

# DSDM and Changing Business Processes

## Bringing People, Process, and Technology Together

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## 1 Introduction

The approach presented in this paper views *people*, *process* and *technology*, as the intertwined components of any business solution. Changes to one component are likely to impact the others. There is a growing move in many organisations to evaluate the effectiveness of their core business processes (and re-engineer or improve these processes if necessary). This results in the need for a process-driven approach to introducing IT solutions.

To promote speed of solution development, all three elements should be handled by a unified team. Most of the current approaches to IT systems development produce systems in isolation from the business process re-engineering activities. This can result in an inability to exploit the full potential of the technology and to reap the full business benefits of the investment in IT. The DSDM approach narrows the gap by bringing the users closer to the application development activities and increasing their active role. This is a major step in the right direction, and we believe that even more benefit could be achieved by the ownership by the business of the unified DSDM-based process implementation team. The team would adopt a business process-driven approach to IT systems development and at the same time apply the iterative DSDM approach to business process changes.

This paper is primarily a statement of direction, not a detailed method exposition. Its purpose is to help readers consider the potential benefits of applying this approach in their businesses.

### 1.1 Aim

The aim of this paper is to demonstrate the need to adopt a holistic approach to any development effort, by considering the three factors: *people*, *process* and *technology* while designing a business solution. Many benefits to the business should result, from tying in this view with the power which the DSDM approach provides (evolutionary approach, iteration and active user participation). This paper advocates the suitability of DSDM for implementation of business process re-engineering (BPR) and Business Process Improvement (BPI).

### 1.2 Audience

The intended readership is :

- DSDM user organisations (to evaluate usefulness, usability and scope of the approach)
- BPR practitioners (to review as an improved implementation approach to business process change)
- Quality practitioners (to review as a way of linking continuous improvement with more widely scoped business changes).

Readers unfamiliar with DSDM should refer to the DSDM manual for detailed information of the framework.

### **1.3 Contributors**

The main original contributors to this paper were Jane Searles, Sami Zahran, Dorothy Tudor, Peter Bradley, Mike George and Ian Smith.

Thanks are also due to the following reviewers: Members of the Business Process Task Group, the DSDM Technical Work Group, Dorothy Graham, Jim McLean, Linda Stacey and Sue Coss.

The paper was updated in line with DSDM V4.2 by Dorothy Tudor in March 2003.

## 2 Positioning the Approach

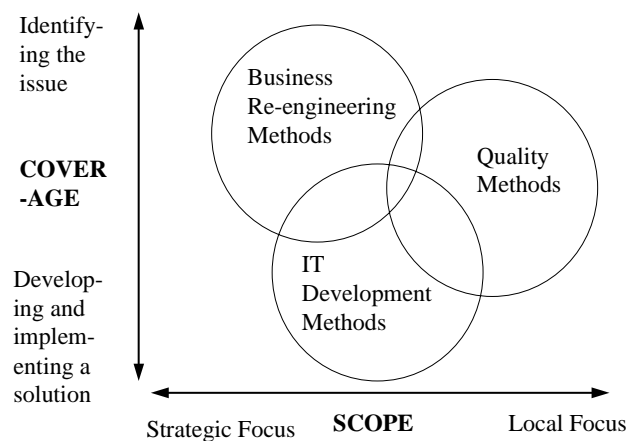
There are many approaches to resolving business issues. Each programme requires an overall coherent approach (lifecycle, techniques and tools). Typical approaches can be classified as:

- Re-engineering approaches;
- Quality improvement programmes;
- IT-focused solutions.

Each of these classes has different strengths and can contribute different elements to a process-driven approach (see figure 1).

The concept of business process is accommodated in each of these approaches as follows:

- Re-engineering approaches focus on the design of more effective core business processes.
- Quality programmes frequently focus on improvement of departmental/team processes.
- The modelling of business processes as part of producing IT solutions is rapidly gaining favour. This is particularly the case with the advent of new technologies such as workflow and process managers, which offer direct IT support for business processes.



