

Business Recovery Toolkit

An end-2-end process approach



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Foreword

As we all cope with the COVID-19 pandemic consequences, the broadly accepted realisation is that things will never be quite the same and that as businesses we need to use the opportunity provided by the lockdown and economy stagnation to re-assess our priorities, procedures and goals.



So how do you go about reviewing your business when there are still so many questions about the future of the economy?

At GFirst LEP we decided to review the wealth of information being promoted during lockdown and, taking that as a base, develop a methodology that businesses of all sizes (from start-ups to SMEs and large companies) could apply as a road map for post-pandemic recovery.

In designing this toolkit we recognised that businesses would be looking for quick and easy-to-apply solutions requiring minimal resources for

implementation but offering maximum benefit.

After considering all these multidimensional factors, we decided to frame our recovery toolkit around business processes. It has been long recognised that for any form of change to be successfully implemented within a company it must start with business processes, considered from an end-2-end perspective. A deep examination of how a business delivers

value to its clients can cut across all the barriers created by departments or operational functions, identifying potential waste and determining opportunities for digitisation, whilst all the time keeping an eye on the customer experience.

We hope you'll find this Business Recovery Toolkit a valuable framework to use when re-assessing your business practices.

Contents

4	How to use this toolkit <ul style="list-style-type: none">IntroductionEnd-2-End process approachStep by step guide
8	Glossary
10	Tables <ul style="list-style-type: none">Critical Success Factors (CSFs)Self-AssessmentAction PlanKey Performance Indicators (KPIs)
16	Test Company
20	More Info
22	References



How to use this toolkit

Introduction

The objective of this Business Recovery Toolkit is to help you and your team create an action plan you can implement to make your business more resilient and agile post-pandemic.



This requires an in-depth review of your business as a whole, starting with answering some basic questions like the ones shown here.

Managing such a diverse set of dimensions demands a structured and realistic approach, as well as one that is easy to understand and apply.

And that's precisely where this toolkit comes into play.

End-2-End process approach

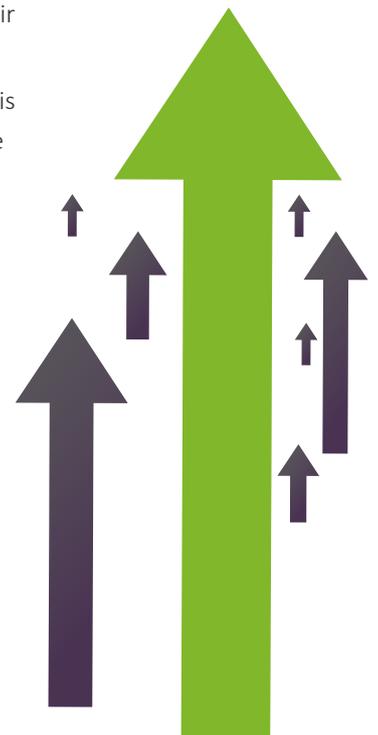
The basis of this toolkit is taken from best practice in end-2-end process implementation in both large and small companies.

By managing end-2-end processes, companies can unlock savings, increase their productivity, lower their costs, obtain a stronger competitive edge, eliminate unnecessary duplications, enhance their reputation and, ultimately, increase their profits.

As you can see, all these advantages would justify, by themselves, the consideration of this methodology for any particular business. But, the impacts of the COVID-19 pandemic make it even more timely to rethink business models and optimise and streamline all the processes involved.

The practice is applicable to any business regardless of size or sector and has been successfully applied to design, manufacturing, service, marketing and finance companies amongst others.

Much of the effort to start this transformational process derives from defining the business model of the company, selecting their Critical Success Factors (CSFs), and shortlisting the end-2-end processes and sub-processes involved. Through our testing of the toolkit we recognise this and have therefore tried to ease the adoption of this methodology by shortlisting a series of CSFs and sub-processes you can choose from.



Step by step guide



When using this toolkit you should take a 'helicopter view' of your business to define what characteristics are critical to its success (Critical Success Factors or CSFs) and how it needs to operate (processes and sub-processes) to provide your products or services to your customers. To support you through this process and help establishing an action plan, we have provided examples of both CSFs and processes that you can choose from and add to your table.

