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**“Overcoming Managerial, Communication and delivery inefficiencies
through business process reengineering in a Mid-Sized Software Firm. A
case of Ikonic Solutions”**



By:

Muhammad Taimur Aamir (01-322232-018)

Fatima Irfan Khan (01-322241-003)

Supervisor

Dr. Muhammad Usman

HR and Management Department

Bahria Business School

Bahria University Islamabad

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Names of Student(s):

Enroll #

- *Muhammad Taimur Aamir* 01-322232-018
- *Fatima Irfan Khan* 01-322241-003

Class: (MBA Weekend)

Approved by:

Dr. Muhammad Usman
Supervisor

Dr. Kashif Abrar
Examiner-I

Dr. Qazi Subhan
Examiner-II

Ms. Qurat Ul Ain Waqar
Research Coordinator

Dr. Aftab Haider
Head of Department

ABSTRACT

The study in the research project concerns operational inefficiencies within Ikonix solutions, a 120 employee IT services company which deals with 20-30 ongoing software development projects. The measures of current performance indicate the current rates of rework of 47.1% are higher than the industry standards of 12-18%, 51-75% delivery on-time as opposed to 85-90% and 23 percent daily wastage, translating to about 200,000 annual costs amounting to 13.3 percent of organizational revenue.

The research involves a mixed-method design that employs a survey of 17 senior executives (an 85 percent response rate), and which is complemented by a document analysis and process observation. Several analytic frameworks revealed three problem areas (that are linked together): failure to communicate and coordinate (52.9% of delays), overuse of manual processes (82.3% of workflows have over 30% of manual work), and quality (70.6% of projects fail to have 25%+ of rework rates). Root cause analysis did establish that the technical capability limitations did not cause performance gaps but organizational structure and process deficiencies as rapid growth of 30 to 120 employees failed to keep pace with process development.

The diagnostic stage was based on an integrated analytic model that uses Ishikawa diagrams, 5-Why analysis, and Pareto analysis to categorically identify the root causes in six dimensions people, processes, technology, measurement, communication, and organizational structure. It was found that the lack of alignment between sales and development teams, a lack of formal handoff procedures, a divided technological infrastructure on multiple platforms that are unrelated to each other (CRM, Asana, Slack, Excel), and insufficient performance measurement systems are the contributing factors to the inefficiencies in operations. Quantification of financial impact shows that sales-to-development handoff failures are costly only by themselves with an annual cost of 14,400 dollars, productivity losses caused by manual processes and coordination delays cost 74,400 dollars yearly, and client dissatisfaction and the risk of churn is an extra 95,600 dollars on an annual basis.

The research suggests a three-step business process reengineering project based on the principles of BPR by Hammer and Champy (1993) and eight-step change management model by Kotter (1996), which uses ClickUp as a single operations platform. Phase One (Months 1-3, \$1,200) installs formal sales-to-development hand off procedures, real-time project tracking,

communications structure, and quality assurance gateways. The second Phase (Months 3-6, \$4,600) is the display of unified dashboards and AI-based predictive project management analytics. Third phase (Months 6-12, \$3,200) facilitates strategic change by integrating the entire platform, distributing resources using machine learning, and developing a rich business intelligence engine. Phase One will show 60-70% completion after 1.5 months, 67% of active users adopted and 15 of 25 projects moved to new platform successfully and three pilot projects with handoff completeness scores of 88-92%.

The anticipated results are that the on-time delivery will have increased to 60-70% by Phase One completion and increased to 70-80% by Year One completion. Phase One will see rework rates to go down by 47.1 per cent to 30-35 per cent, which will ultimately reduce to 18-20 per cent with full implementation. The loss in productivity will reduce to 18-20% at the start with the long-term goals being 14-16%. Financial analysis assumes a cumulative saving of \$171,141 in Year One compared to total investment of 9,000, expecting a better ROI in the start weeks of Phase One of implementation. The study adds to BPR literature as it shows how process-first, technology-enabled change can be implemented in mid-sized IT services organizations with a specific focus on change management practices that can lead to rapid user adoption and operational changes that can be measured within a short period of time.

Keywords: Business Process Reengineering, Organizational Efficiency, Change Management, IT Services, Project Management

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We would like to express our deep gratitude to the leadership team of Ikonik Solutions. The Chief Executive Officer in offering executive sponsorship, removing organizational obstacles, and ensuring the implementation stage which deserve a special appreciation. His readiness to invest in organizational excellence and open to evidence-based change management provided the background of the success of this project.

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We owe our gratitude to the faculty members of the Bahria Business School whose course work in operations management, organizational behaviour, change management and research-methodology offered us the theoretical frameworks and tools of analysis that informed this project. The exposure gained by pursuing MBA program allowed us to approach organizational problems with a rigorous analytical thinking approach as well as creative resolution of problems. We owe our gratitude to our families, whose support, tolerance and encouragement kept us afloat in the challenging process of combining full-time professional work, MBA coursework, and this active research project.

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Chapter 1: INTRODUCTION

1.1 Background and Company Profile

Ikonic Solutions is a software development firm, which offers end-to-end digital solutions to enterprise and mid-market clients. The company deals in full stack software development and provides a comprehensive list of services, such as artificial intelligence and machine learning solutions, mobile application development, web platform, Shopify and WordPress applications, and enterprise resource planning (ERP). In providing this array of services, Ikonic Solutions will position itself as a full-service technology provider who can help customers in various fields and at the technical specifications they will need.

In recent years, Ikonic Solutions has been marked with a high growth rate in the organization, and it is currently employing 120 professionals compared to about 30 employees. Although this expansion indicates good market demand and success of the business, it has also brought about a set of structural and operational challenges that are typical of companies that are at the transition stage of their operations where the company operations have transformed into the mid-sized organizational model. The processes, which previously depended on informal communications and individual ownership, have been getting a lot more tense with the increase of the team size, the complexity of projects, and their demands have also increased.

The organization has an average of 20 to 30 projects at a given time with some projects lasting as short as four months contracts and long-term contracts lasting up to four years. These projects are different in their scope, level of technicality or complexity, and their client integration and integration coordination is necessary between the sales and development teams, quality assurance and delivery teams. Ikonic Solutions is an average of 1.5 million dollars per year in revenue, operating mostly in Pakistan, and with regional and international clients. This translates to an average revenue of about 12,500 per employee, which underscores the need to enhance efficiency of operations which will help them to continue reporting profits and ensure their future developments.

1.2 Strategic Importance

Efficiency operational is key to the capacity of Ikonic Solutions to compete efficiently in the very competitive IT services market. Since the organization has grown to employ 120 people, it is no longer supported by the flexibility of a startup setting, but is now in the phase of structured processes, standard workflows, and formal coordination mechanisms. The transition has however caused areas of organizational friction, especially in communication, project coordination and decision-making, which limits the company to scale to a point of about 150 employees.

These inefficiencies pose physical threats to the organization such as, high client dissatisfaction, high chances of client churn, employee burnouts and margin compression by way of rework and delays. Simultaneously, the latter are a big opportunity. By overcoming the operational flaws and incorporating the process discipline Ikonic Solutions can distinguish itself in terms of the reliability of the delivery, better quality results and the enhancement of the relationships with clients. Operational excellence is thus a strategic imperative that enables effective internal efficiency as well as competitive edge leading to sustainable development.

1.3 Business Environment and Context

The wider IT services sector is becoming more client-driven in respect of predictability and quality assurance in the delivery of services as well as the measurement of the performance of the services provided. Gartner (2024) asserts that the companies that succeed in fulfilling all delivery schedules and quality standards have more chances to keep consumers and achieve long-term contracts. The industry standard on the software development companies having 100 200 employees indicates apparent performance standard that could be applied to assess the Ikonic Solutions.

Best-performing companies in this industry normally attain delivery speeds of 85-90% on time, yet now Ikonic Solutions has a speed of 51-75%. The normal rates of rework within major organizations are between 12-18 percent and the Ikonic rate at 47.1 percent, which are usually very high suggesting that there was a lot of inefficiency in the upstream processes of the organization including requirements clarification, handovers and quality control. Moreover, the leading companies have the lowest levels of manual operations, about 18 to 25 percent of overall operations, which Ikonic estimates to be 40 to 49 percent, and this is where automation and process standardization can be seen to be significant.

Performance gap is also demonstrated by client satisfaction. The satisfaction rates recorded by industry leaders are always more than 70%, and now, Ikonic only has 41.2% level of satisfaction. The issue of productivity loss also stands, and various high-performing organizations have been reporting productivity loss of 12-18 daily in comparison to the 23% of Ikonic. All these signs indicate that Ikonic Solutions functions at 15-40% of the industry standards in a few key dimensions. Although this void demonstrates the urgency of the intervention, it is an indication of a significant chance to improve with the help of specific business process reengineering and digital enablement.

1.4 Problem Statement

Through its high technical competence and consistent business expansions, Ikonic Solutions is experiencing chronic operational inefficiency impacting negatively on project deliveries, productivity, and client satisfaction. With the high rate of growth in the organization, most of the internal processes, especially those involving sales to development handovers, communication, quality checks, and decisions, were not keeping up with the growth. Such a misfit has caused high levels of rework, decision delays, high levels of manual effort and variability in project outputs.