*Figure 1. Positioning Approaches to Business Change*

The Business Process is well placed to act as the co-ordinating medium between the roles of:

- Strategic planners;
- Quality improvement groups;

- IT development and implementation projects.

Models and prototypes of the process can be viewed from all three perspectives to ensure usability, optimised support for priority business drivers and optimised use of human and IT resources. The overall consistency of process implementation can be maintained by refining these models and prototypes as the central design technique of a range of implementation projects. Thus, business process focus has the potential to cover the strategic as well as local viewpoint. It also spans activities from initiation to implementation.

### 3 Scope of the Approach

To promote speed of solution development, all three elements of the approach (people, process and technology) should be handled by a unified team.

The approach is based on the framework and principles of DSDM, in order to bring the DSDM benefits to the wider scope of business process change. It embraces rapid implementation through incremental solutions across this extended scope. It also promotes learning through evaluation and feedback throughout all aspects of the business change. The result is a co-ordinated team responsible for implementation of all necessary actions and resulting impacts of changes in relation to business strategy.

The basic approach to providing business solutions should be (see figure 2):

- understanding the business objectives;
- re-engineering business processes and aligning people and technology to achieve the objectives.

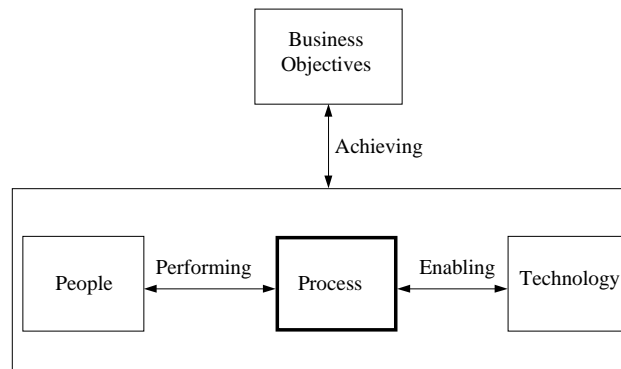


Figure 2. Components of a Business Solution

The DSDM framework provides an ideal basis for proposing an even-handed development and implementation method which encompasses *people* (e.g. organisation, staff, skills and capabilities), the *technology* which supports them (e.g. IT, office automation and communications) and the *processes* which bind them all together (in line with the business strategy).

Our approach focuses on developing and implementing business solutions. It does not encompass strategic business planning methods. However, the learning cycle through feedback is fundamental to the approach (see figure 3). Our approach therefore assumes that a business strategy exists and that it can be influenced by the experience of implementation as well as by its own direction and external changes.



*Figure 3. Scope of the Approach*

## 4 Principles of a Process-Driven approach

### 4.1 Required Features of the Process-driven Approach

The following key features of the approach were identified and used to focus its design:

- 1) *Business process focus is central.* Addressing the business process is an essential part of resolving business issues. This approach exists in order to implement improved business processes.
- 2) *An iterative approach is the way to implement process change.* Process changes should be implemented iteratively generating improvements based on feedback. Some steps may be large and radical, others small and incremental. This is a highly effective and low risk approach.
- 3) *Project teams within the programme are empowered to meet goals and negotiate interfaces within a higher level framework.* Projects will be aligned with the target process components. The process component's interfaces scope the project. Project teams should be empowered to deliver solutions within this scope and to negotiate changes in scope if necessary.
- 4) *A unified cross-functional project team (including IT) is responsible for the whole process of change within a predefined scope.* Business representatives will not be seen as just 'users' but as 'prime stakeholders'. The team should have a number of roles: Visionary, Process Owner (equivalent to DSDM Ambassador User), Process Member (equivalent to DSDM Adviser User), Project Manager, Team Leader, IT Developer and Tester, Human Factors Specialist, etc. Creative participation and active challenging will be encouraged. The team collaboration will be focused on achieving the business objectives.
- 5) *The process owner and the business representatives are responsible for the process and associated systems and technology.* The process and its implementation will be driven by the person responsible for that part of the business. This role must be identified early. Authority can be delegated to the team(s) undertaking the work.
- 6) *Testing and integration of project solutions into the business is throughout the lifecycle.* Both integration and testing of components is not just for IT but for all components and cannot be left as a tail-end activity. New components should be prototyped within as complete an environment as possible, thus highlighting integration issues earlier rather than later.
- 7) *The focus is on frequent delivery of products rather than activities and all changes are reversible.* Each project should aim to achieve its goals incrementally through delivery of products which integrate changes to peoples' roles, process and technology. Changes for all three areas need to be controlled and reversible.
- 8) *Learning across internal communities is actively enabled.* Learning will be across the job functions involved as well as between projects. This will promote creative solutions and contribute to quality management.



