

2017

The image displays the year '2017' in a bold, yellow, sans-serif font. The digit '0' is replaced by a red target symbol with a white bullseye and a red arrow pointing towards the center. The entire text is set against a white background with a subtle, light blue shadow effect behind the characters.



How to Survive Tomorrow

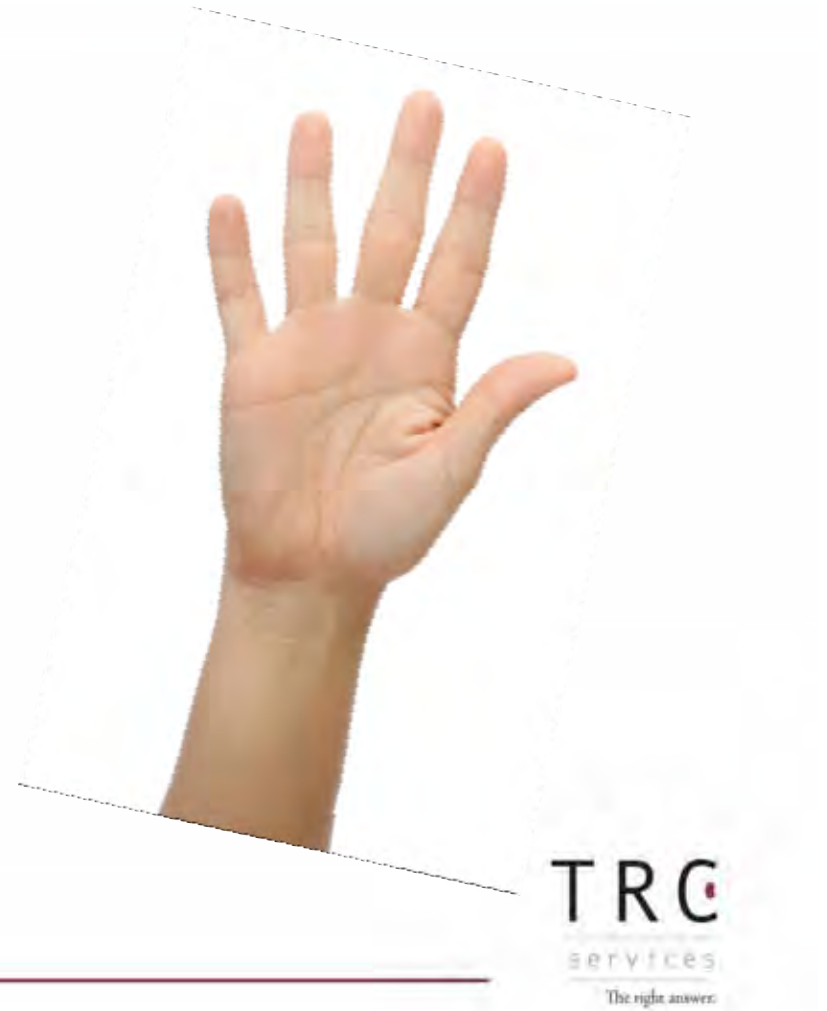
A Practical Approach

About TRC Services

- TRC Services
 - TRC Engineering Services
 - TRC Telecom (wholesale)
 - Frontera Telecommunications (CLEC)
 - Border to Border Communications (ILEC)

Why Are We Here?

- Responsibilities
 - Staff
 - Families
 - Customers
- Pressure Points
- Target 2017
- The Steps
- Underlying Principles



Pressure Points

- Reduction in USF funding
- Decreasing line count
 - 25% reduction 2008-11
- Increased competition
- End of Texas compensation





