

**PROCESS
RENEWAL
GROUP**

DRIVING BUSINESS RESULTS: GETTING ON THE RIGHT BUS

QualiWare + EA Professional Development Days 2016

Delivered by Roger T. Burlton

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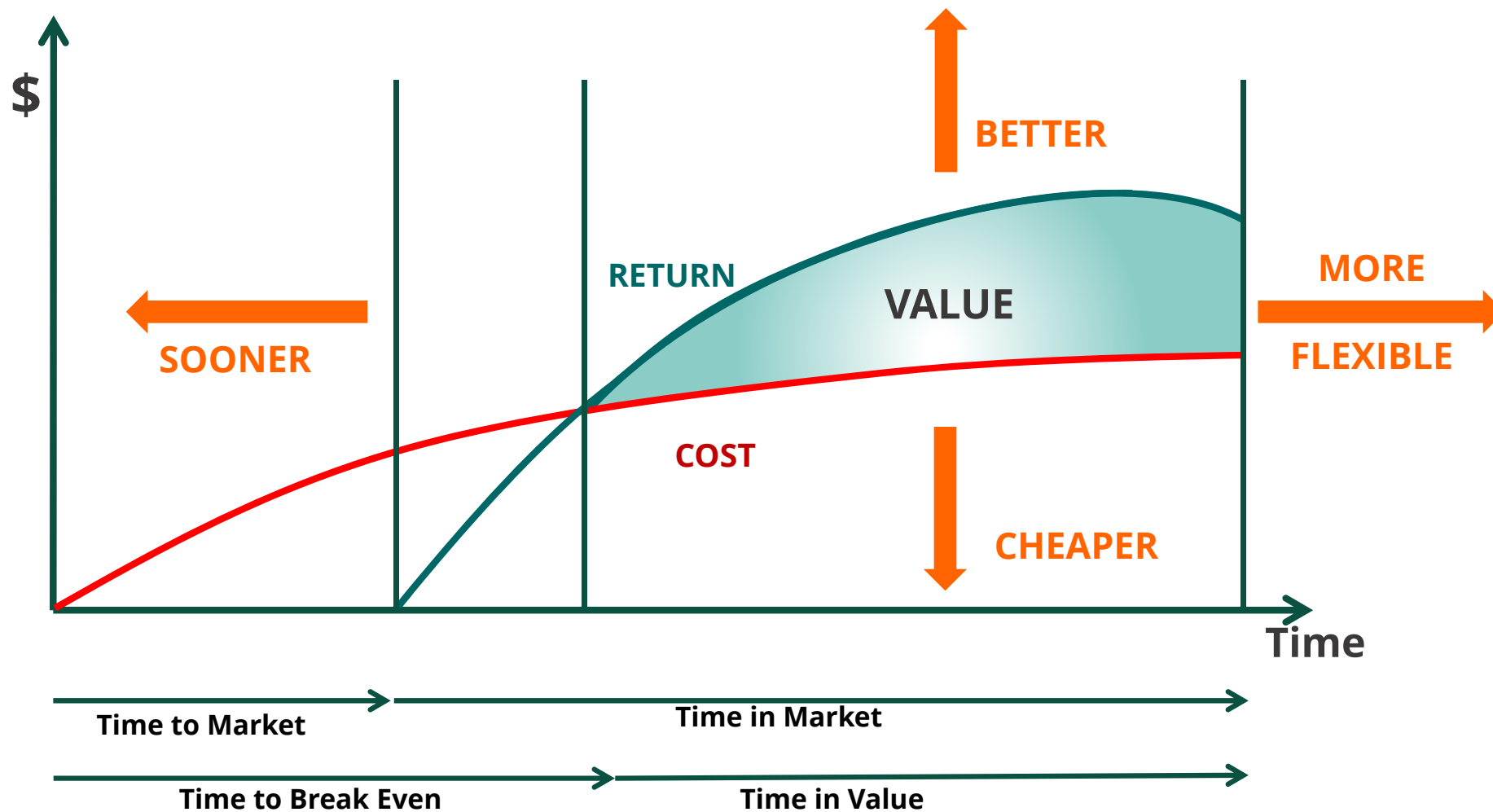
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WHAT DO OUR ORGANISATIONS EXPECT FROM US?

