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Financial  
process review,  
improvement,  
optimization

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# Process review and improvement

Using the **SIPOC model** we categorize key process factors across departments for the entire company and conduct the review through the phases of **DMAIC methodology**.



## Project initiation

1

Project kick-off meeting, definition of milestones



## Define

2

### On-site interviews and questionnaire

On-the-spot interviews assess the tasks, responsibilities, controls and decision points performed by the departments.

Működési pontok						
#	Kérdés	5	4	3	2	1
1	Milyen a munkafolyamat?	Ismeretlen	Ismeretlen	Ismeretlen	Ismeretlen	Ismeretlen
2	Milyen a munkafolyamat?	Ismeretlen	Ismeretlen	Ismeretlen	Ismeretlen	Ismeretlen
3	Milyen a munkafolyamat?	Ismeretlen	Ismeretlen	Ismeretlen	Ismeretlen	Ismeretlen
4	Milyen a munkafolyamat?	Ismeretlen	Ismeretlen	Ismeretlen	Ismeretlen	Ismeretlen
5	Milyen a munkafolyamat?	Ismeretlen	Ismeretlen	Ismeretlen	Ismeretlen	Ismeretlen
6	Milyen a munkafolyamat?	Ismeretlen	Ismeretlen	Ismeretlen	Ismeretlen	Ismeretlen
7	Milyen a munkafolyamat?	Ismeretlen	Ismeretlen	Ismeretlen	Ismeretlen	Ismeretlen
8	Milyen a munkafolyamat?	Ismeretlen	Ismeretlen	Ismeretlen	Ismeretlen	Ismeretlen
9	Milyen a munkafolyamat?	Ismeretlen	Ismeretlen	Ismeretlen	Ismeretlen	Ismeretlen
10	Milyen a munkafolyamat?	Ismeretlen	Ismeretlen	Ismeretlen	Ismeretlen	Ismeretlen

### Process flow-charts

In parallel with the interviews, we review the available documents and plot the paths of the currently stable, well-defined processes.



## Analyse

4

### Analysis of results

Result and root cause analysis with „5 why” methodology.



### Process analysis – Logical analysis

- cumulative tasks
- unnecessary tasks

### Process analysis

- time constraints (need) of processes
- quantity of outputs



## Measure

3

### Process evaluation

Confirmation of filled questionnaires and process flow charts by the process owners. Evaluation, measurement and quantification.



## Improve

5

### List of improvement opportunities / Solution Selection Matrix

After the root cause analysis KPMG performs the list of improvement opportunities indicating quick wins and long term sustainable solutions as well (Solution Selection Matrix).



## Process optimization

6

Implementation of the process developments in line with management decision



## Control

7

Maintain the solution. Ensure the process is properly managed and monitored

**Good process management ensures transparency of processes, enables deeper analysis of processes and the understanding process contribution to customer value. It also enables proper SOD, demarcation of tasks and responsibilities.**