## **4.2 The match with DSDM principles**

The key features of the process-driven approach are complementary and overlapping with the principles of DSDM, making DSDM an excellent framework for the approach. This section elaborates the DSDM principles from a process viewpoint.

### **Active user involvement is imperative**

The process owner and those that perform the process are the people that make it work. They must be involved in the design of that process and the systems that are an integral part of it. As a result learning across internal communities is promoted:

- across the functions involved
- between projects.

This promotes creative solutions and contributes to quality management.

### **DSDM teams must be empowered to make decisions**

The process owner and the business representatives are responsible for the process and associated systems and technology. The process and its implementation must be driven by the person responsible for that part of the business although authority may be delegated to the team(s) undertaking the various elements of work, who are thereby empowered to make the necessary decisions.

### **The focus is on frequent delivery of products**

Products cover all aspects of the process. Process models and prototypes will be evaluated frequently in order to promote inter-team communication and learning.

### **Fitness for business purpose is the essential criterion for acceptance of deliverables**

The process is designed to achieve the business objectives set for it. Each component of the process must contribute to the overall process objectives, as identified in the process design. Thus the goals for all component IT systems, business teams and individuals can be traced back to the business strategy, via the design.

### **Iterative and incremental development is necessary to converge on an accurate business solution.**

Process changes are implemented iteratively generating improvements based on feedback. This iteration applies to process, people and technology aspects. The DSDM lifecycle, makes for smoother transition between stages and reduced loss of impetus due to project redefinition.

### **All changes during development are reversible**

Reversals primarily occur during prototyping when a line of investigation proves to be inappropriate for delivery for one reason or another. Given that the process, people and technology elements are tied together in a unified solution, then this clarifies the impact of abandoning this prototype.

### **Requirements are baselined at a high level**

A flexible approach is achieved by identifying high level processes (their goals, constraints and interfaces) and associating project teams with those processes, to design and implement solutions.

**Testing is integrated throughout the lifecycle**

Testing applies to the whole process or increment of the business being applied. This tests not only the component but its effect on the complete process. Evaluation criteria for business change need to be clarified early.

**A collaborative and co-operative approach between all stakeholders is essential**

The project team contains the stakeholders. The clear trace from business drivers to process design helps to unify the team.

## 5 The Process-driven Approach to Implementing Business Change

### 5.1 The Basic Approach

This approach applies the DSDM lifecycle model to Business Process Change Programmes as well as to the projects that are part of such a programme (see figure 4). It also brings other related activities within the DSDM based project framework.