1

The first step is to define the factors within your business that you consider critical to its success. The list of CSFs in this guide has been selected and tested to cover the vast majority of businesses and activity sectors. You should select five to eight (no more) CSFs from the 25 provided, although you are free to add any other/s that are specific to your business.

2

Then, pin down the sub-processes that affect the achievement of the selected CSFs by ticking them on the table provided. This will provide you with a Priority Score for each and every sub-process in the list, i.e. how important each sub-process is to the achievement of your chosen CSFs.

3

Combining the Priority Score above with a self-evaluation of the current status of each sub-process in your organisation (Status Score) will provide you with a strong road map for improvement. The Impact Priority Ratings obtained will help you highlight the top sub-processes that you should focus on for improvement. We'd recommend you to select the sub-processes with the top 5 Impact Priority Ratings and start from there.

4

Once you have your priority sub-processes identified, you are ready to translate this strategic vision into practical implementation by defining an action plan. The action plan should highlight potential benefits, document the measures you will introduce to monitor progress (KPIs), the technologies to apply, allocated budget, timescales, resources and owner/s.

This guide provides you with some generic Key Performance Indicators (KPIs) you can pick to evaluate the results of the changes you will implement but, as with everything in this toolkit, these can be adapted to your specific circumstances.

You may wish to discuss your action plan with business support organisations such as The Growth Hub or with your trusted business advisors to gain additional insight



Glossary

End-2-end process: The act of defining a business process from start to finish. Capturing an end-2-end process allows you to monitor and evaluate everything that your company does to achieve a certain result.¹

Sub-process: A defined process, or process step, inside the main end-2-end process. A sub-process is defined when it is not possible to represent the scope of work with only a set of activities.²

Business Process Management (BPM): The underlying discipline behind the end-2-end process approach. It describes how businesses should deliver their products or services to customers in terms of activities (processes), taking into consideration time management and role performance in order to improve them.³

Critical Success Factors (CSFs): The limited number of areas (five to eight) in which results, if they are satisfactory, will ensure successful competitive performance for the organisation. In other words, a critical success factor is a key factor or activity needed to ensure the success of a firm.⁴

Self-assessment: Thoughtful reflection of your business current priorities and situation, from an end-2-end process approach. This internal deliberation would lead to a whole rethinking of the areas of your business model to prioritise. Open-mindedness and honesty are crucial for self-assessment to be fruitful.

Priority Score: The count of the number of times a sub-process is marked as relevant for the completion of the Critical Success Factors (CSFs). In simple terms, it is the result of tallying up the number of crosses or marks for a certain sub-process in the table provided.

Status Score: Honest review of the current status of each sub-process in the company, comparing it with the best practice in the activity sector. The technologies used, the software capabilities and age, the procedures implemented, the clear assignment of tasks, the constant analysis of performance, and the implementation of continuous improvement actions are some of the key factors to evaluate each sub-process status. This measure ranges from 5 if the company is lagging far behind compared to best practice (therefore needing to implement an array of changes) to 1 in case it is already applying the latest technology, procedures, etc.

Impact Priority Rating: Addition of the Priority Score plus the Status Score. This rating will provide you a measure of the final priority level of each sub-process for your business, taking into account its underlying primacy and the level of compliance with best practice. You should prioritise the sub-processes with the highest Impact Priority Ratings within your business.

Potential Benefits: The expected gains you want to see from implementing changes to the priority sub-processes. They can be as broad or specific as you deem appropriate and they are, of course, non-compulsory.

Technologies: The specific technologies and techniques you are going to implement to achieve the desired results. This can include reviewed procedures, purchases of software, new equipment, etc.

Budget: The allocated funds you are setting aside for each sub-process improvement action plan, considering the technologies to apply and any other changes within your organisation.

Owner/s: The specific person (with name, surname and position in the company) that will be the final responsible for the implementation of the changes. It can be an individual or group of individuals, that may or may not belong to the same department.

Key Performance Indicators (KPIs): The measures through which your business can assess its performance. They essentially a set of key metrics, financial and non-financial, which provide you with valuable information about how your business is performing. Examples of commonly used KPIs would be gross profit ratio, net profit ratio to sales or average sale per customer, among many others.⁵



Tables



Critical Success Factors (CSF)

Select 5 to 8 Critical Success Factors (CSFs) for your business from the list below (feel free to add any other/s that are specific to your business).

