



Oregon DAS
RFP #102-1071-06
Business Process Re-engineering

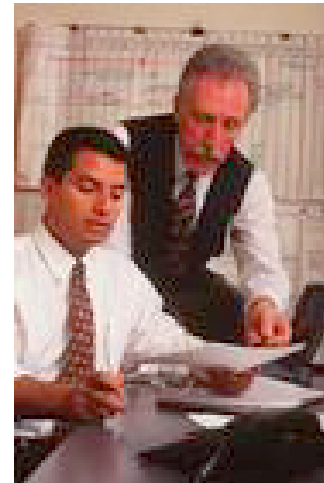


Evaluation Interview
March 27, 2007

Introduction

Information Alliance, Inc. is a Portland-based management consulting firm with expertise in the following areas:

- Business analysis and requirements gathering
- Business process re-engineering
- Requirements documentation and technical writing
- Project planning and project management



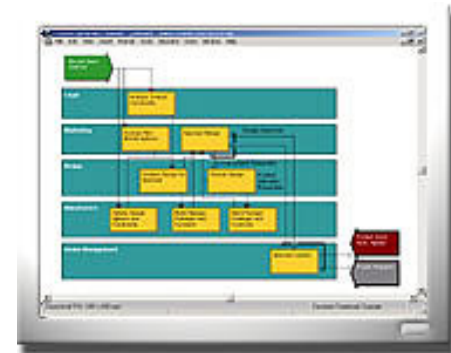
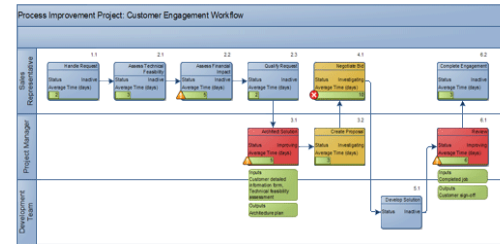
Our Experience



- Experience with several business process reengineering projects with companies such as:
 - Freightliner
 - Raytheon
 - PacifiCorp
- Specific BPR experience:
 - Improvements to defect logging and reporting
 - Improved data management for rate case preparations
 - Redefined KPI definitions and data summarizations
 - Enhanced process for managing parts shortages
 - Electronic work instruction delivery
 - Automated records management processes

Business Process Modeling Tools

- Business process models and diagrams have been delivered with:
 - Microsoft Visio 2003
 - Casewise Corporate Modeler 9
- Supporting narratives delivered via Microsoft Word
- Casewise and IGrafx have basic Visio import / export capabilities
- Choose the tool that is appropriate for the job



Facilitation Skills – *Meeting Productivity*

- Meetings must have a purpose, and that purpose must be communicated in advance
- Must have a clear and meaningful agenda
- Invite the appropriate people, and be respectful of their time
- Start on time, end on time, and stay focused on the agenda
- Select the proper venue, and ensure supporting tools (e.g. whiteboard, Infocus, etc.) are available



Facilitation Skills – *Communication Effectiveness*

- Prepare and distribute meeting materials in advance
- An experienced facilitator must lead the meeting
- Solicit participation from the attendees
- A scribe must capture key points, issues and action items
- Recap decisions, key points and action items at close of meeting
- Follow-up quickly with meeting minutes to attendees and stakeholders



Facilitation Skills – *Conflicting Perspectives*

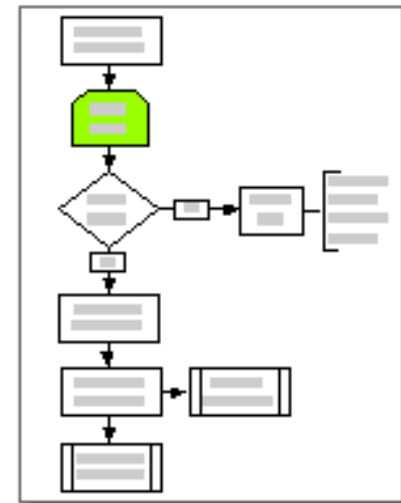
- Conflicting perspectives can result in valuable dialogue and idea exchange
- People can be passionate about their views. This should not be discouraged, but leveraged in a positive way
- Ensure participants share a common goal for overall success
- Establish ground rules at the beginning
- Identify positions that all can support, and work forward
- Reiterate the importance of achieving the larger goal



Business Scenario 1

A small group requests that you re-engineer a process unique to their unit.

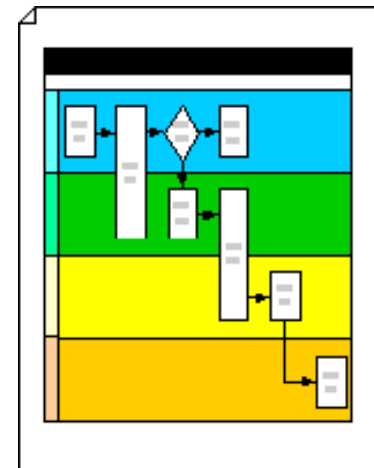
- Understand the business problem, and the business context
- Document the current business process
- Design the “to be” process based on the gap analysis
- Ensure the solution is aligned with the unit’s goals and objectives
- Implement solution and transition to new process
- Post-implementation monitoring



Business Scenario 2

Re-engineer a process performed by multiple business units – each of which has a different way of accomplishing the task.