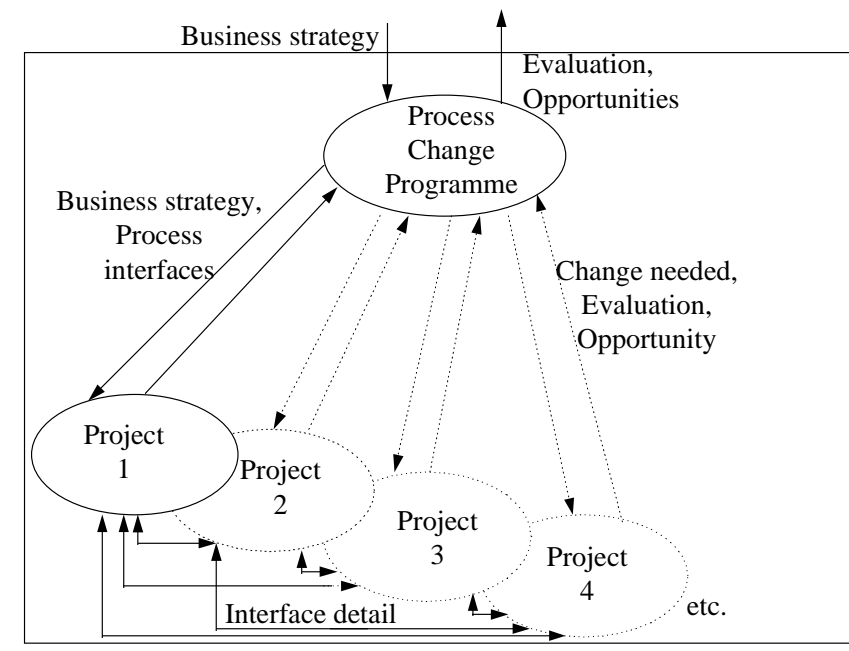


Figure 4. Business Process Change Lifecycle

### 5.2 A Business Process Change Programme

The prerequisite information for a Business Process Change Programme is the business strategy, consisting of:

- Vision;
- business drivers and their measurements;
- business constraints;
- key features of the required change.

The programme focuses on implementing business change not identifying business strategy. Thus a clear statement of strategic intent is essential.

A programme, or any resultant projects, may generate useful feedback. This, as well as more formal implementation evaluation metrics, is communicated as it arises.

#### 5.2.1 Phases of a Business Process Change Programme

The phases of a programme are:

Phase	Outcomes
Pre-programme	Objectives, initial programme vision, initial definition of the business areas to be addressed. Plan and resources for programme feasibility study.
Feasibility Study	Outline overall scope and target processes Statement of programme vision, objectives and constraints View on the achievability of the programme and optional feasibility prototype Programme-level risk and issues logs (to be maintained and monitored throughout programme)
Business Study	Identification of current position, risks and issues
Functional Model Iteration	Options and outline changes to be implemented by the programme (people, process, and technology) Business architecture, identifying the process boundaries and interfaces Business Architectural prototypes
Design and Build Iteration	Identification of strategic support required to under-pin the functional aspects of the programme (e.g. staff communication programme, IT infrastructure etc.) Identification of common enabling projects required Design Prototypes
Implementation	Initial prioritisation of changes Business Milestone Plan identifying projects (start, timescales, scope, objectives, constraints) also programme monitoring
Co-ordination (i.e. Rapid repetition of FMI, DBI and Implementation, and possibly also the Feasibility and Business Studies)	Updated outputs from the DSDM lifecycle
Post-Programme	Each project within the programme will have its own post-project review of effectiveness. Finally, the effectiveness and benefit realisation of the whole programme will be reviewed. This evaluation may also identify further opportunities.

### 5.2.2 Comments on the Business Process Change Programme

The programme exists to achieve focus and to co-ordinate high level change management.

#### **Pre-programme**

This activity clarifies the initial business vision for the programme and identifies stakeholders and the internal and external forces which will (or may) impact the programme. Here, the decision to initiate the programme is taken and resourcing and scope for the Feasibility Study are authorised.

#### **Feasibility Study**

This activity identifies and maintains a model of the business' end-to-end processes, including their interfaces to the rest of the world and to each other. It also maps business objectives/strategy onto the end-to-end processes, such that the target processes can be identified and scoped. The model can be produced and prototyped by means of senior management using facilitated workshops. Interfaces can be modelled, for example, in terms of joint activities which occur on process boundaries, or by specific interaction protocols or business objects which cross process boundaries. This activity needs to initiate impact analysis and change management whenever change at this level impacts the target processes.

