Identifying Knowledge Gaps Before Project Launch

With Marty Benison
Senior Executive
Accenture Health & Public Service

accenture

Strategy | Consulting | Digital | Technology | Operations

WHERE TO BEGIN?

- **What is the Problem?**

- **Gaining a Common Language**

- **Business Value Led Projects**

- **Business Process Model**
    - **What is It?**
    - **Why is It Important?**

- **A Look at a Process Model In Action**

- **Keys to Success**

Technology projects frequently fail to deliver the planned business value.

20%–25% of ERP projects deliver late and/or overbudget, fail to deliver expected benefits, or end up aband...

Another 50%–60% ...

comp... ...on of, or the... ...

— Gartner Research

70%–85% Fail to Deliver on Expected Benefits

We need to speak a common language.

| Bostonians	The Rest of the Country
Bawstin	Boston
The Pahk	Fenway Park
The Wahl	Left field wall at Fenway Park (The Green Monster)
Pissah	A Good Thing
Wicked Pissah	A Very Good Thing

Translate this:

I went to the Pahk. Big Poppi dinked one ovah the Wahl. It was wicked pissah.

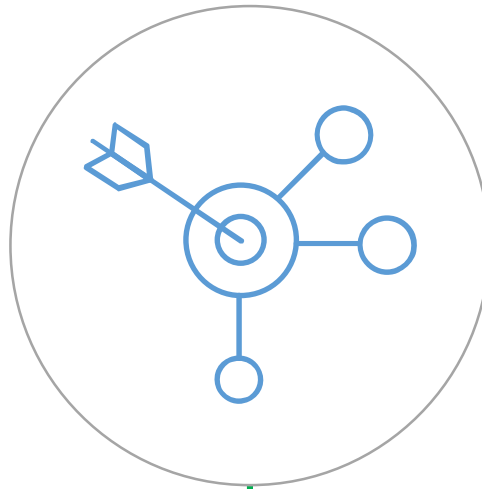I went to Fenway Park. David Ortiz hit a home run over the Green Monster. It was Great!

BUSINESS VALUE LED
Focus on Business Value NOT Technology
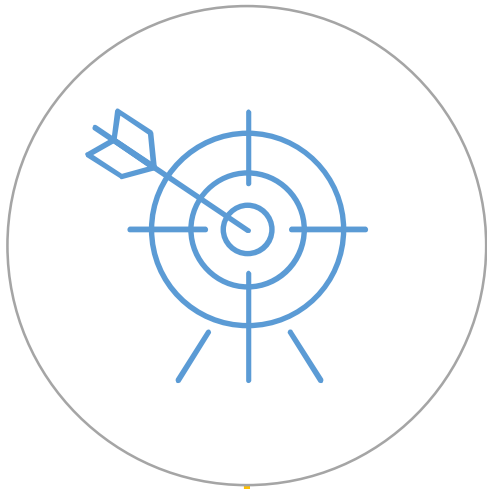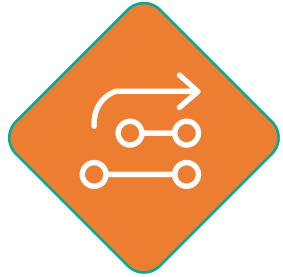
Define Business Goals Upfront
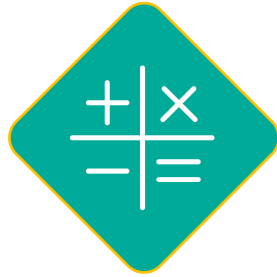
Define Business Goals in Detail

Gain Consensus from the Governance Team Upfront

The Accenture Government Business Transformation Toolkit:
Six steps to back office excellence

SET THE STRATEGY

What is the best strategy for designing a back office that effectively delivers services to its citizens for the next generation?

QUANTIFY THE VALUE

What concrete business value will accrue to the organization through back-office transformation?

APPLY ANALYTICS

How can the organization use analytics to continuously improve the back office and citizen services?

IDENTIFY BEST PRACTICES

What best practices are available to the organization to enable back-office transformation?

EVALUATE ORGANIZATIONAL READINESS FOR CHANGE

What resources will be necessary to support effective change management?

ASSESS BACK-OFFICE PROCESSES

Which business process areas will provide the most payback on an investment in transformation and change?

