Identifying Knowledge Gaps Before Project Launch

With Marty Benison
Senior Executive
Accenture Health & Public Service
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 abandoned.

Another 50%–60% are viewed by the organization as compromised in some way, typically due to the erosion of, or the failure to define, expected benefits.

70%–85% Fail to Deliver on Expected Benefits

— Gartner Research
We need to speak a common language.

<table>
<thead>
<tr>
<th>Bostonians</th>
<th>The Rest of the Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bawstin</td>
<td>Boston</td>
</tr>
<tr>
<td>The Pahk</td>
<td>Fenway Park</td>
</tr>
<tr>
<td>The Wahl</td>
<td>Left field wall at Fenway Park (The Green Monster)</td>
</tr>
<tr>
<td>Pissah</td>
<td>A Good Thing</td>
</tr>
<tr>
<td>Wicked Pissah</td>
<td>A Very Good Thing</td>
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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 Goals and Objectives as the Roadmap to Success

Think of Business Value as the Destination
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

<table>
<thead>
<tr>
<th>Strategic Management and Budgeting</th>
<th>Enterprise Risk Mgmt. and Governance</th>
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<tbody>
<tr>
<td>Performance Planning</td>
<td>Audit and Compliance Mgmt.</td>
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<tr>
<td>Budget Development</td>
<td>Internal Controls</td>
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<td>Fraud and Abuse</td>
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<td>Risk Management</td>
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### Operations Enablement

<table>
<thead>
<tr>
<th>Finance Organizational Management</th>
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### Operational Services

<table>
<thead>
<tr>
<th>Budget Operations</th>
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### Financial Accounting

<table>
<thead>
<tr>
<th>General Accounting</th>
<th>Accounts Payable</th>
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<tbody>
<tr>
<td>Accounts Receivable</td>
<td>Revenue Management</td>
</tr>
<tr>
<td>Project Accounting</td>
<td>Grants Management</td>
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<tr>
<td>Cost Accounting</td>
<td>Asset Management</td>
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</tbody>
</table>

### Treasury

<table>
<thead>
<tr>
<th>Cash, Banking, Investments, and Debt Mgmt</th>
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### Enablement

<table>
<thead>
<tr>
<th>Management Reporting and Analytics</th>
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<tbody>
<tr>
<td>Finance Analytics</td>
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</table>
IT'S TIME FOR AUDIENCE PARTICIPATION!

Let's play with the Tool.
LET’S RECAP:
Six steps to back office excellence

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THE IMPORTANCE OF GOVERNANCE

Strategic

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

Advisory

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

Tactical

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

Operational

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

Project Steering Team

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

Decision Council

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

Project Management Team

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

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.

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

Relative Level of Impact
Thank You