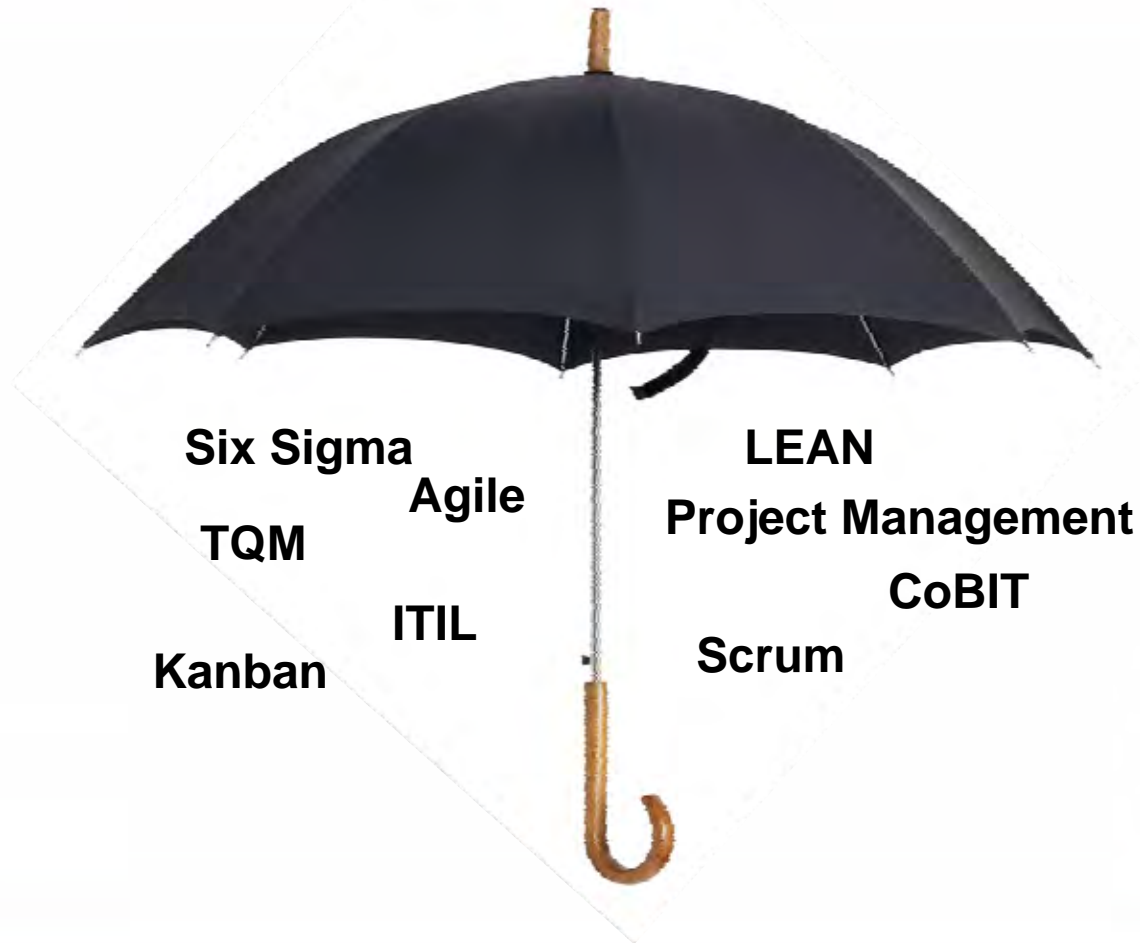
2017

TRC

services

The right answer.

Business Process Management



How Does BPM Help?