BUSINESS PROCESS MODEL

- Generally accepted taxonomy to describe business process areas within a function

- Comprehensive

- Six levels of increasing detail

BUSINESS PROCESS MODEL

- Levels 1–4* → Software Agnostic
- Level 5 Process Flow Charts → Software Specific
- Level 6 Step by Step Process → Software Specific

*Business discussions conducted at **Level 4**

Logical Operating Model: Finance

Executive and Management Direction

Strategic Management and Budgeting
- Performance Planning
- Budget Development

Enterprise Risk Mgmt. and Governance
- Audit and Compliance Mgmt.
- Internal Controls
- Fraud and Abuse
- Risk Management

Operations Enablement
- Finance Organizational Management

Operational Services

Budget Operations
- Budget Operations

Financial Accounting
- General Accounting
- Accounts Receivable
- Project Accounting
- Cost Accounting
- Accounts Payable
- Revenue Management
- Grants Management
- Asset Management

Treasury
- Cash, Banking, Investments, and Debt Mgmt

Financial Statutory Reporting
- Financial Statutory Reporting

Enablement

Management Reporting and Analytics
- Finance Analytics

FINANCE BUSINESS PROCESS MODEL

11

Logical Operating Model: Human Resources

HR
BUSINESS
PROCESS
MODEL

Executive and Management Direction

Strategy
- Human Capital Strategy
- Organization and Design
- Change Strategy

Talent Architecture
- Culture
- Competency Framework

Operations Enablement
- Human Capital Organizational Management

Operational Services

Talent Management
- Recruitment
- Competencies Management
- Employee Travel and Mobility Services
- Employee Recognition
- Development

Employee Services
- Benefit Management
- Employee Relations
- Work, Health & Safety Information
- HR Customer Service Management
- Exit Management

Workforce Process Management
- Travel and Expense Processing
- Payroll
- Time Administration

Enablement

Management Reporting and Analysis
- Metrics and Analysis
- HR Analytics and System Management
- Organizational Data

12

Logical Operating Model: Procurement

Executive and Management Direction

Strategic Management and Budgeting

- Category Management
- Procure to Pay Strategy
- Sourcing

Operations Enablement

- Procurement Organizational Management

Operational Services

Vendor Relationship Management

- Vendor Management and Development
- Contract Management

Purchase Execution

- Invoice Processing
- Request to Purchase
- Receipt of Goods/Services
- PO Processing

Internal Stakeholder Management

- Internal Customer Relations
- Monitor Compliance

Fulfillment

- Inventory Management

Enablement

Management Reporting and Analytics

- Procurement Reporting
- Procurement Data Management
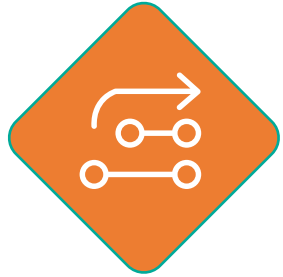
PROCUREMENT BUSINESS PROCESS MODEL

13

IT'S TIME FOR AUDIENCE PARTICIPATION !
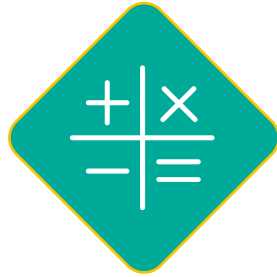
Let's play with the Tool.

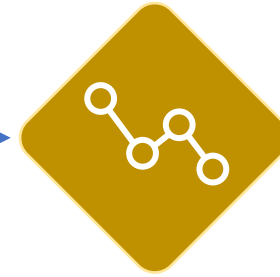# LET'S RECAP:
Six steps to back office excellence

SET THE STRATEGY

What is the best strategy for designing a back office that effectively delivers services to its citizens for the next generation?

QUANTIFY THE VALUE

What concrete business value will accrue to the organization through back-office transformation?

APPLY ANALYTICS

How can the organization use analytics to continuously improve the back office and citizen services?
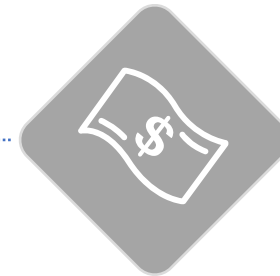
IDENTIFY BEST PRACTICES

What best practices are available to the organization to enable back-office transformation?