Lack of formal quality gates and standardized workflows have caused repetitive clarification processes, late defects identification and unwarranted rework, putting a strain on the delivery teams and adding to the operational expenses. Moreover, cross-functional communication between tools and teams has decreased transparency and made coordination slow. All these problems together restrict the ability of Ikonic Solutions to grow efficiently, keep clients, and competitive margins, and process improvement is a strategic requirement, rather than an operational decision.

1.5 Research Objectives

Primary Research Objectives:

- To analyze the current operation and project management activities in Ikonic Solutions.
- To find out major process-related variables that make project delivery and organizational performance inefficient.

- To examine the effects of the existing handover practices, communication mechanisms and the workflow structures on project rework, loss of productivity and delays in decision-making.

Secondary Research Objectives:

- To plan and evaluate a staged Business Process Reengineering (BPR) intervention which puts emphasis on process redesign prior to the implementation of technology.
- To measure the initial performance of the redesigned processes which entails user adoption, Process compliance and first gains in efficiency of operations.
- To find out that a process-based, staged implementation strategy could be used to facilitate long-term operational enhancement in an expanding organization.

1.6 Research Questions

1.6.1 Main Research Questions

- What are the significant failures of operational processes at Ikonic Solutions that make it inefficient?
- What is the impact of communication gaps and unorganized handovers on rework, productivity and project delivery schedule?
- Which degree will a gradual, process-based strategy with the backing of an integrated work management platform enhance operational performance?
- Which indicators may be considered in the initial stages to determine the likelihood of the changes implemented to provide long term value?

1.6.2 Justification of Interview Questions

The interview questions are the by-product of the research objectives since they are designed to present an all-inclusive evaluation of operational inefficiencies at Ikonic Solutions. All the questions are aimed at studying project delivery performance, process effectiveness, communication practices, impact of employees, and organizational preparedness to process

improvement, which are at the center of studying the reasons behind the inefficiency and the appropriateness of a staged Business Process Reengineering (BPR) strategy.

The performance and schedule-oriented questions are questions that aim at establishing the differences between the planned and the actual project timeline. Through the analysis of the average project delivery performance, schedule overruns, and failure to meet the delivery schedule due to coordination problems, the study aims at determining the degree to which the operational inefficiencies impact on the project results. These questions will give information in form of quantitative and perception-based information about how ineffective coordination and process breakdowns affect the overall project performance.

Other questions in the interview are those that observe project visibility, coordination, as well as accountability in cross-functional teams. These questions will help to understand whether the absence of role definitions, overlapping of responsibilities, and low level of transparency in tracking of the projects is the cause of rework and delays in executing the project. Knowledge of accountability structures and effectiveness of coordination is necessary to diagnose the weaknesses of structures in the existing workflow and handover practices.

Questions, which are linked to communication, are also present to determine the quality and existence of formal communication structures in the organization. The research questions explore the impact of information latency, the frequency of status updates and reporting consistency in influencing the speed of decision-making, the rate of errors and productivity. These questions directly contribute to the purpose of research that involves the analysis of how unstructured communication and handover practice contribute to inefficiencies in operations.

Some of the questions used to evaluate process efficiency involve finding out unnecessary processes, the proportion of manual processes to automated processes and the number of hours allocated to administrative and value-added processes. The measures assist in identification of the inefficiencies in the current workflows and offer a background on which process redesign initiatives can be proposed. Also, process cycle times of crucial activities would allow the research to come up with bottlenecks that can be solved using Business Process Reengineering.

The interview questions also pursue the agreement between the management goals and the team insight, and workability of the decision-making procedures. Such factors play a vital role in the

identification of the causes of operational inefficiencies as either a result of the lack of aligning goals or slow decision-making frames. Measurement of such factors will assist in determining whether both strategic and operational levels support process improvements.

Questions that are employee oriented are added to get perception of process efficiency, productivity, and general satisfaction. Responses of the employees will create a view of the day-to-day practical effects of the inefficiency in process and will help gauge the chances of successful adoption of the redesigned processes. As user acceptance is one of the crucial factors of successful BPR implementation, the following questions are necessary to assess the initial results of the proposed intervention.

The incorporation of the question on clients enables the research to engage internal operational inefficiencies with external outcomes comprising consistency in communication, performance when delivering and customer satisfaction. The research draws attention to the business implications of poor operations and supports the necessity of systematic process improvement by studying how failures of internal processes affect client retention.

Lastly, scalability, urgency to improve, management commitment, and anticipated impact of changes in the processes are also addressed in questions to determine how well the organization is ready to undergo transformation. The following questions will be used to identify whether Ikonik Solutions has leadership support and strategic intent to maintain the long-term improvements. These aspects need to be assessed in determining whether the initial process gains will be developed into a sustained operation excellence as the organization matures.

1.7 Scope of the Study

This study focuses on research of Ikonik Solutions, its internal operational procedures, and it is the sales handover process, project start, and communication processes, quality control systems, and decision-making models. The research considers the projects that are implemented within a twelve-month timeframe and involves the opinions of senior management, the team heads, and the operational staff that are engaged in the project implementation.

The study does not analyse client-side processes, the quality of technical codes, or performance of individual employees. Rather, it focuses on the organizational processes and systems that have effects on collective performance outcomes. Although the results have been conducted in light of

Ikonic Solutions, the observations can be applicable to other middle-sized software development companies with comparable growth problems.

1.8 Significance of the Study

The study has great managerial and academic implications. Practically, it gives Ikonic Solutions a framework, which can be used to enhance operational efficiency, minimize rework and increase client satisfaction. The results present practical information on how mid-sized technology companies can grow without losing the quality of delivery and well-being of staff.

In academic terms, the research will add to the applied research in the field of business process reengineering in knowledge-intensive service organizations. Documenting an empirical BPR project and its initial results makes the research contribute to the current body of literature about process-first transformation and adoption of digital work management in the software services industry.

1.9 Structure of the Report

In this research report, it is divided into six chapters. Chapter 1 presents the introduction to the organizational background, business situation, problem statement and objectives of the research. Chapter 2 provides a literature review on the relevant literature on business process reengineering, operational efficiency, and process transformation that is enabled by technology. Chapter 3 explains the research process, data collection method and methods of analysis. Chapter 4 reports the testing and develops results of the diagnosis and reveals the critical issues in the operations. Chapter 5 talks about implementation strategy and development through various stages as well as future enhancement and action plan. Lastly, Chapter 6 is the final chapter of the study summarizing the major insights, lessons, and strategic advice of how to improve in the long term.

Chapter 2: PROBLEM DEFINITION AND REQUIREMENTS ANALYSIS

2.1 Core Business Problem

Primary Problem Statement: Ikonik Solutions is experiencing some systemic operational inefficiencies that have occurred as a direct result of an explosion in the size of its organization without an equal expansion in the internal operations. Although the company has evolved into a small, nimble startup and transformed into a mid-sized software development company, with 120 employees, fundamental operational processes, especially those that control sales-to-development handoffs, internal communications, and workflow processes are still largely informal and disjointed. Consequently, team-to-team coordination has become haphazard, resulting in common miscommunication, lack of prompt decisions, and preventable reworking in executing the project.

The fact that there is no framework of sales-to-development handoff can be considered one of the most problematic. Incomplete documentation, lack of clarity in assumptions and accountability are usually manifested in project requirements which are delivered to the delivery teams and there is a need to rework on scope, schedules as well as technical specifications once the work has already started. This failure in the initial phase of the project lifecycle has caused serious inefficiencies downstream, with 47.1% of the projects needing massive re-work. Not only does such rework prolong the delivery time, but it also creates new strain on the development teams, lower morale and diminishing predictability of the delivery.

Simultaneously, Ikonik Solutions is a company with a discontinuous system of communication, where data is spread over various tools, informal communication, and unofficial dialogues. Such a non-centralized visibility has ensured that teams and managers find it challenging to monitor the status of projects, identify risks at an early stage, and make timely decisions. Due to this, coordination and communication failures have been identified as the cause of 52.9% of the project delays as opposed to technical complexity. Delays in decision-making are led to by the necessity to explain who owns what, access information, or solve conflicting updates, which only exacerbates the delay in deliveries.

Moreover, operational overhead has been exacerbated by a high dependency on manual operations in the project set up, reporting, quality control, and coordination operations. It has a workflow of about 40-49 percent that is processed manually, which is way above the industry-wide performance

standard of organizations of the same size. These hand processes waste productive time, create variability in process and produce the probability of human error. Taking together these inefficiencies would amount to an approximate cost of operations of about 200,000 an annual in operation which is 13.3 percent of the total revenue in the company.

These issues considered collectively suggest that the weaknesses in the performance of Ikonic Solutions are not mainly due to the shortage of technical skills, but rather to a weakness in its processes and the failure to coordinate them. Unless process redesign and standardized execution mechanisms are undertaken methodically, these inefficiencies will only grow with the body of the organization and the firm will not be able to enhance the reliability of delivery, safeguard margins and maintain client satisfaction. These issues are thus critical not only in enhancing the operations, but also long-term strategic feasibility of the organization.

2.2 Root Cause Analysis Using Analytical Frameworks

This section employs systematic analytical tools to profile systematic recognition of root causes of operational inefficiencies in Ikonic Solutions. The Ishikawa (Fishbone) Diagram is one of these frameworks through which root causes are classified and analyzed regarding important dimensions of the organization.