Save



Keep



Earn



Keep



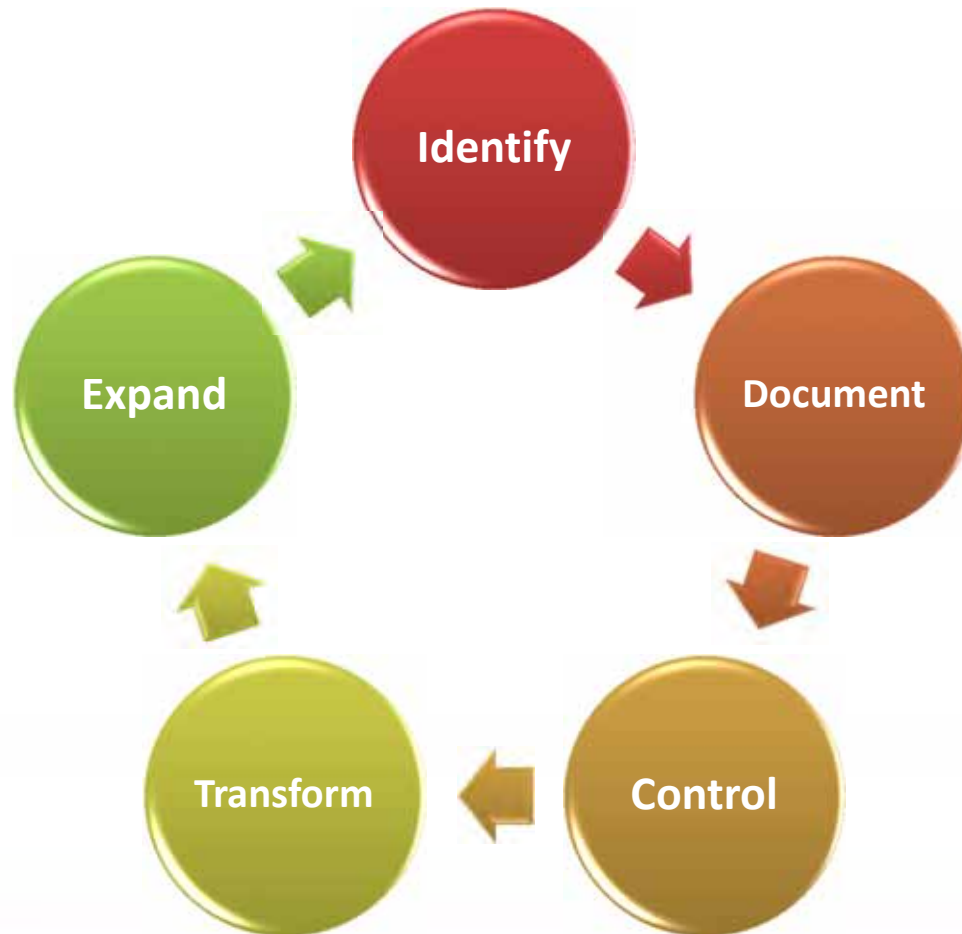
How Can BPM Help?



Microsoft®

- Windows 95 Launch
- Pilot A / Pilot B Revamp

BPM Step By Step





Step 1: Identify





Step 1: Identify

- Is there a current process?
- Who does it?
- Who needs to know about it?
- What is it?
- What happens first?
- What happens next?
- Why is it done?
- Why is it done this way?
- Where did the work come from?
- When is it done?
- How do we let people know?
- How do we know if we're doing it right?
- How long does it take?
- How much does it cost?