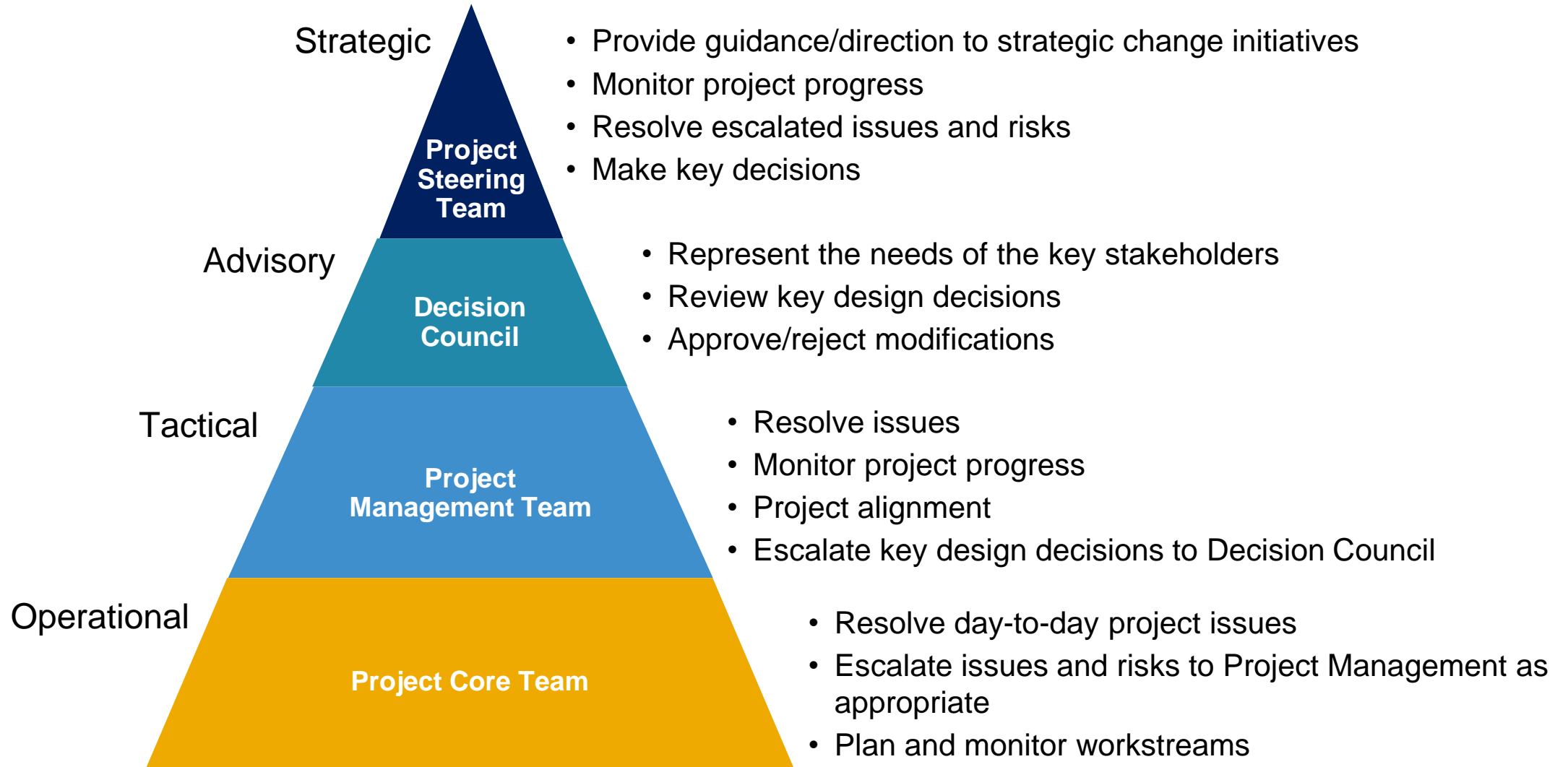### EVALUATE ORGANIZATIONAL READINESS FOR CHANGE

