When Project Focused BPM is All You Have – A Process Centric Approach Applied on a Successful Business Transformation

November 06, 2014

Laura Thompson
Practice Lead, Business Transformation
Capstone Ridge Group

Christine Jonsson
Manager Wireless Products, Brand and Consumer Marketing
MTS
I Believe

Passion is incited by belief, excellence is incited by passion.
BPTrends Associates BPM Methodology

**Business Architecture**
- Understand Enterprise Context
- Model Enterprise Processes
- Define Performance Measures
- Align Enterprise Capabilities

**Process-Based Management**
- Establish Process Governance
- Govern Enterprise Processes

**BPTrends Business Process Architecture Methodology**

**BPTrends Business Process Redesign Methodology**
- Understand Project
- Analyze Business Process
- Redesign Business Process
- Coordinate Process Implementation
- Roll-Out Redesigned Business Process

**Process Improvement**

**Change Implementation**

**Various IT & HR Methodologies**
- Gather Requirements
- Design
- Develop
- Test

**Corporate Strategy**

**On-Going Execution**
- Prioritized Projects
- Process Performance Oversight
- Execute & Manage Business Processes
- Day-to-Day Process Management
- Maintain Resources
- Continuous Improvement
Constant Disruption
Through the Lens of Process
Putting it into Action - Case Study
Idea Exchange
Questions
Volatile
Uncertain
Complex
Ambiguous
Drivers for Business Transformation

- Business & Technology Innovation
- New Product & Service Introduction
- Mergers & Acquisitions

Process
People
Technology
Top 10 Barriers to Success

- Resistance to Change
- Lack of Strong Sponsor
- We Do it Our Own Way
- Lack of Clear Structure & Plan
- Lack of Talent & Resources
- Lack of Consequence Management
- Disengaged Staff
- Lack of Resistance Management Planning
- Fear of Failure
- Lack of Role Models
Do benefits or ROI depend on people doing work differently?
Through the Lens of Process

Common Understanding

Framework & Structure For Planning

Engaged Stakeholders

Business Readiness
Putting It Into Action

Christine Jonsson
Manager Wireless Products
MTS Wireless

Hardware
- Wireless Devices
- Modems
- Pagers

Services
- Wireless Plans
- Features (i.e. txt messaging, call display)
- Roaming & Long Distance

Platforms
- Voicemail
- Provisioning Gateway
- WAP Gateway

Networks
- 4G (HSPA & LTE)
- CDMA
- WiFi
Multi-Million Dollar Program
- Initiated April 2008

Phase 1: New Model
- Launched September 2008

Phase 2: Customer Migration
- Completed March 2009

Phase 3: Replacement Services
Dealer Channel (40 Locations) 350 Reps
Customer Care 70+ Reps
Retail Activations 40 Reps

+350,000 Customers
Collaboration Across 3 Program Streams

**Business**
- Hardware Procurement
- Hardware Distribution
- New Platform Partners
- New Service Partners
- New Content Partners
- Service Descriptions
- Partner Agreements
- Roaming Agreements
- Migration Strategy
- Communication Strategy
- Portal Updates
- Testing
- Training Plan & Delivery

**Application Services**
- Compatibility Rules
- Hardware Replacements
- Service Replacements
- Service Order Updates
- Provisioning Rules
- Billing Updates
- Customer Migration
- Operational Impacts
- New Processes
- Testing Strategy
- Training Development

**Network Services**
- Hardware Test Lab
- Hardware Testing
- Hardware Tracking
- Service Authentication
- Service Integration
- Platform Connectivity
- Platform Integration
- Provisioning Updates
- Load Balancing
- Decommissioning
- Billing Integration
- Testing
- Training
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<th>Business Analysis Planning &amp; Monitoring</th>
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<td>Solution Assessment &amp; Validation</td>
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| Enterprise Analysis                     |
| Requirement Management & Communication |

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<th>Underlying Competencies</th>
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**The What - BABOK**
Prosci ADKAR Model

- **Desire** to participate and support the change
- **Knowledge** on how to change
- **Ability** to implement required skills & behaviors
- **Reinforcement** to sustain the change
- **Awareness** of the need for change
The Five Building Blocks of Successful Change

Source Prosci ADKAR Model

Reinforcement to sustain the change

Ability to implement required skills & behaviors

Knowledge on how to change

Desire to participate and support the change

Awareness of the need for change
Questions to be Answered

What is changing? What is wrong with what we are doing today?

Why is this change being made and what are the risks of not changing?

How will the change impact our organization?

What’s in it for me (WIIFM)?
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"All important journeys must be guided by fixed stars."

Project Vision
- Deliver an end to end solution
- Minimal Impact to Customer Experience

Stakeholder Vision
- Increased flexibility and autonomy
- Enhanced opportunity for future growth
- Improved overall pricing
Future Vision – Stakeholder Interactions

MTS Wireless

External Channels

Internal Channels

External Service Partners

External Product Partners

Commission
Sales & Activation

Order, Provisioning & Billing Information

External Channel Support & Customer Support

Content

$\$$s

Wireless Products

$\$$s

Cellular Service
Data Service
Customer Support
Billing

Customers

Future Vision – Stakeholder Interactions

MTS Wireless

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Customer Support
Billing

Customers
Context of Change

Support (Enablers) = Non-core Supplier & Capability Lifecycles

Core = Customer & Product/Services Lifecycle

Management (Guides) = Plan/Policy & Governance
Breadth of People & Process Change