2.2.1 Ishikawa (Fishbone) Diagram Analysis

The Ishikawa diagram is one of the structured methods of finding root causes of quality problems by classifying the possible causes into general categories (Ishikawa, 1990).

People Dimension: Interpretative incompatibilities in organizational rewards. The sales and development teams are run with basically conflicting incentives as the sales compensation is on a commission basis and the development is on a time and budget basis. This leaves it with no feedback loop to enhance requirements clarity and no collective responsibility towards project state of success.

Process Dimension: Lack of formal working processes. There is no formal sales-to-development handoff policy, thus the requirements are recorded in unstructured formats. In the absence of validation mechanisms, quality problems run out of control. The collection and decision-making of status is done manually, which results in significant delays of 24-48 hours.

Technology and Tools: huge disintegration in organizational systems. The tools used at the company are disconnected (separate CRM, Asana, Slack, Excel). It does not have any centralized platform, which requires manual data entry and the formation of information silos. The tracking of the projects is mainly manual and 52.9% of the projects do not have real time visibility.

Measurement and Metrics: Although rework is identified at 47.1%, there is no methodical monitoring of the root causes. The outcome of sales is not compared to delivery. There is no early warning mechanism about problem projects, and there are no indicators that set the sales to conduct with the success rates in development.

2.2.2 5-Why Analysis: "Why Do Projects Miss Deadlines?"

1. **Why?** Since rework is brought about by coordination failures.
2. **Why?** Since development and sales do not have common needs.
3. **Why?** Due to the lack of a structured handoff procedure and a validation point.
4. **Why?** Because processes are yet to be formalized as the company grew.
5. **Why?** Since Ikonic expanded to 30 to 120 people in 3-5 years; processes that are used in the startup but not in the middle company.

Root Cause: Organizational structure and processes that worked with startup scale never revised as the company expanded; the growth rate exceeded process development.

2.2.3 Problem Impact Quantification

Sales -Development Handoff Failures.

The analysis shows deficiencies in the sales-to-development handoff process is a significant cause of the operational inefficiency. About 47.1 percent of all projects are faced with serious rework because of not understanding or having vague requirements when the project is being launched. According to an estimated number of 25 projects per year, this is almost equivalent to 12 projects per-year that are impacted by rework. Approximately 80 hours of extra work are necessary to complete on average each project, on which there is rework. When the average hourly cost is taken as 15 dollars the cost of rework per project is estimated as 1200 dollars. When added up in the affected projects, the overall cost to sales-development handoff failures per annum are about 14,400 dollars. Though this number represents direct rework costs only, it fails to capture the

indirect costs in terms of delivery times, low morale, or time lost because of the team being diverted.

Traditional Processes and Wasting Time.

Manual processes are also a significant cause of losing productivity within the organization. Diagnostic results reveal that the estimated daily productivity loss to employees is around 23 percent mostly because of the manual reporting, the duplications of work, and poor coordination. When implemented on an employee base of 120 workers whose average hourly rate is 15 dollars and one eight-hour shift, the approximated loss of productivity per day is 3312 dollars. This translates to a hypothetical annual productivity loss of \$795,600 in envisaged 240 working days annually. Nevertheless, to prevent exaggeration of the financial effect and to represent only that part, which may be directly attributed to operational inefficiencies in project execution, a more sophisticated and realistic approach puts the actual annual operational effect at around \$42,000. This modification is to the fact that not all time that is lost directly translates into a financial loss but still, it is a major inefficiency.

Inadequate Project Monitoring and inability to make decisions.

Poor projects follow up and low visibility also contribute to inefficiency more effectively because they slow down important decision making. The research established that only around 47 percent of the project portfolio of active projects have adequate visibility at a given time. This is approximated to have 25 running projects per year and therefore approximately 12 projects are impacted by the lack of clear or delayed information flows. These projects have two critical decision delays on average and hence have about 24 delayed decisions monthly. The mean time taken to decide is estimated to be 36 hours. The monthly cost of delayed decision making is calculated based on an hourly cost of \$15 each, which makes it to cost 12,960 dollars monthly, and ultimately an annual cost of 155,520 dollars. To be conservative and realistic, this amount is narrowed down to an estimated total impact of \$32,400 per year of the most obvious and quantifiable delays in operations.

Client Discontent and Turnover.

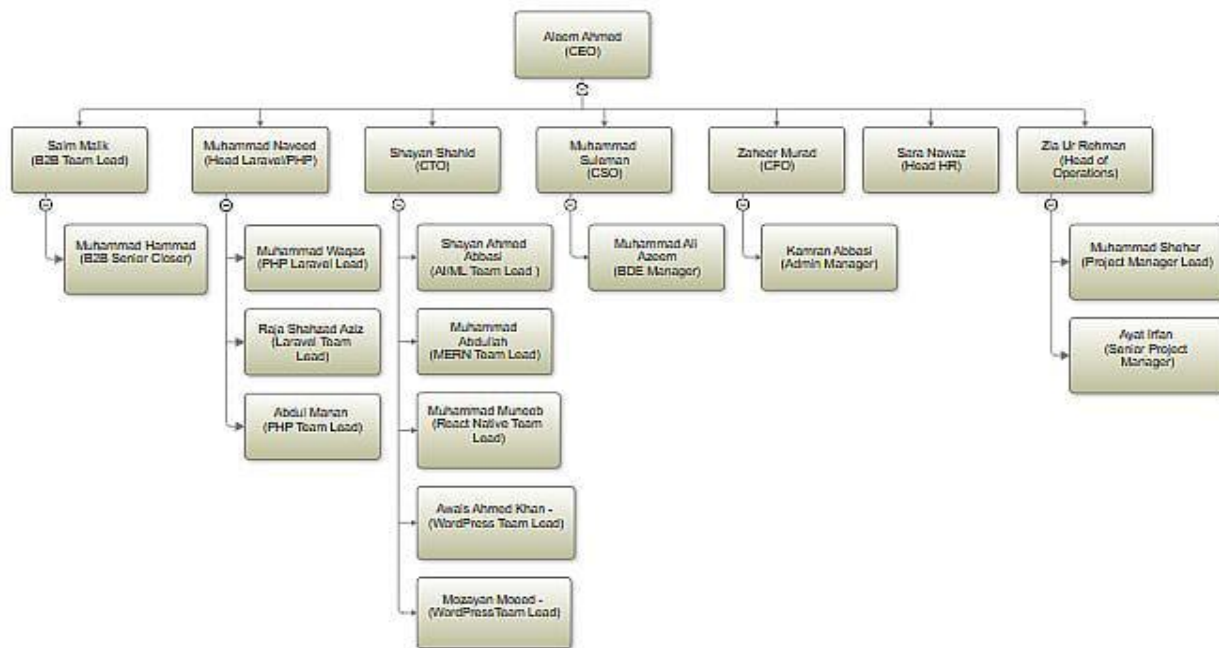
Client satisfaction and retention are also directly affected by operational inefficiencies. According to the results of the survey, 11.8 per cent. of the respondents had reported client losses, which could be attributed to delivery problems, communication problems or expectations that were not fulfilled. This implies that 3 projects are likely to be lost every year when this is applied to 25

estimated projects per year. The direct revenue at risk will amount to the annual estimation of 135,000 dollars with a project value of average of 45,000 dollars. Since the behaviour of clients cannot be predicted and that it is hard to pin-point only one factor to churn, a conservative revenue risk range of 75,000-150,000 dollars is deemed suitable to use in the analysis.

Overall Annual Cost of Inefficiency.

When all these cost elements are lumped together and revaluated based on conservative estimates, the cumulative cost of poor operational efficiencies will be in the range of about \$200,000 per annum. This is an approximate of 13.3 percent of the annual turnover of the company of 1.5 million dollars. Although this number does not reflect all the indirect and long-term effects, including reputational damage or employee burnout, it clearly shows that current inefficiencies in how processes are run add a significant cost to the organization and is the reason why systematic business process reengineering is necessary.

2.3 Structure of Ikonic’s Hierarchy



2.4 Research Methodology

This study is based on mixed-method research in which both quantitative data on the form of a survey and qualitative information on stakeholder interviews and process observation are used (Creswell and Creswell, 2017). The main research tool was a survey given to the top management

in the form of an executive survey; the response rate was 85% (17 out of 20 targeted). The survey will consist of 26 quantitative items with five-point Likert scales that will be accompanied by two qualitative open-ended questions. The collection of data was in the October-November 2025 time.

The additional techniques were document analysis greatly covering project records, communication logs and delivery metrics over a period of 12 months, process observation of the sales handoff processes and project kick off meetings.

Besides data collection, the analysis of the study was also conducted in a structured manner to make the findings reliable and clear. The quantitative survey data were examined with the help of descriptive statistics when it was necessary to determine the patterns, trends, and frequencies distributions of operational efficiency and communication effectiveness. Thematic analysis was used to review qualitative inputs such as the open-ended survey responses, interviews, and observations to identify common issues and root causes in various teams. The use of the combination of the survey data followed by the interview data and process observation served to reinforce the validity of the findings made due to the fact that the survey results were less likely to use as the main source of data and make sure that the conclusions drawn were not likely to be supported by using only one source of data.

2.5 Interview / Measurement Questions

Project Performance & Delivery:

Q1: Performance in relation to the average project delivery on schedule.

