

Analyze Case Study:

Process mapping & creating business strategy alignment



Executive summary

Organisations are always on the lookout for ways to improve their offerings and services. In some instances, this results in the need to re-strategise and produce new ways of working to support this new strategy. Analyze Consulting was engaged by an information security firm that had recently undergone a strategic review and therefore needed to realign their structures and processes accordingly. To do this, they first needed a clear understanding of their business value chain along with fully documented business processes. Analyze successfully assisted the client by defining the high-level business value chain, mapping their business processes and aligning to their balanced scorecard.

Key business needs

- Documenting the existing processes.
- Defining a new business strategy - for our client, it meant that changes to the structures and processes were needed, but these could also only be carried out based on a clear understanding of the existing Operations processes which were broken down as follows:

 Relationship management

 Service delivery

 Data centre

 IT shared services

 Enabling services

These processes needed to be further developed across the various services offered to their client base. This would allow for:

- A structure to manage the changes needed to deliver on the revised business strategy
- A baseline of processes as input into various change management initiatives

Challenges

The lack of a documented value chain and documented processes presented several challenges to our client's organisation:

1. They didn't have a consistent understanding of how the various business processes come together to provide value to their clients and stakeholders
2. Only certain "specialists" held a full understanding and knowledge of the processes, resulting in key-person dependencies
3. The required changes to enable the strategy were not clear
4. Staff training required to deliver on the new strategy effectively was not clear

Our approach

Analyze Consulting used the following delivery approach to implement the project:

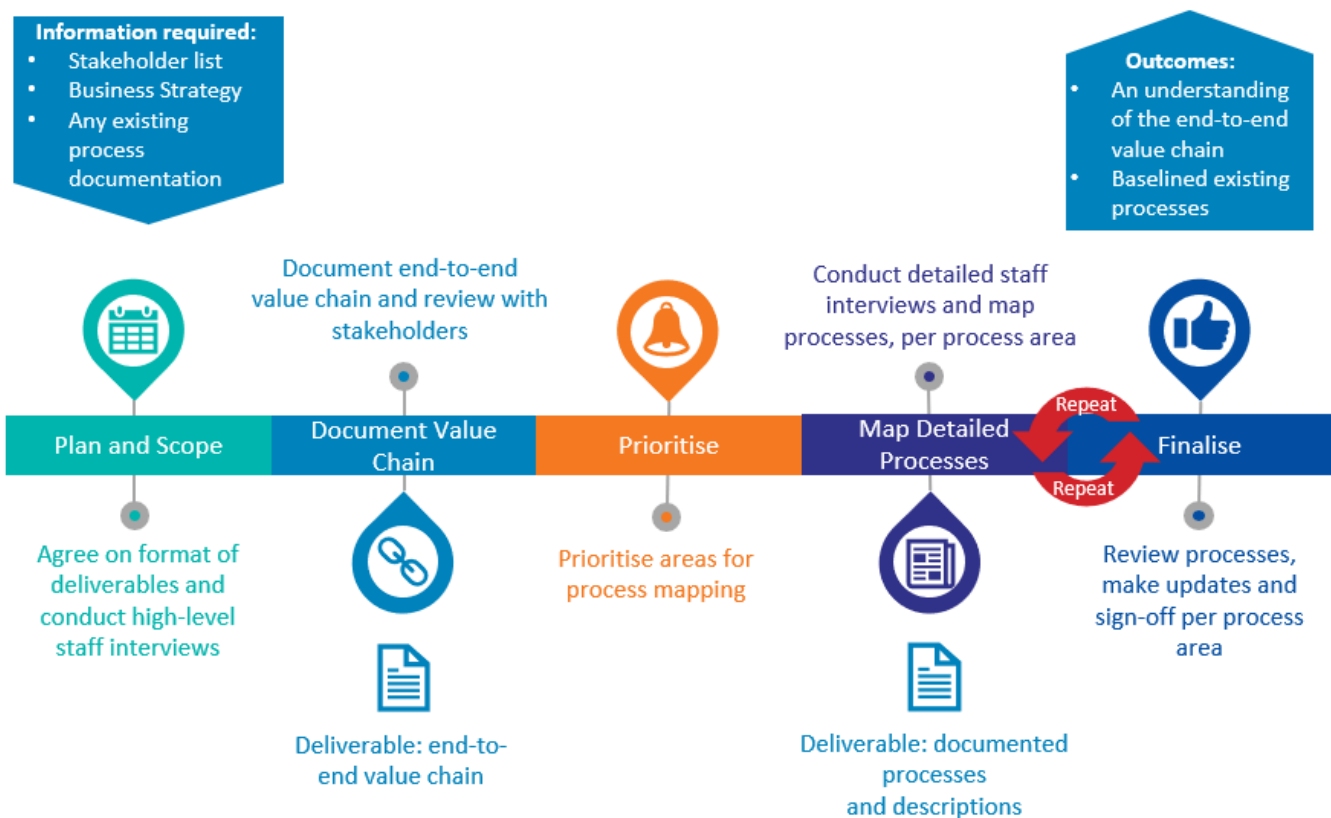


Figure 1: Project delivery approach

We used two key models during the analysis:

- Porter's Value Chain Model
- Business Process Architecture Model

Value chain analysis

Analyze Consulting used the Porter's Value Chain Model to analyse the organisation and define the business value chain:

