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Sheldon M. Bateman

## Process improvement is more than a flow chart

**B**TR Consulting, Inc. has a simple yet powerful formula when it comes to helping a company improve its business processes. “We focus on three key areas: maximizing efficiencies, enhancing profitability and improving customer satisfaction,” says Sheldon M. Bateman, the firm’s president.

This no-nonsense approach to strategic guidance begins with what Bateman stresses is a quality analysis of the business, not just a flow chart. “We provide a streamlined view of the client’s entire business system and employ a variety of analytical tools and techniques to measure all practices in place.”

BTR Consulting’s real-world experience encompasses nearly all vertical industries, including hospitality, energy, retail and services. But far-reaching as that experience may be, the company brings a very human touch to everything it does.

“We really emphasize the organization’s human component. We are very hands-on in this regard and work to understand the business system from the inner point of view,” says Bateman. “It’s like being a football coach: Even the best playbook is useless if the execution is flawed.”

Every component in a business is a process, Bateman points out. “We analyze each component in

a process to determine what it must be to be successful. Most businesses do not have the ability to measure their processes so they don’t know where they are failing and may not have the expertise in optimization.”

Mapping a company’s business systems includes determining whether or not the business’s operations, mission and values are all in line. Organizational culture is also a really big player, says Bateman. “Vision creates intent. Culture determines action. When the two are out of sync, culture can actually undermine vision and prevent a company from achieving essential business goals,” he adds. “People don’t always see this because it doesn’t directly show up in the P&L.”

Bateman can also utilize a statistical model that can produce a highly accurate probability of a process’s success. “Very few firms deliver this,” he says. “They’ll basically hand you a recipe for success and tell you what you should improve. I want to teach clients what to look for and how to continually improve before a problem occurs. If they are ultimately successful in moving from fire-fighter mode to doing what they do best—running their business—then I have done my job.”

## BTR Consulting, Inc.

### AT A GLANCE

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**Top executive:** Sheldon M. Bateman, president  
**Product or service:** Business process improvement and consulting  
**Year founded:** 2003