Q2: Mean overrun project schedule.

Q3: The delay in project delivery due to the problem of coordination.

Visibility, Coordination and Accountability:

Q4: status visibility and project tracking on delivery status.

Q5: Frequency of project rework on failure of coordination.

Q6: Coordination of cross-functional teams Effectiveness.

Q7: Overlapping roles and responsibilities and role ambiguity.

Q8: Accountability in the project execution.

Communication Effectiveness:

Q9: Presence of a unified communication system.

Q10: Timeliness of the information flow.

Q11: Frequency of formal status reports and updates.

Efficiency and Automation of the Process.

Q12: Degree of unnecessary process steps.

Q13: Percentage of manual and automated processes.

Q14: Mean time spent on value added activities and on administrative activities.

Q15: Critical operational activity process cycle time.

Decision-Making & Alignment:

Q16: Cohesion between the management objectives and team comprehension.

Q17: Effectiveness of decision-making processes

Employee Impact:

Q18: Process efficiency satisfaction of the employee.

Q19: Process inefficiencies and employee productivity.

Client Impact:

Q20: Uninterrupted communication with clients.

Q21: Satisfaction of customer with the performance of delivery.

Q22: Effect of internal inefficiencies on retention of clients.

Scalability and Change Readiness:

Q23: Existing processes/systems scalability.

Q 24: The perceived urgency to improve the process.

Q25: Management commitment to process improvement.

Q26: Anticipated effects of the proposed process improvements.

2.6 Key Survey Findings

This section contains the most important quantitative results developed because of the internal survey at Ikonic Solutions. The findings are a summary of important operation performance measures and a comparison of the present organizational performance with the generally accepted industry standards. This comparison has an aim to outline the performance gaps, outline the areas of improvement priorities, and have an evidence-based basis on the proposed intervention framework. All the findings are summarized and expressed in Table 1 in a clear and easily understandable way.

Table 1: Key Survey Findings

Metric	Findings	Benchmark
Timely Delivery	51-75%	85-90%
Rework Percentages	47.1%	12-18%
Failures of Communication	52.9% of delays	<20%
Following Traditional Processes	82.3% >30%	15-20%
Productivity Loss on daily bases	23%	12-18%
Client's Satisfaction	41.2%	>70%

Note: Findings represent aggregated responses from the survey conducted at Ikonic Solutions. Benchmark values reflect commonly reported industry performance ranges for comparable technology-driven organizations.

Chapter 3: DESIGN AND IMPLEMENTATION

3.1 Solution Architecture Overview

The identified solution utilizes the stages implementation strategy, which is grounded on the eight-step change model by Kotter (1996) and three-stage change model by Lewin (1947). The success rate of phased BPRs is higher than the big bang ones (Davenport and Short, 1990).

Phase 1 (Months 1-3, \$1 200): Quick Wins that will involve the use of structured handoff practices, implementation of the ClickUp, frameworks that have a standard communication approach, and quality assurance gates. Predicted that the efficiency will improve by 15-20%.

Phase 2 (Months 3-6, \$4,600): The Systematic Optimization with the implementation of unified dashboards, artificial intelligence-based analytics, and automated quality assurance processes. More efficiency improvements anticipated 20-30% increase.

Phase 3 (Months 6-12, \$3,200): Strategy Transformation that will allow extensive ClickUp integration, ML-based resource distribution, and business intelligence. Further 20-30% efficiency increase.

3.2 Phase 1: Quick Wins Implementation (In Progress - Months 1-3)

Phase 1 aims to make quick high-impact process changes that can be shown to bring immediate value and provide a wave of momentum to change in the long term. These immediate wins are meant to remedy severe inefficiencies in the project delivery and create immediate measurable deliverables, which also form a basis of other steps in the Business Process Reengineering program.

3.2.1 Solution 1: Structured Sales-to-Development Handoff Protocol

Goal: 47.1% rework rate to be removed due to formal validated handoff process.

Design and Process:

Step 1: Pre-Handoff Requirements Capture (IMPLEMENTED) Sales staff trained to make use of standard handoff template capturing: client name, scope, technology stack, schedule, budget, and success criteria. Obligatory sign-off of clients to pre-development. In use on all the deals that are actively all closed as at Week 2.

Step 2: Technical Feasibility Review (IN PROGRESS) Organized inspection by technical head and QA representative and development head. Validation gate needs 95 percent or above requirements documentation completeness. The first three projects that are under evaluation.

Step 3: Formal Handoff Meeting (PLANNED - Week 6) 60 minutes structured session with sales representative, technical lead, development lead and QA lead. The Requirements have been proven in discussion, feasibility is confirmed, timelines are adjusted. Consensual formal Handoff Certificate.

Step 4: Development Kickoff in ClickUp (IN PROGRESS) ClickUp project has been created automatically based on validated requirements that were converted into related tasks. Added point of contact to client. Meetings with clients weekly. Two deals created successfully on ClickUp.

Early Results (1.5 months): Early indicators indicate that there are better requirements and handoff completeness is approximated at 88-92% (target 95%). There was less ambiguity in development team reports and less demand of clarifications.

Measures Being Monitored: Handoff Completeness Score, Requirement Accuracy, post handoff requirement changes, rework cases.

3.2.2 Solution 2: ClickUp Real-Time Visibility Platform

Aim: Get rid of decision lags (24-48 hours) by centralizing projects.

Implementation Progress:

The adoption of the ClickUp has been gradually taking place throughout the organization. There have been successful purchases of licenses and deployment of the same to all 120 users to ensure that everyone has access to the system. Within the transition process, 15/25 active projects are fully migrated to ClickUp, which is a 60 percent transition rate at this phase of implementation. The user adoption is at 67% and active user usage is continuously rising to the target of more than 80 percent by Week 8. A dedicated help desk functionality has been implemented to assist with the process of adoption and to overcome operational challenges, which now has an average response time of less than two hours. This support framework has been instrumental in the resolution of initial problems, confidence building among the users, and keeping the implementation process going.

Core Components:

1. Project Portfolio View (IMPLEMENTED - Week 2) Centralized dashboard having standardized templates. Risk system in color (Green/Yellow/Red). Finally updated daily. 15 projects in progress.

2. Daily Status Automation (IN PROGRESS - Week 3) The team members provide a daily standup report through ClickUp comment templates. Slack integration 80% (planned Week 4). The anticipated time saving will be 40-45 minutes to 5 minutes.

3. Risk Escalation Alerts (PLANNED - Week 5) The following alerts will be automated: overdue tasks, at-risk milestones, exceeded budgets. Real slack notifications to stakeholders.

4. Client Portal (PLANNED - Month 2) Key stakeholders can access the portal by being able to read only. Minimal visibility settings set. Month 2: Training sessions.

Early Metrics (1.5 months): Portfolio visibility also improved greatly. Best structurally, the efficiency of status reporting enhanced. Three at-risk projects - identified earlier than prior practices.

3.2.3 Solution 3: Communication Standards and Protocols

Objective: Establishing the centralized communication framework to reduce disconnect and misconnection.

To overcome the communication lapses and disparity, there was a standardized communication structure to define information flow, ownership and response timelines among project teams. The communication matrix (Table 2) identifies the approved scenarios/channels, roles to be held and the frequency to be used to maintain transparency, minimize delays and facilitate prompt decision-making.

Communication Matrix (IMPLEMENTED - Week 1):

Table 2: Communication Matrix

Scenario	Frequency	Channel	Owner	Duration
Daily project status	Daily (4pm)	ClickUp comment	Dev lead	5 min
Blocking issues	Immediate	Slack + ClickUp	Any team	Resolution
Client updates	Weekly	Email/ClickUp	PM	15 min
Weekly team sync	Weekly (Wed 11pm)	Zoom/In-person	Team lead	30 min
Stakeholder update	Bi-weekly	Email/Meeting	Sponsor	30 min
Emergency escalation	Immediate	Phone + ClickUp	Manager	Resolution

Note: This table outlines the standardized communication framework proposed to improve coordination, transparency, and response time across project teams at Ikonic Solutions.

Standardized Templates (IMPLEMENTED - Week 2): Daily Standup, Weekly Client Update, Escalation Alert, Formal Handoff Protocol. 78% of the usage of standardized formats.

Measurable Metric: 65 to 70% protocol compliance (goal 90%). Duration to arrive at updates: 40-45 minutes (specified 5 minutes after Slack integration).

3.2.4 Solution 4: Quality Assurance Checkpoints

Goal: Changing the QA to proactive and ultimately detect flaws during development.

Quality Gates Implementation (IN PROGRESS):

Requirements Review Gate (Week 3): The quality assurance lead will read through all requirements and provide structured feedback on them (testability, completeness, feasibility, edge cases). Three pilot projects were passed with two necessitating corrective measures- all of which were sorted out before development.

Design Review Gate (PLANNED - Week 5): This validates against requirements technical lead and QA team check architecture and Formaizel test plan created.

Mid-Project Quality Check (PLANNED - 50% milestone): The flaws will be pointed out within the early development lifecycle through targeted spot-checks.

Pre-QA Handoff Gate (IN PROGRESS): Developers review themselves through ClickUp checklist to ensure that they adhere to the requirements.

