



STATE OF CALIFORNIA
Franchise Tax Board

Operational Excellence in Action

Business Process Improvement

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Strategic Goal #4: Operational Excellence

Optimization of processes, products, services and resources



“Optimize: To make the best or most effective use of ...”

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From Good to Great

- Henry Ford's Model T assembly line
 - 12 hours → 1.3 Hours
 - \$825 → \$300
 - Increased Sales
 - Increased Wages

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Process Management

- Technical Management
 - Routine day-to-day functional work
- Adaptive Management
 - Required in a changing environment
 - Adapt to survive and thrive

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Adaptive Leadership In a Changing Environment

- Adaptive Leaders help organizations
 - Adapt and thrive in challenging or new situations
 - Embrace the process of change
 - Get the most out of every process

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Business Process Improvement Methodologies

- Methodologies

- Six Sigma: Reduce variance
- Lean: Reduce waste
- Lean Six Sigma (LSS): Combines Lean + Six Sigma
- Business Process Management (BPM): Driven by human processes + interactions

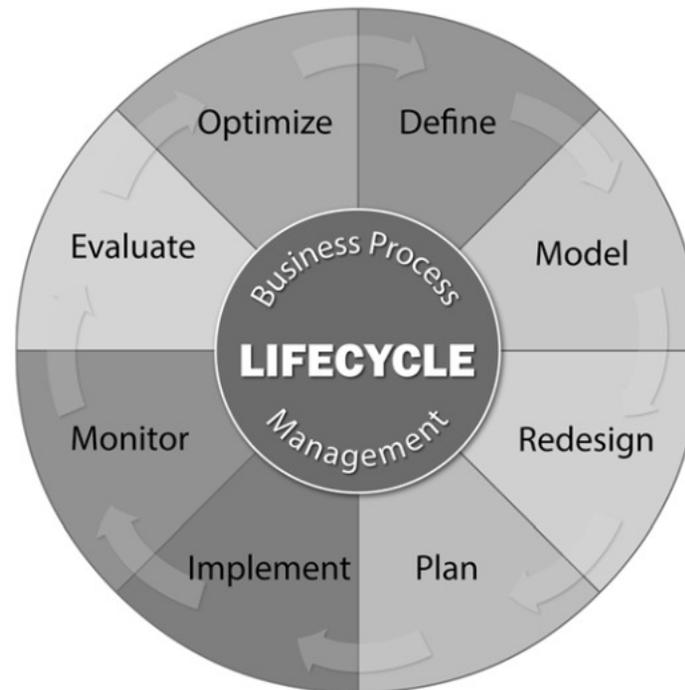
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FTB's Best Practices

- **Process Optimization**
 - Combines BPM and LSS principals
 - Leverage the expertise of:
 - Program Managers
 - Analysts
 - Subject Matter Experts
 - Customers

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Process Improvement Lifecycle



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What's Next?

- Collaborate on Best Practices
 - Industry leaders
 - Other state agencies
- Promote culture of change and continuous improvement
- Develop metrics to quantify the value of our efforts

Questions?

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PPT Slide 8 - Process Improvement Lifecycle - Defined