Step 2: Document

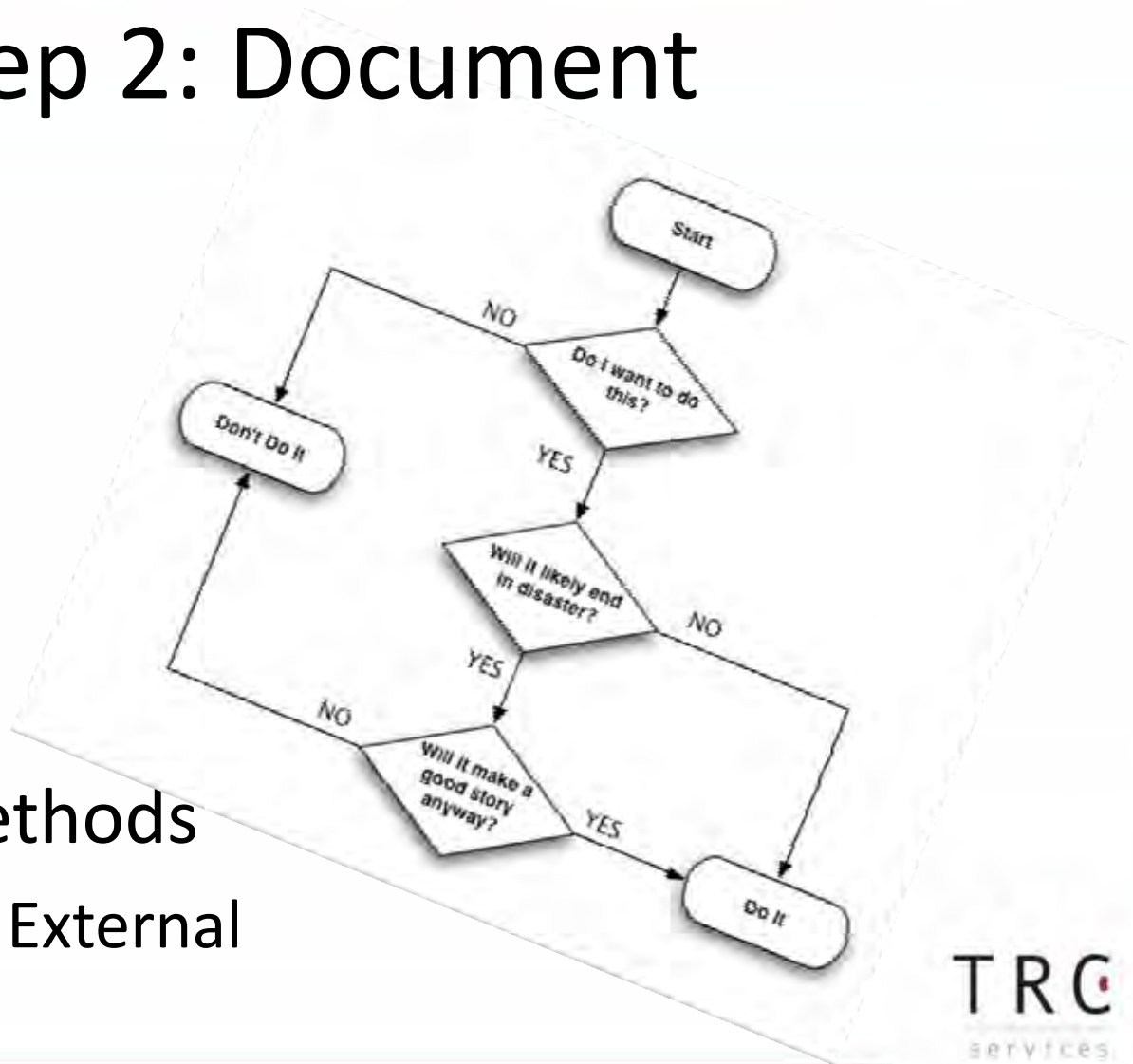
- Process Models
- Process Descriptions
- Inputs
- Outputs
- Metrics





Step 2: Document

- Flowcharts
- Graphs
- Procedures
- Workflows
- Reporting Methods
 - Internal and External





Step 3: Control

Do it Right

Do it Again

and Again

and Again

and Again

and Again

and Again



Step 3: Control

Control isn't a bad word.

Boundaries can enable

Improvement requires consistency

Consistency requires control

Pause

“[M]aking the current-state handoffs, timing and responsibilities explicit, productivity improvements of more than 12 percent are normally realized.”

Making the Case for BPM, Gartner Research



What is 12 %

Item	Return
40 hour work week	4.8 hours
1 work year	6 work weeks
\$1M revenue	\$120,000 on the bottom line
Average worker's annual salary	\$5,160 in productivity



