Enabling your business to run, grow and transform

Whitepaper

Contents

Introduction

Exploring the challenges businesses face to run, grow and transform, this paper starts by outlining the challenges, before moving onto an approach, supported by worked examples and case studies, of how to tackle them and ensure success across strategic and tactical initiatives.

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Drivers of Change

Change is a constant for every business, but how do you ensure that you are doing the right things to support run, grow and transform initiatives (see below for definitions). By understanding where your business is today, it is possible to identify where the opportunities exist for improvements at strategic and operational levels.

Running, growing and transforming - 3 levels of initiative

Run	Day-to-day activities that keep the business operationally running and delivering business as usual activities. The aim is to review and enhance these without making significant changes to the business model. For example, improving the on-boarding process, expanding production capacity or creating online customer services.
Grow	Activities designed to enhance business performance and the value delivered to customers. For example, creating a new channel to market or developing new product lines.
Transform	Activities that dramatically change the business from its current state. For example, moving into new markets, changing a business model to backwards integrate into the supply chain, integrating digital into the core of the business, moving from being a product to services business or purchasing and integrating a new business.

In the current business environment, the main drivers of change are disruptive technologies, digital transformation, customer demand, competitors and regulatory bodies. While some of these can be burdensome, many present positive opportunities.

Taking a closer look at a range of industries, it becomes clear where the opportunities and challenges lie. For example:

- Financial services need to find ways to drive shareholder value whilst adhering to new regulations, responding to new entrants, managing costs and creating new business models and products

- Pharmaceuticals need to remain competitive by realising the value in their patents earlier and managing increased scrutiny and cost pressures from private and public sector customers

- Legal services need to pro-actively respond to new market entrants, particularly at the commoditized end, and pressure from clients to reduce costs

- Government organizations need to be set up to meet the increasing demands for services with a shrinking pool of funds

- Business Process Outsourcers need to continuously deliver improvements year-on-year

- Media organizations need to reshape their business model to maximize new digital channels for content distribution and consumption

- Telecoms organizations need to drive profitability through developing new products and services that utilize their communications expertise and infrastructure, alongside managing the cost base of their existing voice and data businesses

- Retailers need to find ways to stay competitive while managing customer expectations by creating omni-channel experiences and responding to disruptive business models

Understanding, Defining, Delivering and Measuring your way to success

To achieve a positive outcome, businesses must draw on both internal and external subject matter experts to define and deliver ways of working that support their run, grow and transform objectives. This should follow a path of understanding, defining, delivering, measuring and continuously improving – as illustrated below.

Measuring outcomes (expected vs actual) and use to support continuous improvement

Measure **Understand**

Understand how the organization works today and opportunities for change

Run Grow Transform

Deliver **Define**

Turn requirements into actions and delivering against these across the organization

Define the future of the organization and the best approach to achieve this

Checklist to Understand, Define, Deliver and Measure your way to success

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Human capital is an obvious vital component to achieve success, as is having the right tools to drive forward your initiative – whether large or small. When looking at the tools, organizations need to use these to connect their people to the knowledge and expertise. Key to this is the ability to:

- Create collaborative environments where colleagues, clients, partners and regulators can communicate, share and work together from any part of the organization or world

- Capture and map all aspects of your current and future organization in one place. This should include diagrams, process flows, knowledge, data and supporting information

- Create layers of joined up information that represent your organization at all levels and across functions

- Model "as is" and alternative "to be" scenarios (to include time, cost and profit comparison variables) to support decision making

- Easily find and reuse existing content and best practice so the combined knowledge of the organization becomes its reusable and high value IP

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- Create links between your information so users can easily access it (without thinking about where it is stored and which is the latest version)

- Share and use data across multiple initiatives (removing the need to repeatedly add the same data e.g. people, roles and responsibilities, systems etc.)

- Share and receive input and feedback from colleagues, clients, partners, regulator etc…

- Use information from creating the initiative for training, how-to-guides and auditing

Having tools in place to support achieving these provides benefits such as ease of use, time savings, faster decision making and makes the business more responsive to change.

Enabling Successful Understanding, Defining, Delivering and Measuring

In using the understand, define, deliver, measure and continuous improvement approach, organizations can simplify complexity in initiatives, projects and business as usual operations. The following enterprise-wide (target operating model) and niche (new product development and know your customer) examples provide sample approaches for delivering initiatives. They are also supported by a few notes on the value BusinessOptix can deliver.