#### **Business Study**

This activity identifies the current position, the issues to be resolved, and the changes required.

#### **Functional Model Iteration**

This activity focuses on the specific issues highlighted and solutions. It identifies and maintains a model of the lower level sub-processes which make up the target processes. It maps business objectives onto the lower level processes, such that the target sub-processes can be identified and scoped. It maps the target sub-processes onto the organisation, and defines the scope of organisational and cultural changes required. This activity uses the same techniques as in the Feasibility Study.

#### **Design and Build Iteration**

This stage analyses the functional requirements of the solution and identifies enabling projects to provide the common support elements required by the overall solution. The viewpoints of people process and technology are used to promote the development of as complete a view as possible.

#### **Implementation**

This is primarily a programme planning and initiation activity. The driver for initiating projects, whether they are process-oriented or enabling, is always business priority. Within a project, focus is also on business priorities, leaving less essential aspects for later iterations. Projects will be initiated whenever required. Process projects may also be scoped to include enabling activities in cases where timescales dictate.

The process-oriented projects directly align with the sub-processes identified in the Functional Model Iteration, both in terms of operational and management process. They work within the scope of the business architecture, providing the next level of detail. Any project may choose to further divide itself to achieve its objectives, either in terms of sub-processes or enabling activities.

### **Co-ordination**

The co-ordination activity operates by defining and monitoring project goals. Projects are empowered to achieve their goals without further reference, within the constraint of the business process design. Any need to change the business process design is re-negotiated by the project, with other interested parties and the business design co-ordination role.

### **Post-programme**

The post-programme activities assess whether or not the proposed benefits of the programme as stated during its initial phases have been achieved., and to provide feedback to enable the business change processes to be improved.

## **5.3 Business Process Change Projects**

The approach to implementing process-oriented solutions is built on the DSDM development lifecycle for each business process change project. A summary view of project activity is shown in the table below. Other products from the standard DSDM product set may be appropriate.

<b>Phase</b>	<b>Outcomes</b>
Pre-project	<p>Project initial objectives and scope, derived from programme vision; plan and resourcing for feasibility study</p> <p>Initial definition of the business problem to be addressed</p> <p>Decision to proceed with the project</p> <p>Visionary and Project Manager assigned to the project</p> <p>Confirmation of alignment of the project with the appropriate strategy</p> <p>Initial project governance in place, e.g. Project Board or Steering Committee</p>
Feasibility Study	Feasibility report, feasibility prototype, Outline Project Plan, Risk Log

Business Study	<p>Business area definition including users, sub-processes, information requirements.</p> <p>Prioritised IT support functions</p> <p>Outline plan for business change prototyping</p> <p>Business and systems architecture definition</p>
Functional Model Iteration	<p>Process Model</p> <p>Information Model</p> <p>Organisational Model</p> <p>Implementation strategy</p> <p>Risk analysis (updated risk log)</p>
Functional Model/Design and Build Iteration, as most appropriate	<p>Design prototypes</p> <p>Tested business system</p>
Design and Build Iteration	<p>Infrastructure definition, Infrastructure prototypes, Review/Test records, Tested Infrastructure</p>
Implementation	<p>Infrastructure in place</p> <p>Delivered system</p> <p>Changed operational process</p>
Post-project	<a href="#">Post-Implementation Review Report</a>

## **6 Benefits of the Process-driven Approach**

### **6.1 Root Causes**

The approach presented in this paper aims to address four root causes responsible for the reduced effectiveness of business process change:

- 1) *Lack of consistent design and implementation.* The change does not take into account the people, process and technology issues in designing and implementing changes to the business processes.
- 2) *Solution not visible until the end.* The change is introduced with a non-iterative approach, so that new processes are not provable or testable until implementation of the whole.
- 3) *Use of technology not optimised.* The change implementation addresses the people and process issues first, then treats technological change as a separate stage which is driven by the business process change, but with no feedback loop to take advantage of technological opportunity. Alternatively IT change is treated as an end in itself, without consideration of the impacts on people and process.
- 4) *Lack of consistent management.* The change implementation addresses the people, process and technological issues as part of one change, but manages them separately.