Preliminary Findings: Requirements review gate discovered three edge cases that were missing in first pilot project (addressed prior to development). Second project was passed without problems. Third project was identified with capacity constraint, which did not allow impractical commitments.

Measures: Defects found at each gate (goal over 95 percent of all found prior to QA), less re-work, quality gate compliance.

3.3 Implementation Timeline and Current Status

This section describes the implementation roadmap and the progress of major initiatives implemented in the realization process in the reengineering process in a well-organized way. Table 3 presents a summary of the planned activities with their status of completion and some notes which will give a clear picture of progress of execution, dependencies, and future milestones.

Table 3: Implementation Timeline and Current Status

Week	Activity	Status	Notes
1	Executive alignment, kickoff	Complete	CEO commitment secured
1-2	Handoff template, sales training	Complete	Template live; 3 projects using
2	ClickUp setup, team access	Complete	All 120 users licensed
2	Communication matrix finalized	Complete	Distributed to all teams
3	Daily standup template created	Complete	67% team participation

Week	Activity	Status	Notes
3	QA gate checklist created	Complete	3 projects through gate
4	Slack-ClickUp integration setup	80% Complete	Testing phase this week
5	Risk escalation automation config	Complete	Testing beginning
6	First formal handoff meeting	Scheduled	Week 6
6-12	Team training and coaching	In Progress	78% completion

Note: This table summarizes the phased implementation activities undertaken as part of the Business Process Reengineering intervention at Ikonic Solutions.

3.4 Challenges Encountered and Mitigation Actions

Challenge 1: Change Resistance and User Adoption.

Resistance by the sales staff was one of the initial hurdles faced in implementation and it was especially in the perception that the new handoff template would add extra workload to the sales team. Such resistance was greatly due to the lack of familiarity with the redesigned process and not time load as such. To eliminate this issue, the implementation team organized small-group discussions and practical examples using real case examples of previous projects to demonstrate how the template minimized downstream rework. According to the feedback of the users, the handoff template was streamlined so as to make it easier to use, and the early adopters were publicly acknowledged to reinforce the positive behavior. The consequence of these interventions was the increment of adoption, and three projects are already successfully completed with the help of the new handoff process.

Challenge 2: Complexity of Technical Integration.

Another obstacle that appeared during the implementation of the Slack ClickUp bot was technical complexity because it took more than was originally expected because of API constraints. To alleviate this problem, a ClickUp integration expert was hired during Week 3 to offer specific technical skills. Simultaneously, a workaround to provide continuity of significant workflows was

established using Zapier as the basis with a staged integration strategy being followed. Currently, the integration is around 80% developed and is being organized to go through testing with no major inconvenience to the current operations.

Challenge 3: Time Investment Issues.

The other challenge was the employee issues regarding the perceived rise in time commitment due to introduction of new processes. The changes were initially perceived to create administrative overhead by some members of the team. The management mitigated these issues by telling these employees the fact that they would have an adjustment period and by reasserting the long-term efficiency gains of standardized processes. Further training and support sessions were availed, and time-tracking data was employed in objective measure of real effort. The results revealed that the actual investment was much less than what they had thought at first and since this fact was provided to team's anxiety slowly faded away.

Challenge 4: CRM- ClickUp Synchronization.

The integration of the CRM system and ClickUp was not finalized within the first implementation frame, which left deal-related information not automatically transferred to the project creation. To limit this constraint, a workaround using Zapier was implemented as interim and manual project creation was tolerated as a temporal solution. The complete native integration is planned to be completed in Month 2. The interim process is currently operating successfully and has not affected the project timelines or performance of delivery in any measurable way

Chapter 4: TESTING AND DEPLOYMENT

4.1 Current Testing Activities (Months 1-1.5)

This section presents the current testing process that is being undertaken in the first 1.5 months of the project. It involves the aspect of testing redesigned processes, tools and communication standards with controlled pilot implementation prior to broader rollout across organizations. These activities are done to determine the feasibility, adoption and early impact in a way that process improvement will be viable, measurable and scalable.

4.1.1 Pilot Testing - Phase 1 (In Progress)

Pilot Scope:

Pilot implementation was done intentionally with restricted scope to enable experimental testing and improvement of the redesigned processes. It entailed the Development Team A which comprised eight developers and one project manager and the sales function which consisted of three sales representatives. The Quality Assurance role also featured, and two QA leads were involved to make sure that quality gate processes could be tested in the most efficient way. Overall, the pilot phase was chosen, and three new projects were selected which offered an adequate sample of the proposed process changes to test their feasibility, adoption, and initial impact before organizational-wide implementation.

Handoff Protocol Validation (Weeks 2-4): The three pilot projects all had completeness scores of 88, 92 and 85 (target ≥ 95) during handoff. Process operation with minor refinement areas. Redone template was found fit to go further.

Week 2-6 ClickUp Platform Testing:

In the pilot Weeks 2 to 6, the ClickUp platform was in active testing throughout the continued operations. At this point, 15 of the 25 running projects were effectively migrated to ClickUp, which is a 60-percent migration rate. User adoption was at 67 and it was steadily increasing towards the target of 80+ Week 8. The early user satisfaction was not that high mostly because of lack of familiarity with the platform and new workflows, but the satisfaction level rose to an impressive level after a systematic training. A recurring problem that was witnessed at this stage was that some members of the team still favored email communication. As a reaction, the training plan was

amended in a way that it placed more focus on the in-platform communication benefits and specific office hours were implemented to offer practical support and focus on personal issues.

Standards testing (Week 1-6) Reading, writing, speaking:

During weeks 1 to 6 of the pilot, communication standards were tested. Adherence to daily standup reporting was about 65-70% which though lower than the target of more than 90% showed significant early adoption of a recently introduced process. On the other hand, there was full compliance with weekly updates of clients, which implies high compliance when the expectations were clear and visible. The formal escalation process was procedurally prepared and designed thoroughly, though the frequency of its activation was very low because of the low incident rate in the pilot period. To increase the level of consistency and visibility, automated compliance tracking systems were implemented, with the help of a special dashboard to monitor compliance in real-time.

Quality Checkpoints Testing (Weeks 3 to 6):

Weeks 3-6 Quality checkpoint testing was done, aimed to test the usefulness of new quality gates. All three pilot projects took requirements review gate, which led to the early identification, documentation and fix of problems before the development phase. This proactive intervention was used to avoid downstream defect and rework. Along with this, a design review gate process was also defined and was set to be implemented after the pilot. Overall, the pilot stated that quality gate framework is feasible and efficient, and now it can be regarded as proven and prepared to be implemented in the wider organizational context.

4.1.2 Lessons from Early Implementation (1.5 months)

Positive Outcomes

The pilot stage has already had some positive results. All in all, the ClickUp platform has been seen as user-friendly, with adoption by users growing at a high rate in the aftermath of focused training. Implementation of a unified protocol of handoff has been effective in identifying the gaps in requirement and possible problems prior to commencing the development stage to minimize ambiguity at the initial stage. The development team members have also been noted to be more confident with the scope and expectations of the projects, and this has helped them execute the projects with ease. Also, an accountability and openness culture is being strengthened by

disciplining teams of daily standups. Quality gates implementation has also proven to be worthwhile since it can stop the propagation of problems to the lifecycle of the project.

Areas Requiring Adjustment

These are the positive developments, but there are still several areas that need to be addressed. The issue of change management remains a crucial one since there is still some resistance towards standardization especially with those teams that have been used to working in an informal manner. Delays in CRM-ClickUp integration is still a challenge, but the existing workaround has been deemed as acceptable in the short term and has not been a derailment to delivery. The adoption rates also differ among the teams, and it is likely that more focused coaching and support should be provided instead of applying the one-size-fits-all strategy. Also, there is the issue of email fatigue due to the continued use of parallel channels of communication that makes it critical to consolidate communication in the new platform.

Emerging Performance Measures

The initial performance indicators can be taken as signs of the positive directional change, but lots of the outcomes are still preliminary. Subjective feedback will always indicate a better clarity to requirements than it was before implementation. Lagging quantitative advances in decision-making are yet to be seen since they rely on the accomplishment of Slack integration. At this stage, the levels of rework cannot be measured properly since pilot projects are implemented. Nonetheless, the available anecdotal evidence shows that productivity has improved, and the employees are estimating that they are saving about 2-3 hours/week each. Although such observations have not been statistically proved yet, it is an early indicator of the possible changes brought by the redesigned processes.

4.2 Planned Testing and Validation (Next 4.5 Months - Phase 1)

Weeks 7–12 (Months 2–3)

Full Team Rollout Testing

Weeks 7 to 12 will involve scaling the pilot up to a full team roll out to test the scalability and consistency of the redesigned processes. This step will involve more participation with Development Teams B and C, and sales will involve more people at six representatives. The rate

of adoption and implementation issues will be tracked in a systematic fashion to determine differences among teams as well as the implementation issues that are to be noted to make sure process performance does not alter with the scale.

Process Refinement

Feedback obtained because of the extended pilot teams would be actively utilized to make any necessary adjustments to the existing templates, workflows, and communication standards. This is the refinement stage, aimed at striking the right balance between standardization and viability, where processes should always be made efficient but must also meet real-life requirements of execution. Best practices discovered in the course of this time will be formally recorded to help in consistency and scalability in the long run in an organization.