Delivering a target operating model – primary activities

Whether driving strategic (e.g. new business models, digital transformation) or operational (e.g. operational effectiveness) changes, target operating models offer a structured approach that supports understanding your organization and creating a methodology for change.

Figure 1: Target Operating Models support strategic and operational initiatives
(source and copyright ©: Keba Consulting)

To create a clear understanding of today's operating model, organizations will need to create a target operating model framework (see below). This will provide a model of business units and directorates (level 1); a high and low level operational model includes definition and high level details of the functions within the business units and directorates (level 2); a functional model includes details of the activities performed by each function (level 3) and procedures, processes and policies include details of the specific operations processes and guiding policies and procedures of each specific function (level 4).
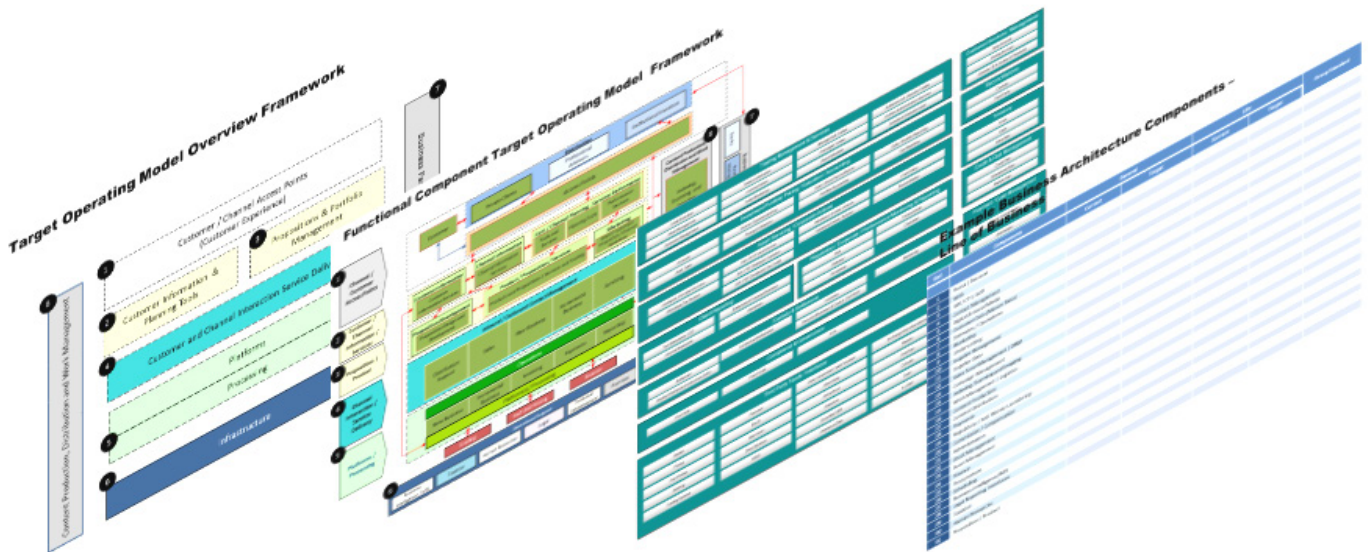
TOM diagram: 4 levels of a Target Operating Model (source and copyright ©: Keba Consulting)

Following completion of the understanding phase, work to define the future state of the organization can begin – at high or detailed levels depending on priorities and resource availability. Example areas of focus include defining the functional IT approach in each area, mapping business functions and IT applications and mapping existing processes, procedures and policies.

Activities to support this include bringing together the key stakeholders to baseline the changes; creating and reviewing scenarios to support selection of the most appropriate one; impact assessments to fully understand the impact of any change and setting success criteria for each key activity / process can be set.

With the new organization design defined and modeled, implementation can begin. Typically, this can cover automating processes, setting out compliance procedures, creating training material and publishing relevant materials for employees and regulatory bodies.

As soon as the initiative has been delivered monitoring, measurement and the loop of continuous improvement can begin.