### **6.2 Benefits of the Process-Driven Approach**

The process-driven approach has the following major benefits:

- Technology is seen as an enabler of change, and not a restraint to it. Opportunities for the strategic use of technology will be more readily visible to strategy- and policy-makers, because of the feedback loop to strategy level and because the iterative approach allows the results of change to be achieved earlier.
- Staff will be better trained and more versatile, owing to the development of interdisciplinary skills from the long-term working association of mixed-skill teams. Team members from all aspects of the business community are equal partners in the change process.
- The change implemented is likely to meet business and user requirements because
  - the use of technology is driven by process change
  - a consistent team is responsible for the change from conception to implementation
  - the people, process and technology issues are considered and managed in relation to each other.

### **6.3 Correspondence between DSDM Benefits and those required of the Process-Driven Approach**

This paper proposes the adoption of the DSDM framework and principles to additionally cover business process change, and to sustain the people/process/technology view throughout. The involvement of mixed discipline teams, the process-driven approach to



change, and the introduction of iteration and prototyping earlier in the lifecycle of the change enhances each of the above benefits as follows:

**The users are more likely to claim ownership of the system**

When the team responsible for change is involved from the earliest stages of business process change, it is easier for its members to see the focus of improvements in IT in relation to the business strategy and specific business objective. Change will not seem to have been arbitrarily imposed. The involvement of users throughout the change process fosters a co-operative approach between all members of a multi-disciplinary team, discouraging the development of a 'blame' culture, where different disciplines blame one-another for difficulties in implementation.

**The risk of building the wrong system is greatly reduced**

The approach begins with the business process and gives equal emphasis to the people/process/technology viewpoints. The focus of change is on business strategy, objectives and scope. This means that:

- change follows strategic intent for the business;
- non value-adding activities can be eliminated
- business control over IT spend can be exercised effectively, to focus on key strategic areas
- DSDM promotes incremental commitment to change, so risk is reduced.

Measurement of success will focus on people, process and technology aspects and their interaction. Feedback and evaluation of effectiveness of change from these three viewpoints promotes consideration of the opportunities for change from each perspective, and from the combined viewpoint (the holistic view). Thus the different strengths of each can be exploited to maximum advantage. This gives a clear focus to the developing system. It allows opportunities to influence strategy, and provides a mechanism by which past achievements and difficulties can be taken into account.

**The final system is more likely to meet the users' real business requirements**

By using the DSDM approach, business process design is iterative and prototyped. It is also interrelated to system design. This allows the opportunity for fine tuning change, via the feedback mechanism.

**Users will be better trained**

The users, involved from the earliest stages of change in the team responsible for the change, will have a better appreciation of the business objectives and requirements which drive the change. Their involvement will facilitate their understanding of the resulting systems and the processes in which they will be trained will be processes which add value for the business.

**System implementation is more likely to go smoothly**

The direct link of software development to business objectives and the processes required to support them gives a sound basis for prioritising requirements and scoping the

development. Multi-disciplinary business teams manage and address all three aspects (people/process/technology) of change to the business. This promotes:

- skill sharing and flexibility of people within teams which address issues from strategy to implementation
- higher productivity due to reduced communication overheads
- generation of creative and iterative solutions

A consistent team is responsible throughout the development process. Such a team will have a better vantage point than a software development team for the identification of impact on other systems within and outside the organisation, whether IT or clerical.

Using the same framework for introducing process change and systems change reduces the opportunity for the dilution or corruption of the requirement. Thus, there is a greater likelihood of the business process design being appropriately carried forward to solution.

