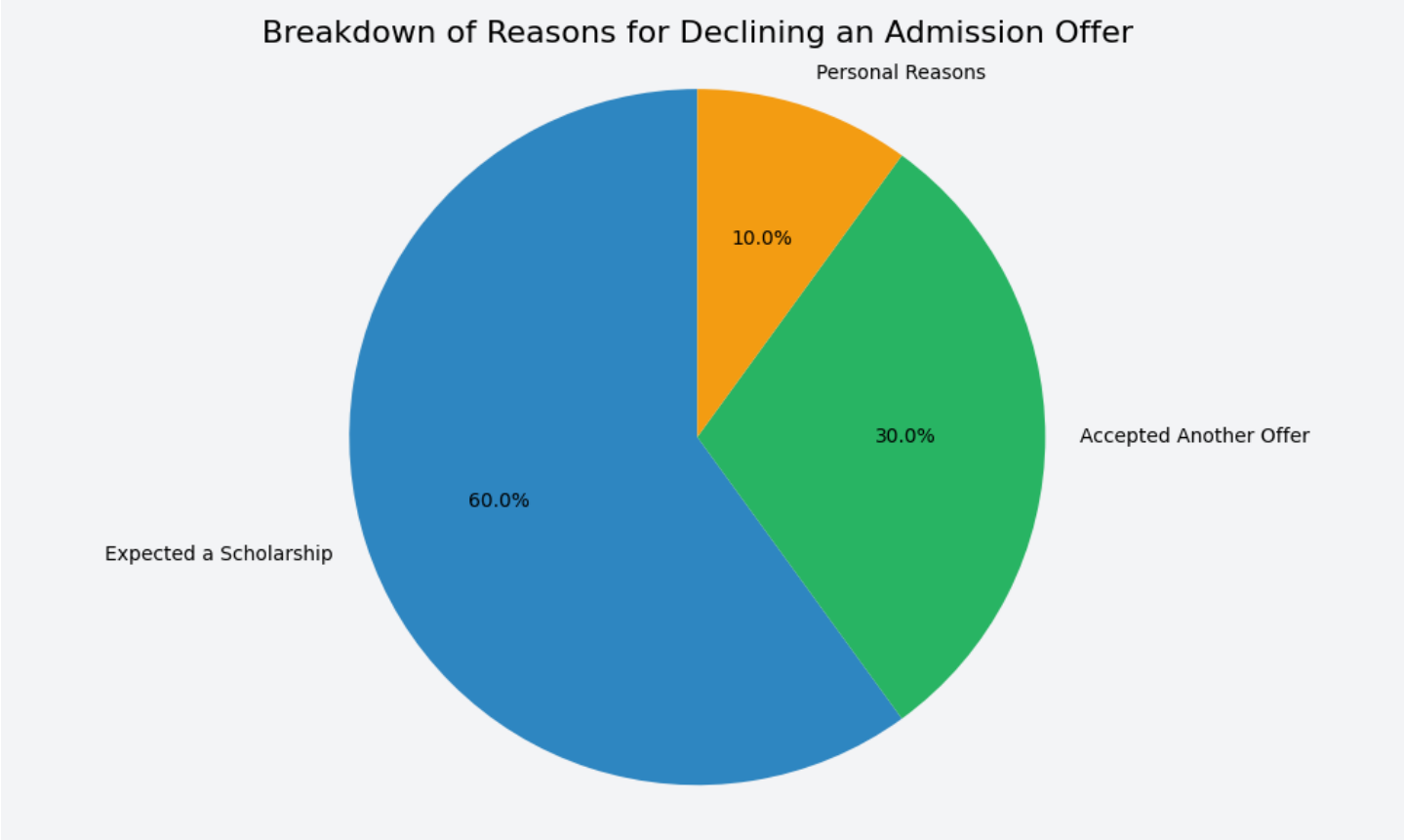

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