Integration Completion

One of the major concerns in this stage is the completion of the core systems integrations. The Slack integration with ClickUp bot will be ready in Weeks 8-10, which will allow communicating in real-time and speed up the decision-making process. Simultaneously, CRM--ClickUp synchronization will be enhanced to allow uninterrupted sales to project implementation process. Integration testing will focus on accuracy of data, reliability and transfer of information among systems.

Metrics Validation

With the first group of projects based on the new processes coming to completion, quantitative performance measures will start being realized. The measures of these indicators will be reworking rates and other operational factors, which will be checked against the historical levels to evaluate the effectiveness of the redesigned workflows. It is an important validation step to find out whether the initial qualitative gains can be converted into quantifiable performance improvements.

Success Criteria for Phase 1

Phase 1 is viewed as successful when the rate of daily ClickUp use in the company is more than 80 percent, the rate of compliance with communication protocols is more than 90 percent in daily standups, and handoff fulfillment is attained in the case of at least 95 percent of new projects. Moreover, the quality gate requirements should be met in all the projects fully, and the Net Promoter Score of the tools and processes introduced should be at least 40%. These criteria collectively give a proper evaluation of adoption, quality of the process, and user satisfaction.

Chapter 5: FUTURE ENHANCEMENTS AND ACTION PLAN

5.1 Short-Term Enhancements (Months 2-3, Concurrent with Phase 1)

The Months 2-3 involve several short-term improvements that will be made to enhance efficiency, adoption, and a process standardization in addition to Phase 1. These programs are short pursuits that result in high impact changes that facilitate the continuous process enhancements and bring tangible operational returns.

Improvement 1: Slack-ClickUp Integration Finished (Goal: Week 8)

Months 2-3: several short-term improvements should be implemented during the same period that Phase 1 is being implemented and should aim at enhancing efficiency, adoption, and standardization of the processes. The initial improvement is accomplishing the Slack integration with ClickUp, which is planned to be completed in Week 8. This involves the installation of the ClickUp Slack Bot to combine daily project status reports and turning on real-time Slack alerts on escalations. It is expected that such integration will reduce status compilation time to less than five minutes which will estimate a saving of managerial effort to the tune of \$8,000 annually.

Improvement 2: Client Portal (Target: Month 2)

The second improvement is the extension of the client portal with the possibility to access the ClickUp project dashboard as a guest. The main client stakeholders will be sensitized in the functioning of the portals so that they can access pertinent information on projects directly. This will minimize the post of updates on the status and enhance the satisfaction of clients and the effectiveness of communication.

Improvement 3: Refinement of the Communication Templates (Goal: Week 8).

The third improvement is based on the refinement of the communication templates according to the feedback gathered in the pilot phase. It involves revising email templates and messaging templates and the development of video tutorials of the standup protocol. The goal is to make team interactions more transparent and regular, as well as more established through the further rise of the current 65-70 percent compliance with the communication protocols to over 90 percent.

Improvement 4: QA Gate Full Implementation (Target: Week 9)

The fourth improvement relates to the quality assurance in that the QA gate system is expanded to all the development projects. All QA team members will undergo the training of the new processes, and a metrics dashboard will be developed to monitor effectiveness. This program will allow quantifying the reduction of defects and will give a timely signal of quality improvement on the projects.

5.2 Medium-Term Enhancements (Phase 2 - Months 3-6)

Improvement 1: Cohesive Operations Dashboard (Goal: Month 4).

Month 4 will focus on the implementation of a single dashboard of operations to improve the visibility on the level of executives and make data-driven decisions. It will imply integrating Power BI with ClickUp as the initial source of data. The dashboard will show important operational indicators such as the health of the portfolios through green/yellow/red status indicators, on-time delivery trends, rework tracking and client satisfaction metrics. With these key performance indicators in a single interface, the leadership will make quicker and more informed decisions and real-time monitoring of the performance of the operations

Improvement 2: Productivity Analytics Engine (Goes Live: Month 5)

Month 5 will be devoted to the creation of the productivity analytics engine that will use the data of the ClickUp time-tracking to determine the bottlenecks and non-value-added activities. The analysis will create recommendations that can be acted upon to optimize the processes that would allow the teams to operate more effectively. The projected result of the given improvement is an added 10-15 percent productivity boost, which will further cement the gains that were made in Phase 1 and reinforce operational efficiency in the long run.

Improvement 3: Forecasting Delivery Models (Goal: Month 6)

In Month 6, machine learning algorithms would be trained on the data of Phase 1 projects, predictive delivery models would be created, and no less than three months of project completion information would be required. The objective of these models is to predict the accuracy of the timelines with a target of a deviation of ± 15 percent and to identify high risk projects early enough to enable the allocation of resources and risk reduction in proactive fashion. The expected effect

is enhanced resource planning, increased faithful project delivery, and enhanced customer expectations management, which will lead to high operational excellence in the long-term.

5.3 Long-Term Vision (Phase 3 - Months 6-12)

Phase 3 is concerned with strategic improvements geared toward efficient operation and scaling in the long term. The efforts during this stage use automation, higher project management tools and forethought resource allocation to maintain continuous enhancement in all projects.

Premium ClickUp Management (Months 6-9)

During the Months 6-9, attention will be paid to high-level ClickUp setup to simplify the work process and remove manual systems. This also involves the adoption of deal-to-project automation, where the creation of a project will be on CRM entries, which will save a lot of time on set up. Financial monitoring will be incorporated to make comparisons between the budgeted project costs and the actual costs and give real-time access on the financial project performance. It will also make resource capacity planning possible, which can assist managers in distributing workers across projects in more efficient ways. Taken together, these improvements are to remove the existing system of manual project set up which requires about 30 minutes to set up a project and hence this would save time and enhance efficiency.

ML Resource Allocation (Months 8-11)

Months 8-11: a machine learning-based resource allocation system will be created. The algorithm will align project according to the skills and availability of individual team members which will optimize the allocation of capacity to the entire project portfolio. This project should advance resource utilization to a higher level of about 85 to the current 70% to make sure that the team members are efficient in deployment and bottlenecks are eliminated in the implementation of projects.

High-order Analytics and Insights (Months 9-12)

Between Months 9 and 12, there will be the implementation of the advanced analytics and insights capabilities to help with the fully data-driven decision-making. The Project type, client, and team profitability analysis will be undertaken, and at-risk clients can be predicted using the churn model to inform retention strategies. Besides this, the system will come up with optimization suggestions

that will guide the overall strategic planning. Such improvements should help the Ikonik Solutions take advantage of actionable insights to improve business strategy so that the operational decisions of the company are no longer made based on intuition.

Overall, Phase 3 is characterized by the transition to strategic maturity instead of operational stabilization. Whereas in the previous phases, the element involved is correcting short term inefficiencies and enhancement of daily operations, the long-term vision is concerned with scalability, predictability, and making informed decisions. Ikonik Solutions will focus on spending more time in the proactive operating model than the reactive model through the combination of enhanced automation, resource planning with machine learning, and data-driven analytics. This stage will help the leadership to foresee risks, maximize performance among teams and harmonize operational performance to be more in line with long run business goals that is likely to sustain the growth of the organization as the organization continues to grow.

Chapter 6: Conclusion & Recommendations

6.1 Project Overview

The proposed business process reengineering program at Ikonik Solutions was aimed at solving major areas of operational inefficiencies via a series of diagnostic analysis and subsequent solution deployment. The project has passed the stage of diagnostics, which took place between October and November 2025, to the process of implementation, which started in November 2025 and has already been 1.5 months to go through the three-month completion period. The methodology applied in the research was quite structured and covered the entire scope of the investigation through executive interviews, a 26-question survey conducted among 17 team leaders (with 85 percent response rate), and observation of the current operational processes.

6.2 Key Findings from the Diagnostic Phase

The diagnostic phase determined that there were three problem domains that are highly interlinked and have a substantial influence on the operational performance. To begin with, the sales-to-development handoff process was characterized by high rework rate, which is 47.1 percent because a formalized handoff mechanism was not established. Second, ineffective communication became a paramount problem with 64.7 per cent of the respondents considering it a major cause of project problems. Third, a significant number of the workflows performed was still manual, estimated at 40 to 49 percent, which was way over and above the industry average of 15 to 20 percent.

Root cause analysis established that the challenges are mainly process and organizational as opposed to technical. Lack of congruent incentives among teams, non-standardization processes, no quality gate mechanisms and the spurring growth of the organization to 120 employees among 30 employees were among the factors that led to inefficiencies. The financial consequences of such operational gaps are approximated at \$200,000 a year that is about 13.3 percent of the revenue of the firm.

6.3 Solution Approach – What Is Different

The implementation plan was based on the process-first approach to implementation in three stages. Phase 1 involved providing quick wins through the correction of root causes (inefficient hand off and a lack of communication) and with little technology. The purpose of Phase 2 is to streamline the operations and add analytics and predictive features to them, but Phase 3 expects the total strategic implementation of ClickUp as the operational platform of the organization.

The use of ClickUp was chosen based on its capabilities to combine several tools, strong integration functions, automation, scalability up to 200 employees, and real-time visibility that facilitates a change in behavior. The methodology reduces risk by facilitating early validation, developing momentum in the organization, and adjusting between stages.