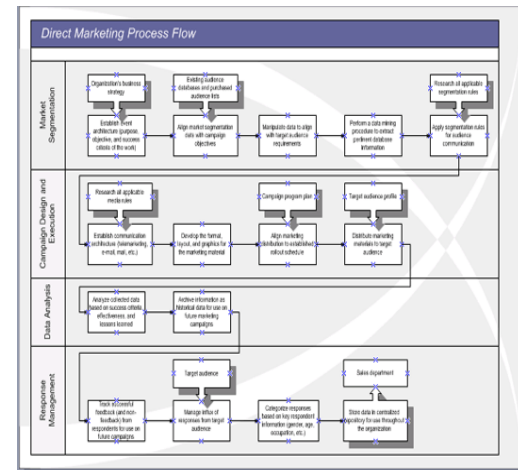
- Ensure buy-in from all business units on the overall objective
- Analyze existing processes. Identify points of commonality
- Solicit input from each unit on desired changes (serves as input for “to be” model)
- Form a team with members from each unit to participate in solution design
- Ensure solution is aligned with higher-level business goals
- Initial pilot followed by a phased rollout



Business Scenario 3

Re-engineering an enterprise-wide process for multiple business lines w/differing goals and priorities

- Preliminary study of best practices
- Executive-level sponsorship is critical
- Formulation of a Steering Committee
- Business Case supported by tangible ROI and clear success measures
- Strong emphasis on Risk Management and Change Management plans
- Phased implementation driven by risk mitigation and business availability



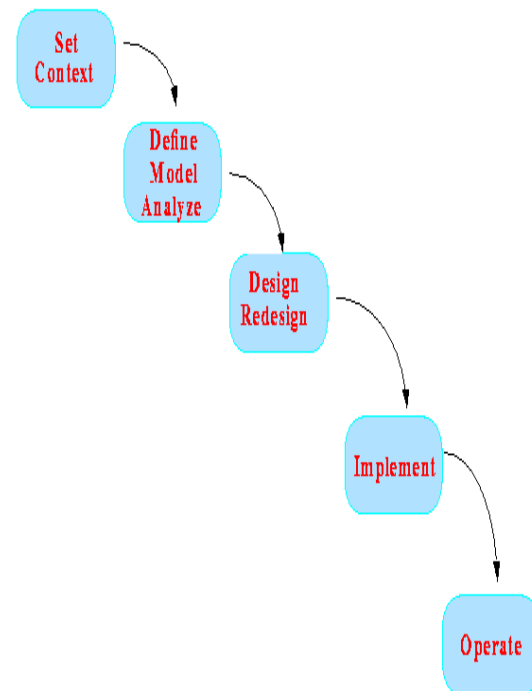
Deliverables - *Business Process Re-engineering*

- Initial business assessment
 - Org structure / business units
 - Critical Success Factors and KPIs
- Current Process Model
 - Internal and external stakeholders
 - Prioritized business processes
- Analysis Results
 - Opportunities for improvement
 - Cost, time, and quality measures
 - Potential process enablers (technology)
 - Constraints
- Re-engineered process model
- Transition / Change Management Plan



Deliverables – *New Business Process*

- Business Case / Justification
- Business Requirements Document
- “To-be” process model and supporting narrative
- End user training / education
- Implementation / Transition Plan
- Process / tools for post-implementation monitoring



Risks – *Failure to realize tangible improvements*

■ *Mitigation Plan*

- Establish executive support and user buy-in
- Begin with specific, measurable and achievable goals
- Objective cost/benefit analysis based on evaluation of “to be” process models
- Ensure process improvement initiatives are business driven, and are aligned with business goals

■ *Contingency Plan*

- Timely escalation of concerns and issues
- Make course corrections at established project checkpoints

Risks – *Adverse impact on other processes*

■ *Mitigation Plan*

- Context diagram should identify related processes
- Involve stakeholders in analysis, design, and testing
- “What if” analysis to assess interaction with related processes
- Impact Analysis deliverable for review with stakeholders
- Design flexibility into the solution, where possible

■ *Contingency Plan*

- Validate, quantify, and document the impact
- Conduct root-cause analysis
- Explore potential adjustments to new and impacted processes

Risks – *Failure to gain user acceptance / buy-in*

■ *Mitigation Plan*

- Engage stakeholders early in the project
- Communicate frequently and effectively
- Involve users in approval checkpoints

■ *Contingency Plan*

- Understand root cause of end user concerns
- Explore alternatives to solution design and/or business processes
- Develop a corrective action plan that is supported by the business

Closing Statements

- Extensive business and management consulting experience across a wide range of industry sectors
- We have experience with numerous business process reengineering assignments.
- Practitioners of techniques and methodologies endorsed by International Institute of Business Analysis (IIBA).
- Active membership in the Project Management Institute (PMI). Our project managers possess the PMP certification
- We are familiar with the ODOT Macroscopic methodology and its relationship to the PMBOK.
- Ability to solve complex business problems and be true business partners with ODOT.