Level 0

1.0 Product / Service Development and Management
  1.1 Marketing and Product Planning
  1.2 New Product / Service Development / Introduction

2.0 Network Development
  2.1 Network Planning
  2.2 Network Design
  2.3 Nework Build
  2.4 Sales Interface

3.0 Customer Acquisition
  3.1 Market Development
  3.2 Channel Development
  3.3 Sales Interface

4.0 Order Fulfillment
  4.1 System Data Entry / Service Requests
  4.2 Activations

5.0 Total Service Assurance
  5.1 Network Management
  5.2 Network Maintenance
  5.3 Service Support / Customer Support
  5.4 Trouble Management
  5.5 Dealer Support

6.0 Billing
  6.1 Invoicing
  6.2 Remittance
  6.3 Collections
  6.4 Commissioning

7.0 Support Processes
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<td>Louis Green</td>
<td>Christine Jonsson, Karen Henry</td>
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<td>Jim Reeves</td>
<td>Tracey van Cott, Dave White</td>
<td>Provide Troubleshooting</td>
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<td>Doug Black</td>
<td>Wendy Cummine, Danny Stone</td>
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<td>Linda Brown</td>
<td>Kyle Smith, Leanne Johnson, Sharon Thompson</td>
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Questions to be Answered

What is changing?
What is wrong with what we are doing today?

Why is this change being made and what are the risks of not changing?

How will the change impact our organization?

What’s in it for me (WIIFM)?
Tell me, I’ll forget,
Show me, I’ll remember,
Involve me, I’ll understand

- **Awareness of the need**
- **Desire to participate and support**
- **Knowledge of how to change**
- **Ability to implement the change**
- **Reinforcement to keep change in place**

Source: Prosci ADKAR Model
Process Artifacts to Facilitate Requirements

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<tr>
<th>Process #</th>
<th>Process Description</th>
<th>Regimen #</th>
<th>Business Requirement</th>
<th>Business Owner</th>
<th>Criticality Level / Weight</th>
<th>In Scope Year/Time</th>
<th>Responsible Area</th>
<th>Solution</th>
<th>Comments</th>
<th>Change Request</th>
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<tr>
<td>OFF</td>
<td>New Activation</td>
<td>OFF - 01</td>
<td>Provider: Dealer resources with the ability to determine the hardware source (Vendor/Manufacturer)</td>
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<td>OFF - 02</td>
<td>Provider: Retail Activations and Wireless Customer Resources with the ability to determine the hardware source (Vendor/Manufacturer)</td>
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<td>OFF</td>
<td>New Activation</td>
<td>OFF - 03</td>
<td>Provider: Dealer resources the ability to determine services eligible to hardware based on the hardware model, hardware source and its supporting functionality via existing Pre-Paid and Post-Paid Billing systems</td>
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### Requirements Management

#### Business Readiness (OCM)

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**Grouped by Value Chain Process**

**Mapped to Lower Level Processes**
### Redesign

#### Common Understanding
- Objectives, benefits, future vision & context of change

#### Structure & Framework for Planning
- Breadth of people & process change
- Process analysis plan
- Process design & people change plan

#### Engaged Stakeholders
- Impacted stakeholder groups
- Current state process analysis & requirements
- Future state design & validation

#### Business Readiness
- Context for all business change
- Knowledge transfer, training & communication requirements
- Training material, job aids & communication tools
Tell me, I’ll forget,  
Show me, I’ll remember,  
Involve me, I’ll understand

- **Awareness of the need**
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Source: Prosci ADKAR Model
End to End Solution Design & Validation
# Co-ordinate Implementation & Rollout

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**Process Diagram**

**Trigger**
Customer selects Downloads & Context or What's New from MTS Home Page.
Customer selects message from WAP client message.
Customer selects Get New Ring Tone from Downloads Menu.

**Guides**
- MT5.x.x
- Sales Material
- Collateral

**Inputs**
- EMM#ID
- Unit ID
- Phone Type
- Make/Model

**Outputs**
- View Storefront
- Create Data Usage
- PURCHASE DOWNLOAD

**Enablers**
- MT 5 Provisioned Service
- MTS Server
- MTS PGEM
- 1X Coverage Area
- LDAP (GUI)
- WAP (Bells/Shadow Play/MTS)
- WAP (Database)
- MTS WAP Embedded Hardware
- Content Providers (Gootoo, Much, iBlowfish etc.)

**Process Flow**

1. Trigger action
2. Guide selection
3. Input validation
4. Output creation
5. Enabler activation
6. Process completion

**Comments**

- Required for future logistics
- Requires MTS server connection initialization and server service
- Future - supporting requirements with different specs

**Phoenix**

- Required for future logistics
- Requires MTS server connection initialization and server service
- Future - supporting requirements with different specs
Business Readiness

Dealer Channel (40 Locations) 350 Reps

Customer Care 70+ Reps

Retail Activations 40 Reps

+350,000 Customers
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Source: Prosci ADKAR Model
Success

- End to End Solution - On Time On Budget
- Minimal Impact to Customer Experience
- Foundation Established for
  - Improved Overall Pricing
  - Increased Flexibility & Autonomy
  - Enhanced Opportunity for Future Growth
Volatile

Understanding

Complex

Ambiguous

Agilitgious
Laura Thompson
Laura.Thompson@capstoneridge.com
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Process Scope

Starting Events

Guides:
Governance – Rules - Knowledge

Process
Transforms:
Material, Data, State

Enablers:
Roles - Technology - Infrastructure

Outputs

Ending Events

Process Key Performance Indicators

Inputs