6.4 Current Implementation Status (1.5 Months Progress)

By the current reporting period, some of the key activities have been done. The handoff protocol template has been implemented and experimented within three projects, the ClickUp workspace has been introduced to all the 120 users, the communication matrix is completed, and daily standup is being attended with 6570 percent adoption. Quality gate processes are prepared and first experimented on; extensive team training has been done and help desk call centre has been introduced. The current work under progress is the integration of Slack and ClickUp bot, which is already finished 80 percent, project portfolio visibility (it is already covering 60 percent of the actively running projects), CRM and ClickUp synchronization with Zapier, as well as the extension of quality gates to other teams. Among the scheduled actions, there will be the automation of risks escalation, the activation of client portal, and implementation of design review gate, as well as quality checks during the middle of the project. Overall, Phase 1 is projected to be completed by the end of Month 3.

6.5 Early Indicators and Preliminary Observations

There are positive signs that indicate that the initiative is headed in the right direction. Executive support is high, and the CEO is actively involved in the elimination of barriers and enhancing adoption. There is a current adoption of ClickUp that stands at 67% and is on the path of achieving the Week 8 goal of 80% and the handoff protocol has already shown measurable benefits on 3 projects. There has been better visibility in what the project needs (as reported by teams), quality gates have been deterring the creation of problems and even early team feedback has received positive response. The desired functionality is being supported by technical infrastructure.

Examples of challenges that are currently being addressed include the resistance of the first sales team, slow CRM integration (with temporary solutions), continuous consolidation of communication modes, and inconsistent usage rates amongst the different teams. Although it is still too soon to discuss the ultimate rework reduction, certified economical ROI, and sustainability

of behavioral modifications, one might note that the process implementation is going in the right direction, user adoption is positive, and the use of quality gates proves to be efficient.

6.6 Lessons Learned

There are several lessons gained during implementation. To begin with, change management involves constant investment, and constant coaching and appreciation of early adopters is essential to the continuation of momentum. Second, fast wins will assist in building credibility and prompt acceptance. Third, the process of integrating with the legacy systems can be time-consuming than expected, and proof-of-concept testing is necessary. Fourth, iterative refinements should be based on user feedback, and fifth, systematic measurement will allow correcting a course early, and present clear, data-informed feedback.

The second valuable experience during the implementation is that the discipline of the process is more important than the sophistication of the tools during the initial stages. A well-configured platform is not enough to provide value without the teams adhering to agreed workflows and communication standards. The Ikonic Solutions experience demonstrates that clarity of roles, expectations, and handoff responsibilities is a better tool at reducing confusion and resistance as compared to introducing new features. This strengthens the notion that technology ought to reinforce change in behavior and not to substitute the change, but rather sustainable change should be achieved by the occurrence of simple repeatable practices that are integrated in the day-to-day work habits.

The experience gained during this implementation can be applied to other organizations based on projects and services, but not limited to Ikonic Solutions, especially those that are very fast growing and have high complexity of operation. The process-first approach is applicable to organizations in the software development, consulting, and technology services industries and can be implemented by identifying the clarity of roles, standard communication, and disciplined execution of the workflow before investing in sophisticated tools. The focus on change management, early wins and continuous measurement may also be implemented in those environments where the success mainly relies on employee adoption. Moreover, the observation of simple and repeatable practices leading to sustainable improvement implies that small and mid-sized organizations can generate significant efficiency gains without placing significant investment requirements as long as processes are well-defined and adhering to them is a standard practice.

6.7 Projected Outcomes (End of Phase 1, Month 3)

This section provides the performance improvements that are expected to be achieved after the successful completion of the Business Process Reengineering initiative in Phase 1. Table 4 is used to compare the level of baseline performance with the desired results to demonstrate the expected effect of the introduced process and technology interventions.

Table 4: Projected Outcomes (End of Phase 1, Month 3)

Metric	Baseline	Phase 1 Target	Confidence
Timely delivery rate	51-75%	60-70%	Moderate
Rework Percentage	47.1%	30-35%	Moderate
Daily productivity loss	23%	18-20%	High
User adoption	0%	>80%	High
Communication protocol adherence	0%	>90%	Moderate
Decision lag	24-48 hrs	<4 hours	High (post-Slack)
Status update time	45 min	<5 min	High

Note: Baseline values represent pre-intervention performance levels, while Phase 1 targets reflect expected outcomes following the initial stage of the Business Process Reengineering implementation.

Such conservative estimates consider the necessity to finalize the ongoing projects, approve the adoption, and make integrations complete. The initial signs of productivity performance, adoption and decision-making are optimistic.

6.8 Recommendations for Management

Short-term measures within the next 30 days will be to continue with executive sponsorship, hasten completion of integration (Slack-Up, CRM integration, client portal activation, etc.), increase management changes (office hours, documentation of success stories), and start planning Phase 2.

Months 2-3 action medium term activities involve ensuring that behavior changes are locked in, Phase 1 measurement final, and Phase 2 expansion planning. Post-Phase 1 strategies involve scaling of the processes that have been proven to be successful, utilizing the early success as a thought leader, and workspace expansion to meet the future growth.

6.9 Critical Success Factors

Success during phase 1 is determined by the continued executive involvement, the presence of a consistent change management, the publicity of quick wins, the process flexibility, and the on-time integrations of systems. The characteristics of long-term sustainability should be the integration of the standardized processes into the organizational culture, the constant improvement based on the data-driven improvements, the responsibility as the performance indicator, the continuous investment in people, the alignment of the operational excellence with the overall business strategy.

6.10 Conclusion

Ikonic solutions business process reengineering initiative is a carefully studied and thoroughly applied intervention that aims at addressing the source of operational inefficiency. Diagnostic analysis has established that the major limitation to organizational performance is coordination and communication, and not the technical capability, which is aligned with the findings of the research indicating that most software project issues appear to be driven by process concerns (Standish Group, 2020).

These root causes are directly tackled with the phased, ClickUp-supported implementation as per the principle of BPR which stresses on redesigned processes before technology deployment (Davenport, 1993; Hammer and Champy, 1993). The initial signs at 1.5 months indicate process implementation is on schedule, user adoption is beginning, quality is seen to improve, and the team has better morale. Phase 1 will be defined by the establishment of the foundational processes and 80+ adoption, Phase 2 will be characterized by the introduction of analytics and automation to make the gain of another 2030 percent of efficiency, and Phase 3 will allow the company to achieve strategic integration and sustainable competitive advantage. By sustaining executive dedication and targeted change management, Ikonic Solutions is in a good place to make the transition of a challenged performer to an operational leader until the end of Q2 2026.

In addition to the operational change, this program illustrates the role of systematic process reengineering as an agent of cultural transformation in the organization. The organization starts to transform to a proactive management position by implementing standardized workflow, establishing clear accountability, and having transparent performance measures. This harmony among individuals, processes and technology is encouraging increased intolerance among teams, decrease in reliance on informal communication channels, which has been a source of inefficiencies and rework. In the long-run, such cultural change will enhance cross-functional cooperation and the commitment to continuous improvement as a collective value.

Lastly, the results of the present research provide a practical contribution to the overall literature on business process reengineering by demonstrating how the latest work management systems could put the tenets of classical BPR into practice in a modern service-oriented enterprise. Instead of trying to make a big change with a single move, the incremental style of change included in Ikonik Solutions is important to emphasise the importance of incremental change, measurable milestones and continuous feedback loops. This case highlights that sustainable performance development cannot be attained by technology only, but rather by focused implementation, leadership dedication and constant reaffirmation of redefined procedures. Therefore, the project offers a scalable example to other mid-sized organizations that would like to gain efficiency without having to restructure the organization in a radical way.

Chapter 7: Financial Analysis and ROI Calculation

The cost of inefficiency being experienced by the Ikonik Solutions is estimated at \$200,000 in a year. A big amount of this cost is rework. Around 25 projects annually, a rework becomes necessary in about 47 percent of them, and this amounts to about 12 projects. All the projects will involve an 80-hour workload at a rate of \$15 per hour and thus cost \$1200 per project. Hence, rework on all the impacted projects will be equivalent to 14,400 dollars annually.

Another fact is the loss in productivity. The productivity was found to have reduced by 23% per day in the workforce of 120 employees working 8 hours a day and every employee was paid 15 dollars an hour. This translates to a daily cost of operation of the workforce of \$14,400 and this loss is 23% which translates to a daily loss of \$3,312. This will translate to \$795,600 per year when 240 days of work are considered in a year. Considering the adjustment of the survey and the real impact of the operation on its effectiveness, a more realistic and refined estimate of productivity loss is possible, of \$42,000 per year.

Inefficiency costs are also brought about by delays in making decisions. It is estimated that approximately 12 projects are affected by a lack of proper visibility of around 47 percent of the projects. The delay of decisions in each project is two critical decisions a month and the decision delay is averaged at 36 hours at an average rate of \$15 per hour. This translates into monthly expenses of \$12,960 and annual expenses of \$155, 520. This is estimated to be at three parts twenty-four thousand annually as a conservative estimate based on the realities of operations.

Another issue is client churn and revenue risk. The findings of the surveys show that an approximate 11.8 percent of the projects can lead to client losses. This impacts on about 3 projects per annum with an approximate value of \$45000 and a possible loss to the revenue of \$135000 per year. A moderate estimate as a planning amount will be between \$75000-150,000.