What resources will be necessary to support effective change management?
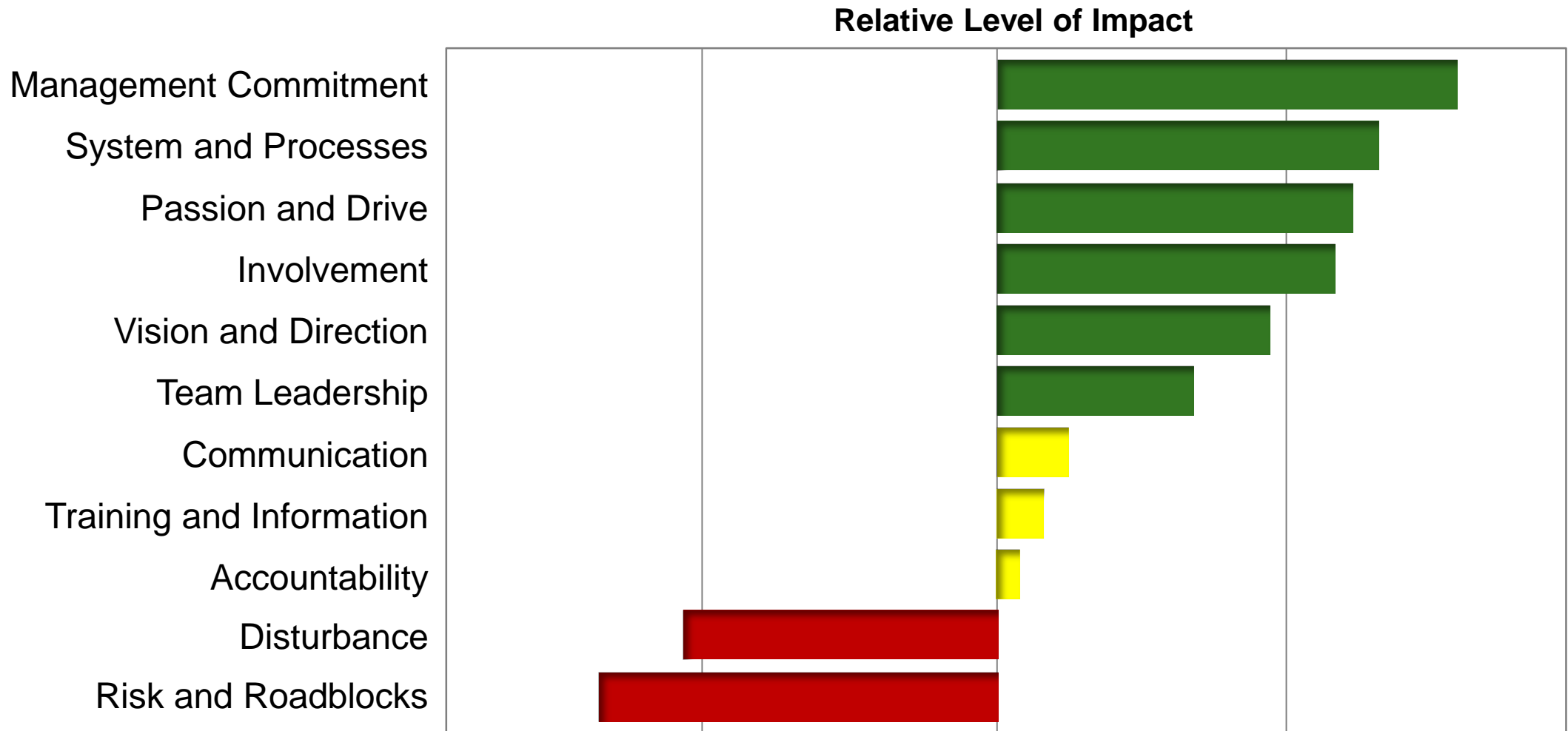
ASSESS BACK-OFFICE PROCESSES

Which business process areas will provide the most payback on an investment in transformation and change?

15

THE IMPORTANCE OF GOVERNANCE

Strategic

Project Steering Team

- Provide guidance/direction to strategic change initiatives
- Monitor project progress
- Resolve escalated issues and risks
- Make key decisions

Advisory

Decision Council

- Represent the needs of the key stakeholders
- Review key design decisions
- Approve/reject modifications

Tactical

Project Management Team

- Resolve issues
- Monitor project progress
- Project alignment
- Escalate key design decisions to Decision Council

Operational

Project Core Team

- Resolve day-to-day project issues
- Escalate issues and risks to Project Management as appropriate
- Plan and monitor workstreams

FACTORS THAT INFLUENCE OUTCOMES DURING TRANSFORMATIONAL CHANGE
Our research shows what to focus on.

Relative Level of Impact

- Management Commitment
- System and Processes
- Passion and Drive
- Involvement
- Vision and Direction
- Team Leadership
- Communication
- Training and Information
- Accountability
- Disturbance
- Risk and Roadblocks

Thank You

Martin Benison
1 781 864 6456
Martin.J.Benison@accenture.com