Critical Success Factor (CSF)

Select

Attract new customers

Retain key staff

Manage cash liquidity effectively

Understand and manage risks

Create a resilient business operating model

Enable an agile digital business operating model

Optimise the customer experience

Obtain real time information to support decision making

Manage and support remote staff

Create robust and responsive supply chains

Manage the COVID-19 debt

Upskill staff to be operationally effective

Build brand loyalty

Provide safe and secure working conditions

Ensure the mental wellbeing of staff

Develop innovative products and services

Expand to new geographic or range markets

Attract new investment

Improve coordination between departments

Develop effective partnerships

Empower staff at all levels

Build environmentally sustainable operational processes

Demonstrate the use of sustainable materials

Improve productivity to best in class

Reduce the operating costs

Other CSFs



Self Assessment

In the following table, select again the 5 to 8 Critical Success Factors (CSFs) for your business; same as previously. Then, tick the sub-processes that will affect the achievement of your selected CSFs. Count the number of ticks on columns CSF1 to CSF8 per row, that will give you the Priority Score. Assess the current status for each sub-process in your company, in a scale from 5 to 1 (1 doing great, 5 doing very bad). Add up the Priority Score to the Status Score and you will get the final Impact Priority Ranking.



Impact Priority Processes

End-To-End Process	Sub-Process	CSF1	CSF2	CSF3	CSF4	CSF5	(CSF6)	(CSF7)	(CSF8)	Priority Score	Status Score	Impact Priority Ranking
Order to Cash	Deliver e-commerce											
	Create and manage orders											
	Bill the customer											
	Pick and pack											
	Manage cashflow and credit											
Procure to Pay	Manage suppliers											
	Forecast demand											
	Manage inventory											
	Pay suppliers											
	Manage debtors											
Hire to Retire	Recruit staff											
	Onboard employees											
	Manage remote workers											
	Train and develop teams											
	Implement support systems											

End-To-End Process	Sub-Process	CSF1	CSF2	CSF3	CSF4	CSF5	(CSF6)	(CSF7)	(CSF8)	Priority Score	Status Score	Impact Priority Ranking
Market to Opportunity	Generate leads											
	Provide prices and quotations											
	Manage purchase funnel											
	Oversee marketing plan											
Service to Satisfaction	Address customer queries											
	Manage field agents											
	Deliver service											
	Undertake customer surveys											
	Train distributors											
Record to Report	Prepare management accounts											
	Manage credit limit											
	Manage debt											
Concept to Product/Service	Conduct market research											
	Prototype products/services											
	Perform customer evaluation											
	Launch of product/service											
	Create marketing collateral											



Here we provide you with some generic Key Performance Indicators (KPIs) you can pick. Feel free to select any other KPIs relevant to your specific circumstances.

End-to-End Process	KPI
Order to Cash ⁶	Orders per employee
	Average payment period
	Automatic to manual processes ratio
	Sales to total revenue
	Receivables to sales
Procure to Pay ⁷	Cost-per-purchase invoice
	Discounts captured
	Payment on time
	Suppliers per 1,000 invoices
	Percentage of invoices in query
Hire to Retire ⁸	Percentage of new hire retention
	Percentage of budget spent on training
	Employee Satisfaction Index
	Workforce stability
	Lost time per 1,000 hours
Market to Opportunity ⁹	Website traffic to website lead ratio
	Quoted to closed customer ratio
	Website traffic (sessions, bounce rate, etc.)
	Social media reach
	Sales Qualified Lead (SQL)
Service to Satisfaction ¹⁰	Customer satisfaction score
	Lifetime Value (LTV) of customer
	First response time
	Customer retention and churn rates
	Net Promoter Score (NPS)
Record to Report ¹¹	Time to close
	Number of entry corrections
	Volume of transactions per employee
	Growth of chartered accounts
	Process cost
Concept to Product/Service ¹²	Product life cycle cost
	R&D expense to total revenue ratio
	Frequency of product quality audits
	First Pass Yield (FPY)
	Marketing penetration



**Test
Company**



Critical Success Factors (CSF)

In this real-life example, we take a Business-to-Business (B2B) company with an annual turnover in excess of £3million and a staff headcount of 19 full-time employees.

The company identifies the following ticked CSFs as its Critical Success Factors.