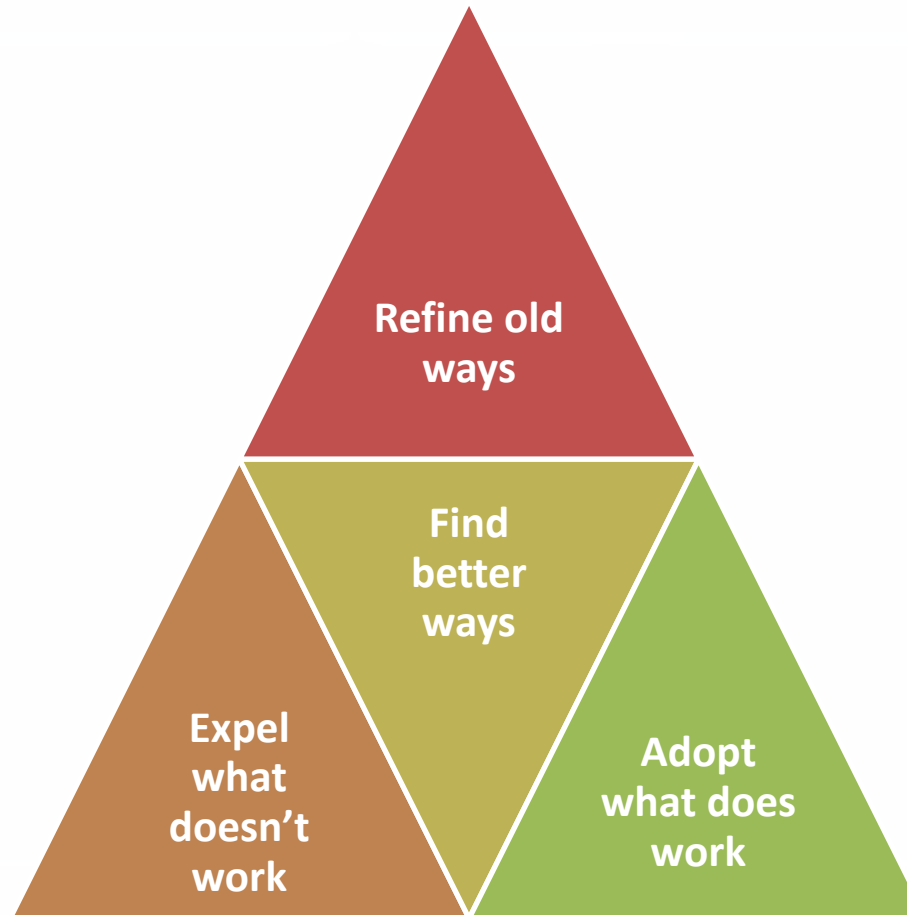
Step 4: Transform

- Become process oriented
- Move beyond simple processes
- Repeat 1-3 on a bigger scale



