

Efficiency Improvement & Process Automation

Process Improvement study for a listed Stock Broking and Investment Management company focusing on Efficiency and Process Automation for its entire Operations functions

Project Overview

- **Client:** Leading Equity Broking company with significance presence in Institutional broking segment
- **Problem Statement:** Multiple processes are completed in manual & time consuming methods, Duplication of activities across departments
- **Objective:** Enhance productivity, automating processes, man hours saving & propose an organisation structure for middle and top management.
- **Coverage:** 20 Departments with over 140 + employees

Project Challenges

- **Documentation:** Process critical SOP's, process document and flowcharts were missing and were out of date where available.
- **Profiles:** KRA's & KPI's were not well defined which hampered performance measurement and motivation
- **Policies:** Not well defined and were not updated nor accessible

Project Methodology

- **DMAIC Approach:** Define, Measure, Analyse, Improve and Control
- **Tools:** Use of six sigma tools like Gemba walk, Fishbone, SIPOC to identify and analyse wastage
- **Documentation:** Creating and documenting process flows and process variables for each process
- **Interviews:** Personal interview of each human resources and **questionnaire**

The Benefits

- **Wastage:** Identified Wastage Elimination (Duplication, Automation of manual activities, process gaps) of by over 80% with critical gaps
- **Man-days saved:** Total Man-days savings of 186 identified across departments
- **Collaboration:** Suggested Enhanced collaboration and resource sharing across departments
- **Policies:** Suggested Policy improvements and centralised location for accessibility
- **Documentation:** Created Framework for comprehensive SOP's / process documents
- **Profiles:** Suggested **aligning** KRA's & KPI's and proposed an organisation structure.