Create sustainable value for an affordable cost



DRIVING BUSINESS RESULTS: GETTING ON THE RIGHT BUS

Agenda

-  **Transportation Corporation Overview**
-  **Methodology Used**
-  **Stakeholders and Strategic Intent**
-  **Ideal Processes**
-  **Pain / Gain Assessment**
-  **Process Centric Design Models**
-  **Roadmap**

TRANSPORTATION CORPORATION OVERVIEW

- Over 1.5 million people served
- Operations provided by 18 private operating companies, 5 public operating organizations and 15 non-profit agencies
- 81 transit system agreements – conventional, custom and paratransit
- Fleet of 1,028 conventional and double-deck buses, minibuses and vans
- \$249 million in expenditures in 2010/11

DRIVING BUSINESS RESULTS: GETTING ON THE RIGHT BUS

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Transportation Corporation Overview



Methodology Used



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Ideal Processes



Pain / Gain Assessment



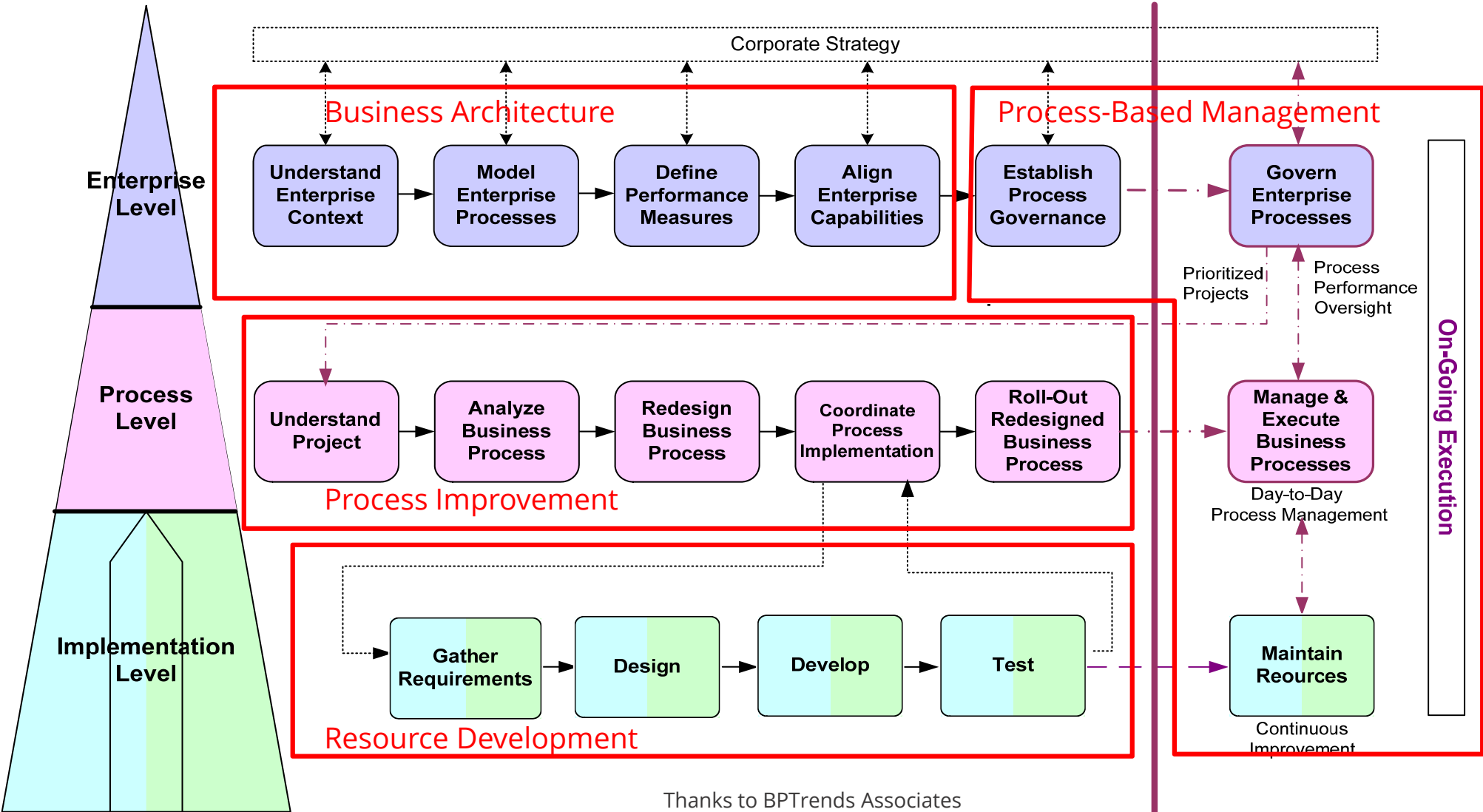
Process Centric Design Models



Roadmap

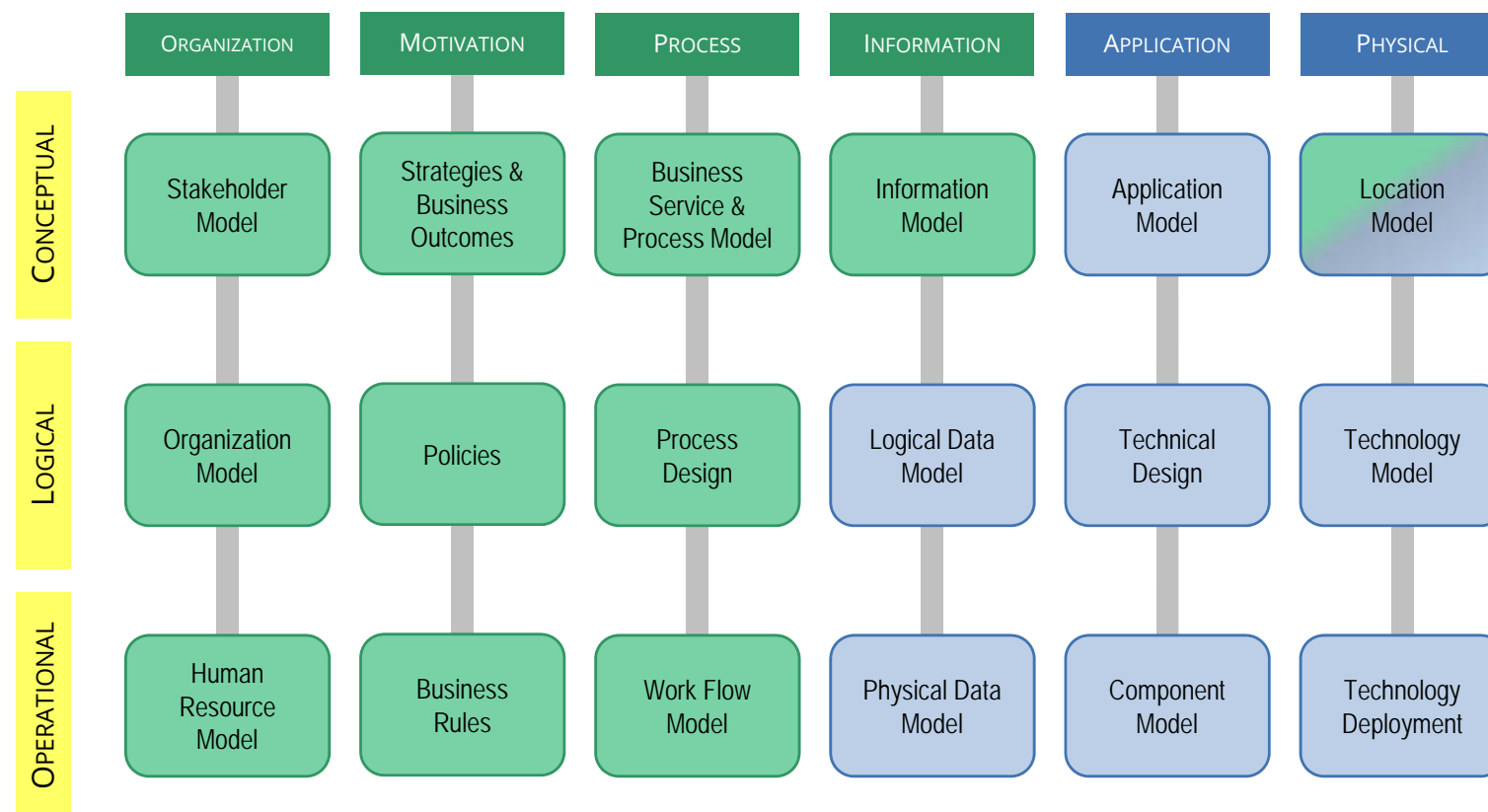
THE BASIS FOR OUR APPROACH

BPTrends Associates Methodology: Enterprise Level



Thanks to BPTrends Associates

THE CUSTOMIZED SERVICE BASED EA FRAMEWORK



TRANSFORMATION – 10 STEP APPROACH