Delivering a target operating model using BusinessOptix

Understanding	BusinessOptix users can create a collaborative ecosystem for capturing and documenting the organizations operating model. Using the authoring tool you can create an interactive model of the organizations layers - from the high level structure to the detailed processes and activities. Existing diagrams, process maps and other relevant material can be imported and used. Users can create a central store of data to list and map systems and processes, enabling you to easily understand which parts of the organization they touch and therefore could be impacted by any changes. Multiple stakeholders can be involved in the construction of the levels. Those involved can also receive notifications when areas of interest change and when there is work for them to complete or review. Users can also share outputs with all stakeholders, whether watchers or actively involved, and can capture and store information against specific areas of the framework.
Defining	BusinessOptix supports organizations to improve decision making about operating models. Users can work independently or as a group to define new ways of working, capture requirements using forms and the authoring tools and use scenario tools to create what if scenarios to review the impact of following different paths. This review can include the cost benefit and or time savings a change will deliver, as well as seeing which processes a change will impact. Users can also iterate processes over time as the business learns and evolves. Based on areas of interest, specific updates can be presented to different audiences e.g. levels 1 and 2 for board members, while analysts can see the specific areas they are working on.
Delivering	BusinessOptix users can automate and publish new processes to end users or for integration into workflow engines. Activities / processes and knowledge can be converted into training material, procedures and policies. And, usage of processes to support compliance and training objectives and requirements can be tracked.
Measuring and continuously improve	BusinessOptix users can report on usage of all published content – down to the individual user, request feedback from users using forms and access and update activities and record new versions, with rollback options.

Deliver new product development frameworks – primary activities

To create a clear understanding of today's new product development (NPD) process, you will need to start by interviewing the product team to understand the processes they use. This can then be used to create a view of the key stages and needs of the product team and their stakeholders – topical areas may include what works/does not work and improvement ideas.

With a clear view of today's model, work on a new process can begin. Activities may include drawing on the insight to create a number of options for a new flow, modeling "as is" and "to be" scenarios to illustrate the benefits of a new way of working and reviewing this with the product team and related stakeholders for their input and sign-off.

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Once the future model has been agreed it can be delivered. Areas to cover include publishing it for use by the product team, providing training material, forms and know-how to support users and creating a mechanism for continuously capturing feedback and usage data.

With the new NPD process(es) live you can start to measure its impact and make enhancements, including auditing usage and making adjustments and optimizations.

Delivering a product development frameworks using BusinessOptix

Understanding	BusinessOptix users can use forms to capture details of today's NPD processes, use author to model the processes and highlight known inefficiencies the product team would like to address.
Defining	Users can model the as-is in author and use this to define the new processes, and also model alternative scenarios. They can also use: • The central data repository to map people/roles and resources required to deliver products • Forms to capture insight that can support usage of the new process, post-go-live • The collaboration tools to capture input and feedback on new processes
Delivering	BusinessOptix users can publish the new process and supporting material using the portal capabilities and make updates direct to this.
Measuring and continuously improve	BusinessOptix users can report on usage by user and business area, use forms to capture feedback and direct it to the appropriate person for action. They can continuously review and amend the process using feedback forms or collaborative sessions.

Deliver and demonstrate Know Your Customer processes

To create a clear understanding of today's Know Your Customer (KYC) process, organizations will need to gather information (via interview, workshops, questionnaire, data, observation etc.) about the existing processes. This can include details of the flow, levels of knowledge within the business, issues and thoughts on potential changes. You may also want to audit existing processes against regulations to identify any shortcomings or opportunities for improvement.

With the current process defined, work to model the new process(es) can begin. Activities can include cross-checking regulatory standards such as customer acceptance policy, customer identification procedure, process for monitoring transactions and risk management; creating a clear definition of how the business will monitor and demonstrate compliance, and reviewing with internal and external compliance and customer facing teams.

When ready to go live, work to implement the new processes across teams and business unit, documents and systems can begin. Documentation to support the people who will be conducting the customer checks and material to demonstrate compliance to the regulator can also be created and published.

Post-go live measuring and continuous improvements can begin. This may include setting up alerts to notify of performance and availability issues; running regular usage reports; reviewing performance and making enhancements to improve productivity and customer satisfaction; monitoring changes in regulations and best practice and implementing these as required.