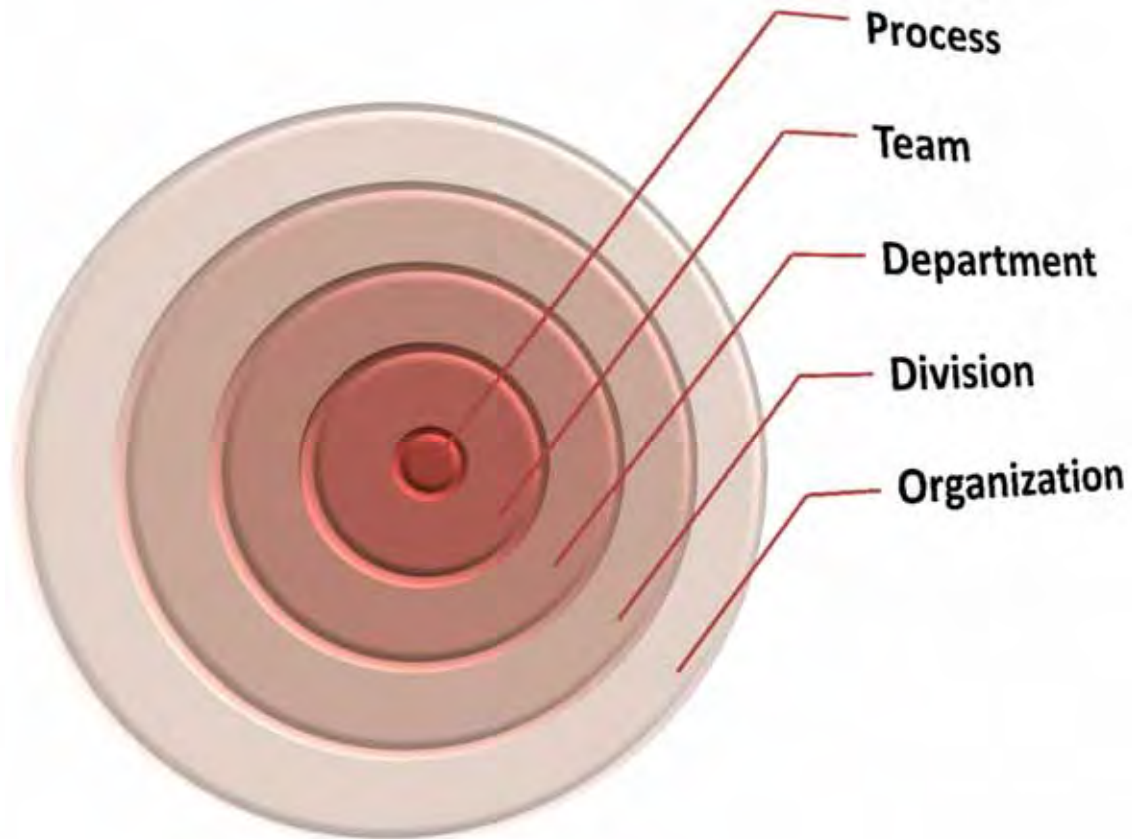


Step 4: Transform

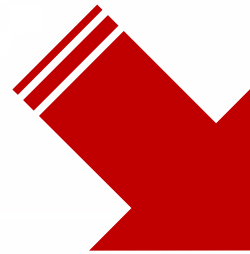
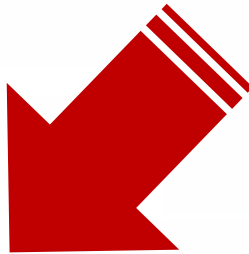




Step 5: Expand



Global Expansion



Strategic Impact

One sigma of improvement:



20% margin
improvement

12-18%
increase in
capacity

10-30%
capital
reduction

Sigma Shifts

The number of standard deviations between the mean and the nearest specification limit

Founding principle of Six Sigma

Yield	Defects Per Million Opportunities (DPMO)	Return
30.9%	690,000	1.0
68.2%	308,000	2.0
93.3%	66,800	3.0
99.4%	6,210	4.0
99.98%	320	5.0
99.9997%	3.4	6.0