Critical Success Factor (CSF)	Select
Attract new customers	<input type="checkbox"/>
Retain key staff	<input checked="" type="checkbox"/>
Manage cash liquidity effectively	<input checked="" type="checkbox"/>
Understand and manage risks	<input type="checkbox"/>
Create a resilient business operating model	<input checked="" type="checkbox"/>
Enable an agile digital business operating model	<input type="checkbox"/>
Optimise the customer experience	<input checked="" type="checkbox"/>
Obtain real time information to support decision making	<input checked="" type="checkbox"/>
Manage and support remote staff	<input type="checkbox"/>
Create robust and responsive supply chains	<input type="checkbox"/>
Manage the COVID-19 debt	<input type="checkbox"/>
Upskill staff to be operationally effective	<input type="checkbox"/>
Build brand loyalty	<input type="checkbox"/>
Provide safe and secure working conditions	<input type="checkbox"/>
Ensure the mental wellbeing of staff	<input type="checkbox"/>
Develop innovative products and services	<input checked="" type="checkbox"/>
Expand to new geographic or range markets	<input type="checkbox"/>
Attract new investment	<input type="checkbox"/>
Improve coordination between departments	<input type="checkbox"/>
Develop effective partnerships	<input type="checkbox"/>
Empower staff at all levels	<input type="checkbox"/>
Build environmentally sustainable operational processes	<input type="checkbox"/>
Demonstrate the use of sustainable materials	<input type="checkbox"/>
Improve productivity to best in class	<input type="checkbox"/>
Reduce the operating costs	<input type="checkbox"/>
Other CSFs	<input type="text"/> <input type="text"/> <input type="text"/>



Self Assessment

Once the business has identified the Critical Success Factors (CSFs) it ticks the sub-processes will affect their achievement.

Then, it counts the number of ticks per row, which will provide the Priority Score. Adding that up to the Status Score (current status of the sub-process, in a scale from 5 to 1), will give the final Impact Priority Ranking as a result.



Impact Priority Processes

End-To-End Process	Sub-Process	Critical Success Factors (CSFs)								Priority Score	Status Score	Impact Priority Ranking
		CSF1	CSF2	CSF3	CSF4	CSF5	(CSF6)	(CSF7)	(CSF8)			
Order to Cash												
	Deliver e-commerce	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4	2	6
	Create and manage orders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2	4	6
	Bill the customer	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2	1	3
	Pick and pack	<input type="checkbox"/>	<input type="checkbox"/>	0	1	1						
	Manage cashflow and credit	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2	2	4
Procure to Pay												
	Manage suppliers	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3	4	7
	Forecast demand	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4	3	7
	Manage inventory	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4	2	6
	Pay suppliers	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2	1	3
	Manage debtors	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2	2	4
Hire to Retire												
	Recruit staff	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	2	3	5
	Onboard employees	<input type="checkbox"/>	<input type="checkbox"/>	0	1	1						
	Manage remote workers	<input type="checkbox"/>	<input type="checkbox"/>	0	1	1						
	Train and develop teams	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4	2	6
	Implement support systems	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4	2	6

End-To-End Process	Sub-Process	CSF1	CSF2	CSF3	CSF4	CSF5	(CSF6)	(CSF7)	(CSF8)	Priority Score	Status Score	Impact Priority Ranking
Market to Opportunity												
	Generate leads	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2	5	7
	Provide prices and quotations		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>					2	3	5
	Manage purchase funnel	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4	4	8
	Oversee marketing plan		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				4	2	6
Service to Satisfaction												
	Address customer queries	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			3	3	6
	Manage field agents	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	6	3	9					
	Deliver service	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			3	5	8
	Undertake customer surveys	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4	2	6
	Train distributors	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				4	5	9
Record to Report												
	Prepare management accounts		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				3	4	7
	Manage credit limit	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2	1	7
	Manage debt		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>				2	2	4
Concept to Product/Service												
	Conduct market research	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			5	4	9
	Prototype products/services	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2	3	5
	Perform customer evaluation			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			4	2	6
	Launch of product/service	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2	4	6
	Create marketing collateral	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			3	2	5

In this case, the company has identified the following top sub-processes it needs to prioritise: Manage field agents (9), Train distributors (9), Conduct market research (9), Manage Purchase Funnel (8), and Deliver Service (8).

The last step will be to add these priority sub-processes to the Action Plan table (page 14) and fill it in.



**More
info**

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