The direct link of technological change to business strategy is likely to secure senior management involvement and backing for the project, which will give impetus to the implementation and reduce the perception of software development as an overhead.

## **7 Impacts and Critical Success Factors for using DSDM for Business Process Change**

### **7.1 Impacts**

#### **7.1.1 Impact on the DSDM Lifecycle**

A requirement related to a business objective may initiate more than one Business Process Change Project. Each Business Process Change Project may trigger several development projects, some including software development, some not. Thus the DSDM lifecycle must be applied flexibly: one programme may generate more than one outline project plan, each leading to a separate Business Study.

#### **7.1.2 Impact on DSDM Techniques**

Whilst DSDM is not prescriptive of the techniques to be used, it does identify, for software development, the aspects which must be covered by the modelling techniques and identifies products to be produced and their quality criteria. Further work will be done to identify both products and techniques. However, the points to be addressed by techniques modelling the business system must include:

- business objectives and purpose
- criteria for evaluation
- decision-taking procedures
- monitoring and control activities
- criteria for performance measurement of all activities
- a clear definition of the boundary of the project
- a clear definition of the resources to be used for the project, and their management
- a model of the processes and their inter-relationship.

Consistency and commonality of methods between stages must be considered. This allows the transition between stages to be smooth and integrated, without losing impetus and clarity in redefinition.

### **7.2 Critical success factors for the Process-driven Approach**

The main critical success factors of adopting DSDM to support the process-driven approach are as follows.

#### **Longer, multiple projects**

Teams should be organised so that they can be actively involved in longer projects. The DSDM project for business change may result in potentially many software development projects, which are also likely to be DSDM projects. The management of multiple projects must maintain the consistency of ownership and responsibility.

#### **User involvement**

The issue of active, empowered user involvement is crucial, with the need for involvement of senior management, and the acknowledgement and consideration of feedback by policy-makers.

### **Prototyping and iteration**

The environment must be suitable for prototyping business change as well as software change, and for iterative development related to business change.

### **Willingness to Backtrack**

A cultural attitude that 'backtracking is not work lost, but knowledge gained' is essential.

## 8 Summary & Conclusions

This paper proposes a process-driven approach to implementing business change which accommodates the three components: *people*, *process* and *technology*. IT projects should be driven by business process change requirements. Only by bringing the IT development and business process re-engineering activities together can we adequately address the people, technology, and processes in a holistic approach for the benefits of the whole business organisation.

The DSDM approach and framework already brings business users closer to the IT systems development activity. As a natural extension of this concept, we propose bringing the application development activity closer to business process change programmes

Treating IT development as an integral part of business process development, combined with the DSDM iterative and prototyping features provides a strong combination which has great potential benefit.

## **Appendix A: An illustration of using the Process-driven Approach to resolve a Business Issue**

### **A.1 Context**

A small manufacturing company design and advertise a super new sort of widget. It takes the market place by storm. The company's issue is coping with success beyond their wildest dreams. Their production manager sub-contracts the production process, assembly and delivery to a large manufacturing plant, but what about order processing? The order clerk cannot cope with the volume and orders 'get lost' when passed on to the factory. There is a large volume of complaints adding to the load on the order takers and much customer dissatisfaction. Will the market opportunity be lost?

DSDM is the obvious approach, given the time critical business need. There follows a scenario which looks at the possible benefits of the process-driven approach.

### **A.2 Solution**

The company identifies the business requirement to make order taking easy and reliable. The initial process study covers the process from receipt of order to delivery. This is different from the IT scoped approach in that the scope is grown to cover the end-to-end process. This study produces a high level model of the process, including the recent business change involving the transfer of some orders from factory to sub-contractor. The model shows that 70% of orders are going out to sub-contract and are then invisible to the factory management. The original in-house process is working quite well, but the manual transfer of orders to the new sub-contractor is inefficient and error prone.