Underlying Principles

- Driving Need for Improvement
- Revised Organizational View
- Proper Tools

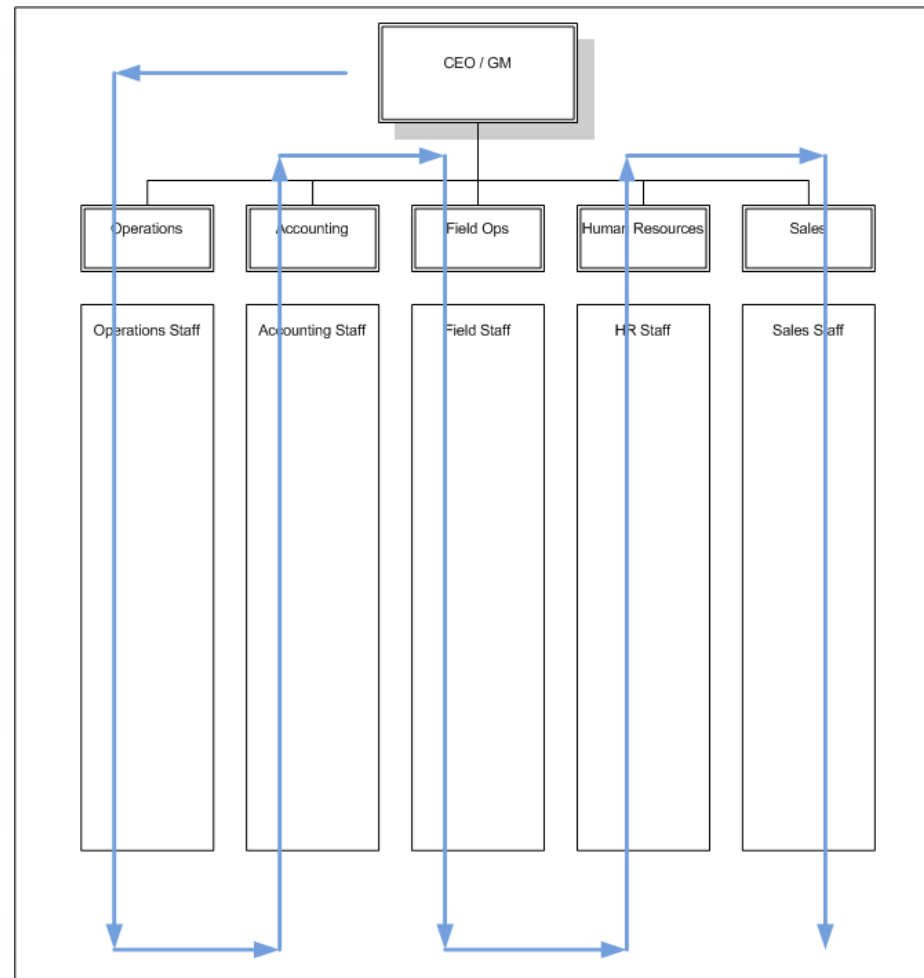


Revised Organizational View

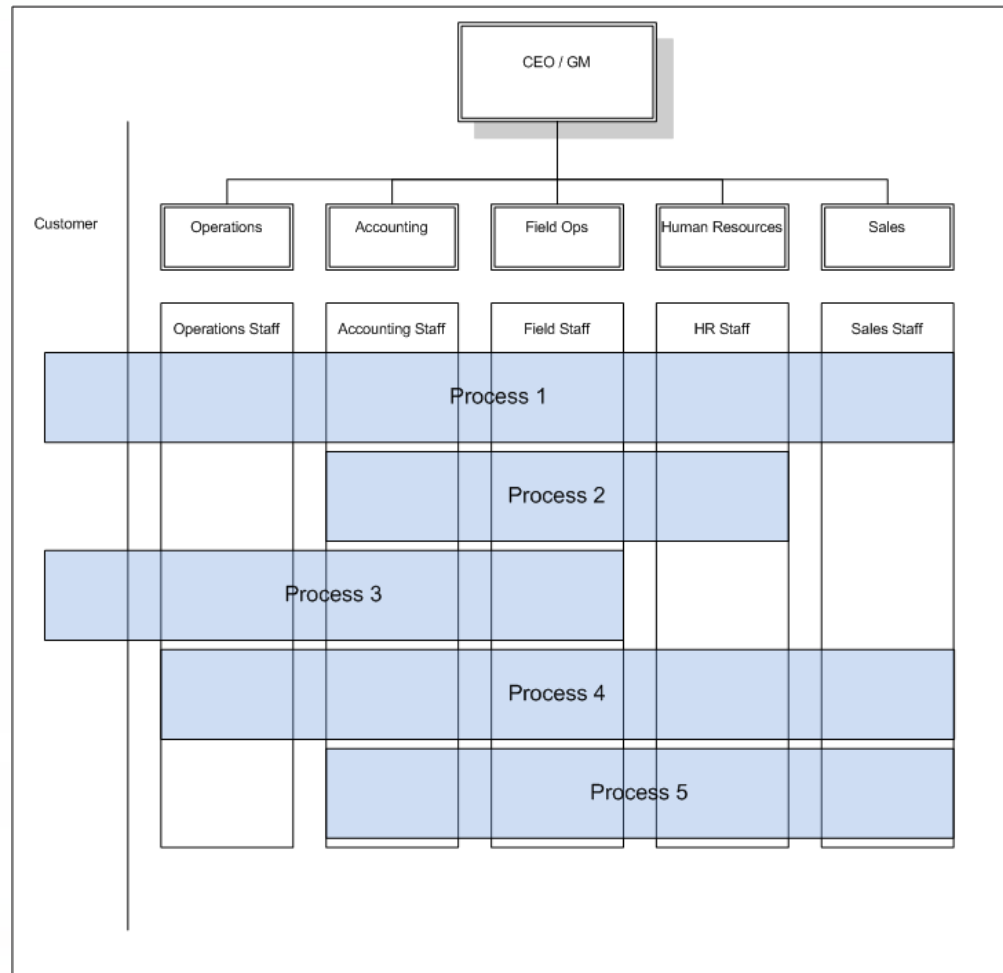
- Functional View
- Process View



Functional View

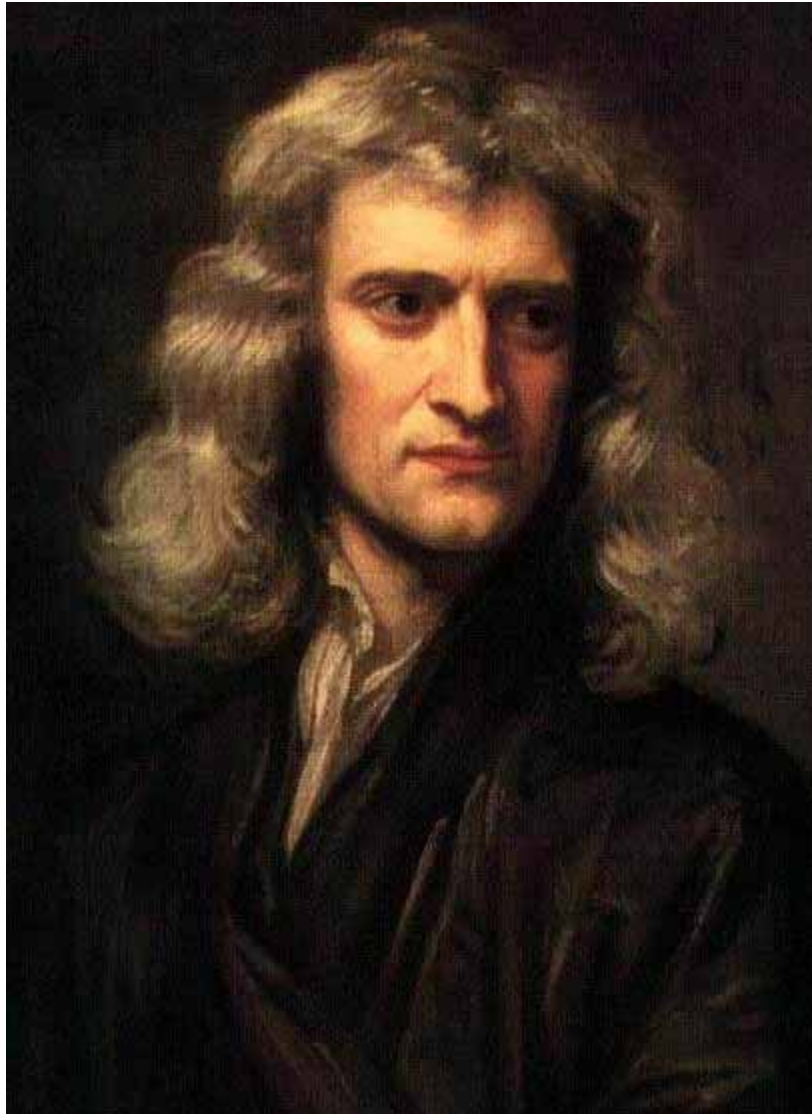


Process View



The Right Tools





*"If I have
seen further
it is by standing
on the shoulders
of giants."*

*-Isaac Newton
(1642-1727)*

Benefits

- 12% efficiency improvement
- Assists with succession planning
- More gains with more improvement
- Help with training
- Capture knowledge
- Improves agility
- Regulatory adherence

Q and A



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