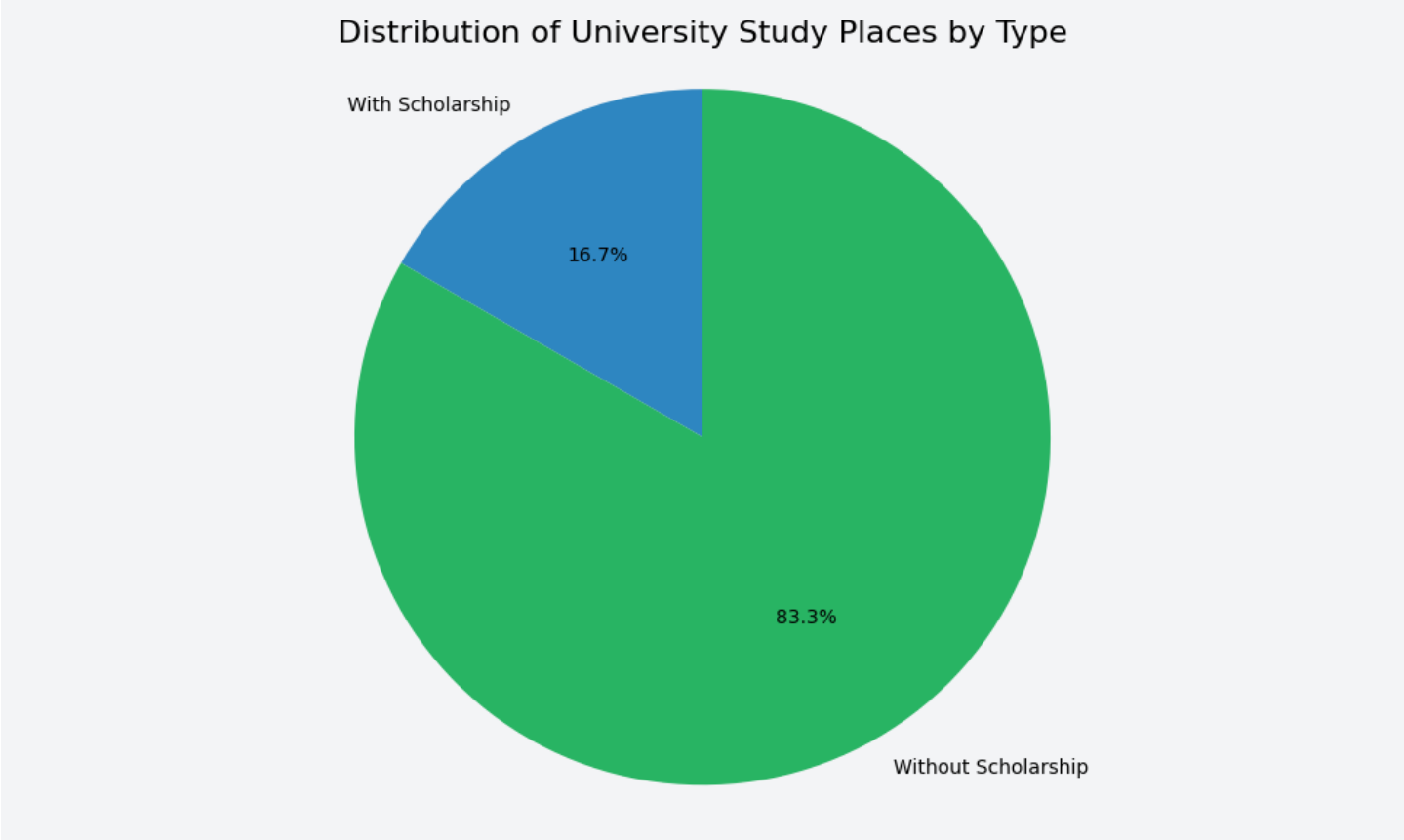
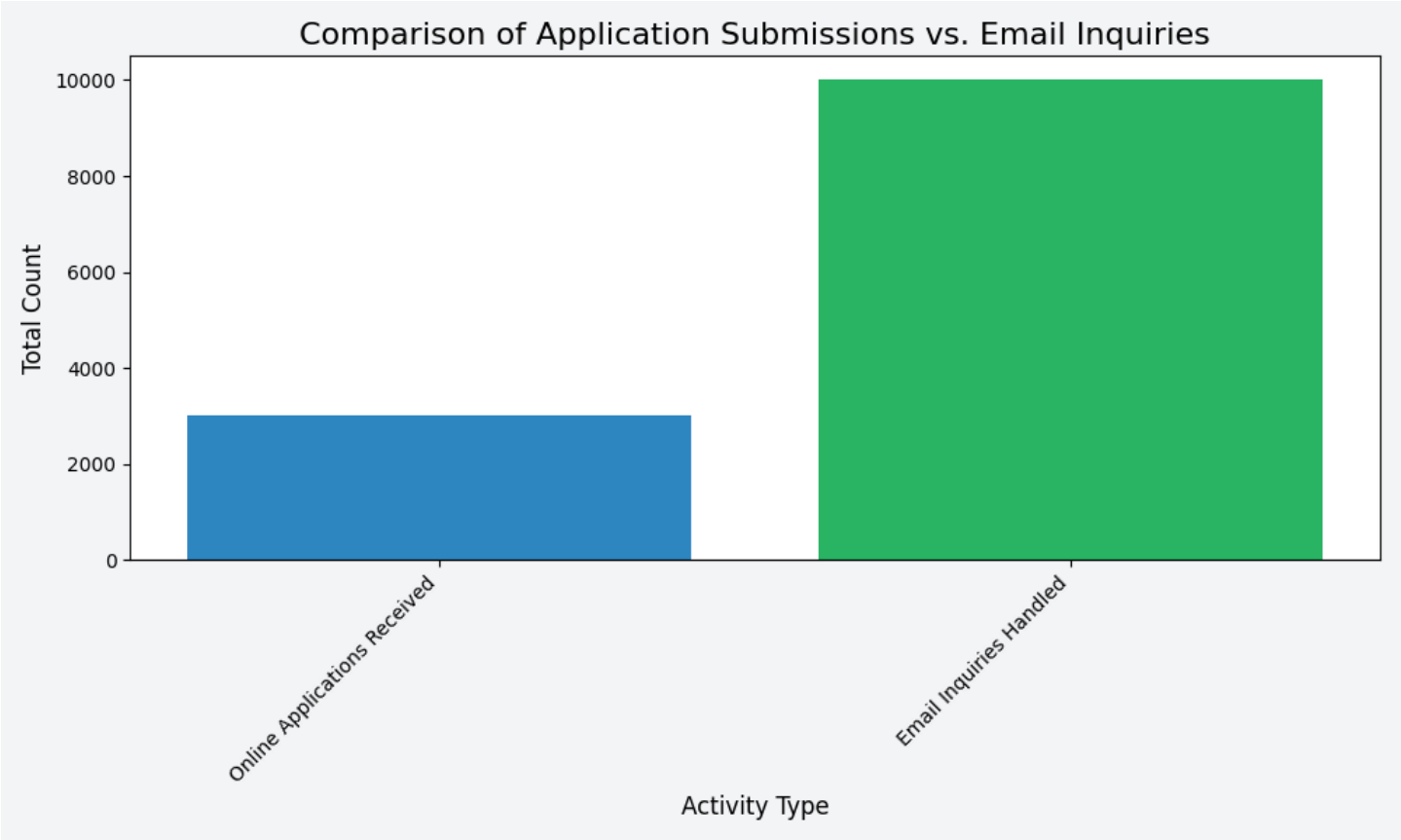
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