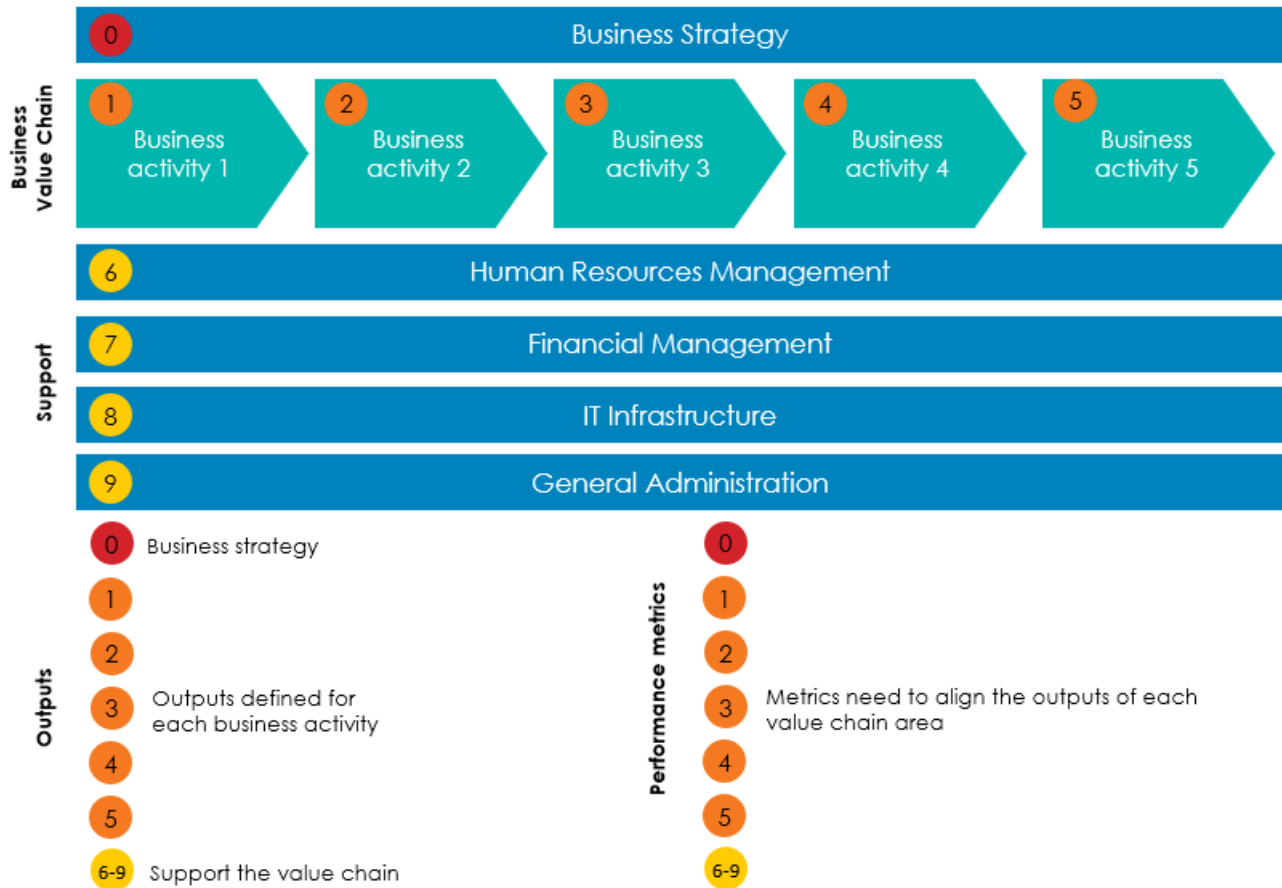


Figure 2: Porter's Value Chain Model

We first reviewed the business strategy and identified the key business activities which made up the business value chain. Next, we identified the various supporting areas. We then identified and aligned the outputs for each critical business activity to performance metrics. Lastly, we interviewed client stakeholders, who provided input into the value chain and alignment into the corporate and departmental scorecards.

Business process analysis

We used the Business Process Architecture model to analyse and document the business processes:

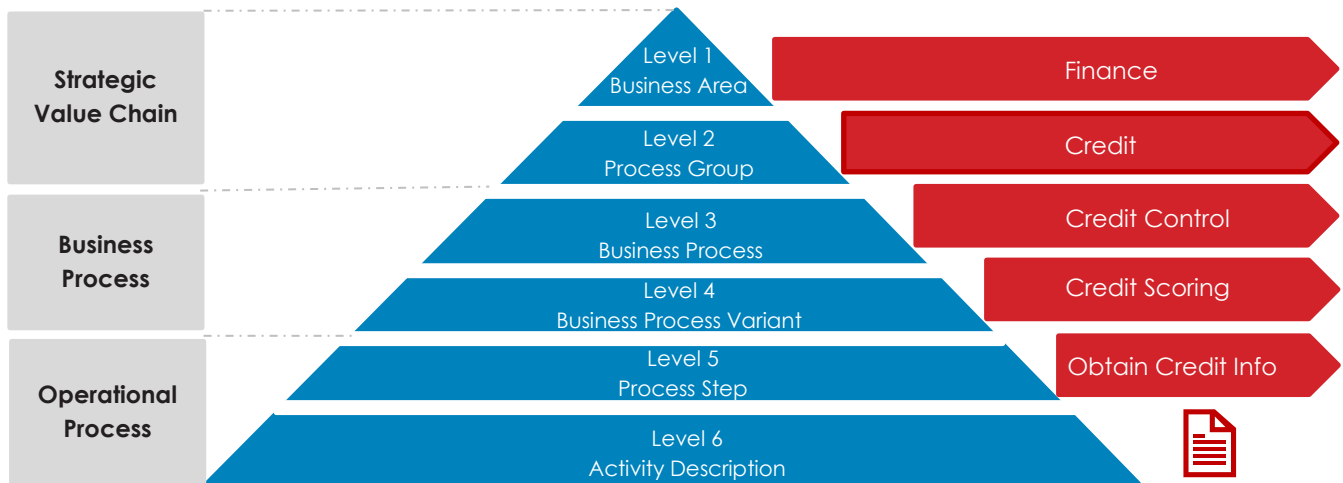


Figure 3: Business Process Architecture Model

We mapped the processes at Level 4 and then linked them to performance metrics. We then conducted workshops with key stakeholders within the organisation to document the processes. Although the workshops highlighted our client's varying levels of understanding of the business processes and value chain, by the end of this project we had managed to communicate a more consistent understanding of the value chain and business processes, as well as produce a documented point of reference for current and future initiatives.

How Analyze helped

The documented high-level value chain as well as the documented business processes resulted in the following benefits for our client:

- People from all levels within the organisation had a common understanding of how all their processes fit together, for them to provide better client and stakeholder value.
- The documented processes provided a point of reference to use when training new staff.
- We significantly reduced key-person dependencies.
- We created a process inventory to give a quick view of all the processes across the organisation.

Need to improve and optimise business processes?

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