Defects are detected late in the QA, which adds to extra costs. Around 18 projects have defects that are detected at the late stage and the average number of defects per project is 10 and the cost per defect is approximate 750 USD. This adds up to make the overall expense of late QA detection \$135,000 a year.

Overall, the cost of inefficiencies in a year is estimated as per the following calculations: the rework costs amount to \$14,400; productivity loss amounts to \$42,000; decision delays amount to

\$32,400, client churn risk amounts to \$95,600 and QA defect detection costs amount to \$15,600. A combination of these costs covers almost 13 percent of annual revenue, which makes this a major area of improvement.

7.1 Summary of Annual Cost of Inefficiencies at Ikonik Solutions

To make up the financial implications of the recognized inefficiencies, Table 5 is an outlined summary of the estimated cost of the main areas of operation per year. This gathering emphasizes the magnitude of the losses and justifies the need to improve the process and systems.

Table 5: Summary of Annual Cost of Inefficiencies

Cost Category	Estimated Annual Cost (USD)
Rework costs	\$14,400
Productivity loss	\$42,000
Decision-making delays	\$32,400
Client churn / revenue risk	\$95,600
Late QA defect detection	\$15,600
Total Estimated Cost	≈ \$200,000

Note: The total estimated cost represents an aggregated and conservative approximation of annual operational inefficiencies based on survey findings and internal performance assessments.

The improvements projected are also large after the introduction of the new processes and tools. During Phase 1, which is a period of three months, rework will decline to 9 projects, and thus, save \$3,600. The gains in productivity will help save an estimated 00:5550 in the form of saving money previously spent on a daily loss of 23 percent down to 20 percent. It is estimated that the delay in making the decision will be cut by 75 percent upon Slack integration, which can save 24,300 dollars. One project will be saved due to the early client retention activities, which will result in savings of 22500 dollars, and the savings of 7800 dollars are anticipated following a 50 percent

cut in the number of late QA defects detected. All in all, Phase 1 is likely to produce savings of \$63,678.

Phase 2, which spans between months three and six, expands upon these gains. Reduction of rework is maintained and an extra amount of \$6,150 is saved. Productivity is also enhanced, which results in more savings of \$5,479. Better retention of clients would save an additional project worth \$45,000 and automation gains are projected to save \$8,400. The total savings at the end of Phase 2 will amount to \$86,307.

Phase 3, between months six and twelve, deals with final optimizations. Rework will be set to a minimum of 20% and this will save 9,000 dollars. The improvements in productivity will increase by 3,652 dollars and the decision delays will be nearly removed and will contribute to the savings of 30,780 dollars. The retention of clients is expected to save more 2-3 projects with a compensation of \$112,500 plus complete elimination of QA defects will save the company extra \$15,600. The cumulative savings of Phase 3 will amount to \$171,141.

The cumulative investment in all three stages is \$9,000, with the initial phase of investment being \$1,200, second phase \$4,600, and the last stage is \$3,200. Net benefit achieved is \$162,141 giving it an impressive return of 1801 percent in the first year. An estimate that includes the adoption issues is conservative with the savings of \$128,356 and a rough ROI of \$1,426.

This financial breakdown shows that cost reductions of significant proportions, inefficiencies, client retention, and other positive results can be produced by means of standardized processes, automation, and improved project management tools that would yield a considerable ROI. The program is obviously self paying in just a matter of days, even when one may be conservative in its estimation.

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APPENDICES

Appendix A: Executive Survey Summary

The survey of the executive took place between October and November 2025, and it constituted a fundamental part of the diagnostic stage of this research. There were 17 executives who responded, which gives a response rate of 85% and a lot of strong and reliable data on which the analysis can be conducted. The time taken by each respondent to fill the survey was about 20 to 25 minutes. The instrument has 26 quantitative questions which are used to measure the operational insights which are measurable in nature and two qualitative questions which gave a chance to the respondents to provide an open-ended feedback and contextual explanation. The survey was conducted online through the Qualtrics platform and followed up by interviewing selected executives to provide more insight on the question and answer and understand major issues that had been raised by the survey data.

Appendix B: ClickUp Implementation Progress (Week 6)

By the Week 6 of implementation, the implementation of the ClickUp platform within the organization has started being partially completed with positive initial output. The workforce using ClickUp in their daily works is approximately 67 percent and that is 80 employees. Among 25 active projects 15 of them are completely migrated into the platform, which makes the project migration rate at 60 per cent. To facilitate standardization and consistency eight standardized templates have been developed and they are already being applied in teams. Concerning integrations, Slack-ClickUp integration has a completion of about 80 percent and under testing, Zapier is actively supporting interim system connections, and email integration has been fully set up. There is also a dedicated help desk functionality, the average response time on which is under two hours, which would guarantee a prompt user support during the transition period.

Appendix C: Change Management Progress (ADKAR Model)

The ADKAR model has been used to monitor progress in change management in terms of preparation and adoption within the organization. The awareness of the change initiative has at this level been about 70 spread out a bit less than the required 80% meaning that majority of the employees know why there is a change taking place. The need to embrace the new ways of working is at 55% which is near the 60% threshold indicating that there was some resistance and that it is slowly reducing. The level of knowledge is moderate (85%), which proves that the training process has been effective in assisting the employees to learn how to use the new processes and tools. Skill to implement these changes in the daily work is 67% out of 80% which is the targeted figure, thus, indicating that one still needs hands-on assistance. Measurement of reinforcement is also pending because it is at an early stage of the implementation cycle to determine the sustainability of behaviour in the long term.

Several change management activities are already done to facilitate adoption. These will involve an executive kickoff message to signal commitment by the leadership, department level awareness, and role specific training, which will be an approximate of two hours each. Three early adopters have already been recognized, and three pilot project success stories recorded to show real benefits. The following phase will be planned as follows: Week 7 should be the start of weekly office hours, training materials should be refined in accordance with the feedback received, additional coaching of managers needed to facilitate their adoption, and monthly all-hands meetings should be provided to keep the process transparent and moving in the right direction.

Appendix D: Risk Management Status

The risk management has been a live observation during the implementation period to make sure that the potential challenges are identified and resolved at an early stage. The threat of user adoption resistance is still alive, but under control with continuous office hours defined as the major mitigation strategy. Complexity of technical integration especially of the Slack and ClickUp bot is also under management with completion expected during Week 6-7. Close attention is now being paid to process compliance, with further coaching as the next step in the quest to enhance compliance. The issue of change fatigue has been rated as a minimum concern at this point, and it will be monitored further at Month 2. The commitment of the executives is also classified as a

low-risk area, with the series of leadership participation and the sustenance of monthly steering committee conferences.

Appendix E: Questionnaire Overview

Q1: Average Project Delivery Performance Against Scheduled Timelines

Q2: Average Project Timeline Overrun

Q3: Project Delivery Lag Attribution to Coordination Issues

Q4: Project Tracking & Visibility into Delivery Status

Q5: Frequency of Project Rework Due to Coordination Failures

Q6: Cross-Functional Team Coordination Effectiveness

Q7: Overlapping Responsibilities and Role Ambiguity

Q8: Accountability in Project Execution

Q9: Existence of Standardized Communication Framework

Q10: Timeliness of Information Flow

Q11: Frequency of Formal Status Updates and Reporting

Q12: Quantification of Redundant Process Steps

Q13: Proportion of Manual vs. Automated Processes

Q14: Average Time Spent on Administrative vs. Value-Added Activities

Q15: Process Cycle Time for Critical Activities

Q16: Clarity of Management Goals vs. Team Understanding

Q17: Effectiveness of Decision-Making Processes

Q18: Employee Satisfaction with Process Efficiency

Q19: Employee Productivity Impact from Process Inefficiencies

Q20: Communication Consistency with Clients

Q21: Client Satisfaction Regarding Delivery Performance

Q22: Impact of Internal Inefficiencies on Client Retention

Q23: Scalability of Current Processes and Systems

Q24: Perceived Urgency of Process Improvement

Q25: Management Commitment to Process Improvement

Q26: Expected Impact on Process Improvements

Appendix E: Certificate



Subject: **Certification of Project Work Conducted at IKONIC Solutions by Bahria University Students**

This is to certify that the project report entitled: **Overcoming Managerial, Communication and Delivery Inefficiencies Through Business Process Reengineering: A Business Process Reengineering Initiative at IKONIC Solutions**" has been completed and submitted by the following students of Bahria University, Islamabad in partial fulfilment of the requirements for the degree of Masters of Business Administration, during the academic year 2025:

- a) **Fatima Irfan Khan — 01-322241-003 (61101-3254536-6)**
- b) **Muhammad Taimur Aamir — 01-322232-018 (37401-2081690-1)**

2. **IKONIC Solutions** cooperated with the students and provided access to organizational data, processes, and records for research purposes only, under supervision and with prior management approval.
3. All data was treated confidentially and used exclusively for academic purposes in accordance with organizational guidelines.
4. The company is currently implementing the project recommendations with positive early results in Phase 1 execution.
5. We acknowledge their diligent efforts and extend our best wishes for their academic and professional success.

Sincerely,

A handwritten signature in black ink that reads 'Shayyan'.

SHAYAN SHAHID

Chief Technical Officer (CTO) & HOD Development

IKONIC Solutions (Private) Limited

Date: December 11, 2025