A process change is proposed, whereby the requisite orders go directly from order taker to sub-contractor, missing out the factory. The new process and its supporting workflow system, provides the order takers with order tracking even when the order is with the sub-contractor. Using DSDM, this is prototyped, hardened and installed for pilot usage for sub-contract orders. The scope of the IT implementation is restricted to the key issue. This solution removes 95% of errors occurring on 70% of orders.

The number of complaints drastically reduces, freeing the order takers to manually oversee the sub-contract service provision. This is a major change for the people concerned, but given their involvement in the process re-design, the opportunity for career development is welcomed.

As a result of this monitoring, the order takers identify automated metrics and alerts which are feedback for the next DSDM iteration.

As a result of monitoring, some concerns with the service provided by the sub-contractors are highlighted. The company management are informed by the order takers and are able to rectify the situation invoking the feedback to business strategy.

The next DSDM cycle adapts the new process to include orders handled by the factory. If the process study had also highlighted serious problems in other parts of the process, then further projects could also have been initiated.

The super-widget market continues to flourish - until the super-super-widget arrives on the scene!

### **A.3 Conclusions**

This illustration shows how the approach could work in practice. It highlights a number of differences that would occur when DSDM principles are used in a process-driven approach.

- Scope of initial study broadened to encompass end-to-end process.
- Change of the business process is part of the solution.
- People's roles are part of the solution.
- Feedback to the business strategy is provided.

## **Appendix B: An illustration of using the Process-driven Approach to implement a Business Process Change**

### ***B.1 Business Change Programme***

The Director of the Customer Services Division of a large corporation identified the need to achieve dramatic improvement in the performance of the customer services function. Customer services activities involved people from more than one division, and the services offered involved the use of more than one type of technology. A cross-divisional management team was set up to identify the business objectives and define a strategy to achieve the required improvement. The management team, assisted by a BPR consultant identified the customer services core business processes (end-to-end), and set up a business change programme to improve these core processes. A strategy document was developed which identified the boundaries and business objectives of the changes in the core processes. A programme manager was appointed in order to drive this initiative and a number of project teams were set up to address the changes in a number of the core business processes.

### ***B.2 Business Process Change Project Teams***

The business process change teams comprised representatives of all the functions involved in the customer service activities plus representatives of IT. The role of the IT representative was essential throughout all the phases of the process re-engineering in order to advise on the opportunities offered by modern technologies, while the business representatives identified new and improved ways of performing the business activities. The project team selected a project leader and identified an evolutionary (DSDM-like) approach to implement the business process changes.

The IT representative advised on all aspects of technology including new computer-integrated telephone (CIT) facilities, and the use of process modelling and simulation tools to capture the new process activities.

The programme manager agreed with the project teams on the principles for introducing business process change. These principles matched the DSDM principles of iteration, evolutionary approach, piloting and focusing on results. The main driver was the focus on the business process while considering the role of technology and the possible impact on people. Attention in the implementation plans was given to all the three components of process, people, and technology.

Feedback from the different project teams was being continuously forwarded to the overall programme manager who reviewed the original strategy in the light of the feedback received from the various project teams. Interfaces between the various project teams were co-ordinated by the overall programme manager, and any serious intra-project interface issues were escalated to the overall management team for resolution in line with the strategic business priorities.

### ***B.3 Resulting Business Benefits***

The performance levels of the customer services processes increased, customer complaints drastically reduced, customer satisfaction surveys reported greater customer



satisfaction, and the profitability of the business increased. Some aspects of the new processes represented a major change for the people concerned, but given their involvement in the process re-design, the opportunity for career development was welcomed.

As a result of introducing new CIT technology, which monitored the response to customer service requests, the customer service managers identified automated metrics and alerts which are feedback for the next DSDM iteration.

As a result of monitoring, some concerns have been highlighted, and escalated promptly to the company management who have taken actions to rectify the situation, invoking the feedback to business strategy.