Deliver and demonstrate Know Your Customer processes using BusinessOptix

Understanding	BusinessOptix users can capture information about your KYC processes via forms and importing any existing documentation (including process flows, model existing processes against regulatory standards).
Defining	BusinessOptix users can baseline regulatory requirements. Then build on this to create its own unique model that includes clear references to the regulatory requirements and flows that ensure the business is running optimally. This can be shared with key internal and external stakeholders to capture their feedback and demonstrate actions to comply with regulations.
Delivering	BusinessOptix users can export processes for automation in workflow tools and publish material to support users (incl. how-to and training guides, knowledge bases/FAQs, forms for feedback, policies and procedures) and demonstrate compliance to regulators.
Measuring and continuously improve	BusinessOptix users can capture usage data and changes in regulations to support improvements.

BusinessOptix Customer Success Stories

Customer #1

With multiple programs and projects running across 170 countries around the world, this customer required a consistent framework that could provide a common standard and eliminate the need for employees to check and agree new processes each time a program commenced.

By combining BusinessOptix's capabilities and thier program management expertise, the customer created a standardized Program & Project Management Method. Although the PPM Method is standardized, it can be configured to meet the needs of each project without requiring users to create a new way of working. BusinessOptix was also used to create training material to guide users of thier PPM Method.

Whether the customer rolls out a new platform or service, the PPM Method ensures all parties can effectively create and execute the project. The customer has cut down project set-up and kick-off times from weeks to days.

Customer #2

This customer had made a significant investment in a Sales CRM tool, however it was being underutilized by staff as it was overly complicated and hindered access to time-sensitive information. As a result, this was negatively impacting their ability to sell and manage its events.

BusinessOptix and its partner, Clarasys, identified the issue in the set-up which did not cater for all stakeholders' needs. Once this was established the BusinessOptix Sales CRM tool App was used to create a globally consistent structure with processes and learning materials.

Since its implementation the customer's Sales CRM tool implementation meets the varying stakeholder needs. It has been supported by training material that was created using BusinessOptix in 80% less time than previously.

Customer Use Cases

BusinessOptix users have also been able to:

- Bring together and support subject matter experts when creating business models, core processes, supporting documentation and end-user portals in days rather than months - saving months when creating new business lines.
- Ensure that consulting knowledge is not only used to deliver complex operating models and standards (including TOGAF/EA, TOM, ITIL, Lean), but is also captured, distributed and reused around the organization – achieving 5x more value from projects.
- Map new regulations against business operations in a way that means future regulatory changes will be straight forward to administer - achieving regulatory compliance in advance of deadline day.
- Support new software applications by enabling teams to easily reuse documentation and material used to create the new processes (and their descriptions) - saving up to 80% of the time typically required to create training material.

To Summarize

As business environments change and evolve organizations are challenged to meet these changes head on if they want to survive and prosper. Most organizations typically have a combination of run, grow and transform initiatives in play at any point in time – the percentage resource split will depend on the priorities for the business.

In each scenario there is a need to understand, define, deliver, measure and continuously improve. Following this approach, BusinessOptix is able to support organizations on their journey. Whatever the size of requirement, the cloud-based platform is designed to bring together your people, wherever they work, to collaborate and share, and ultimately deliver results for the organization.

Further reading

BUSINESSOPTIX

- [Creating a Digital Twin of an Organization's Business Operations whitepaper](#)

- [How to use a T-map as part of your strategic planning process whitepape](#)r

- [Successfully Transforming & Improving Business Operations whitepaper](#)

- [Business Change and Transformation: Strategy to Execution whitepaper](#)

GARTNER

- Market Guide for Process Mining 2020

- Discover the Differences and Use Cases of Process Mining vs Task Mining 2020

- Market Guide for Technologies Supporting a DTO 2018 and 2019

- 12 Powerful Use Cases for Creating a Digital Twin of Your Organization 2017

- Market Guide for Enterprise Business Process Analysis 2016, 2017, 2018 & 2020

- Strategy-to-Execution Leader 2018

FORRESTER

- Now Tech Report on Process Mining and Documentation 2020

- Advance Process Automation by Keeping Automation Technologies in Their Own Lanes 2019

About BusinessOptix

At BusinessOptix, we help organizations Control Today, Navigate Tomorrow™ to achieve the next level of customer and operational excellence. Our cloud-based Business Process Transformation suite is used by hundreds of global firms to capture and redefine business operating and process models, accelerate transformations across the enterprise, improve operational efficiencies and streamline go-to-market processes.

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