1. Who Cares? Identify stakeholder needs
2. North Star - Determining 5 Strategic Outcome Statements
3. Defining lifecycles for relationships and assets
4. Identify “Ideal” Processes
5. Where’s the value?
6. Biggest Pain
7. Priorities “Gain/Pain”
8. Source of pain – causal analysis
9. Identify solutions
10. The way forward – Roadmap

HIGHLY INTERACTIVE AND ENGAGING APPROACH

Helped Assure Shared Meaning and a Cultural Change



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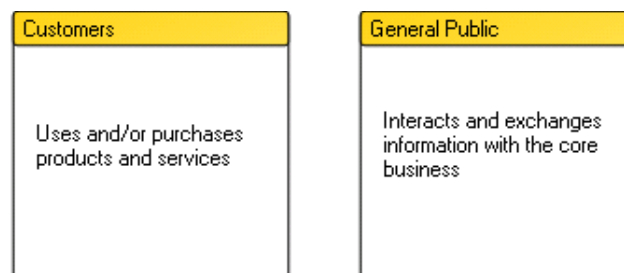
Process Centric Design Models



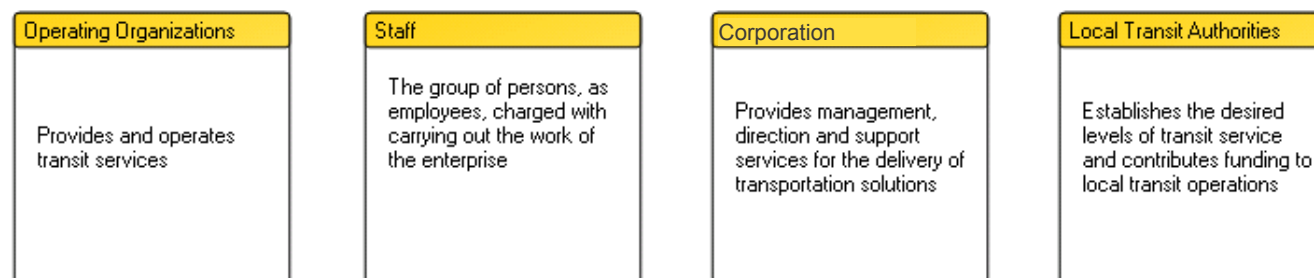
Roadmap

STAKEHOLDERS

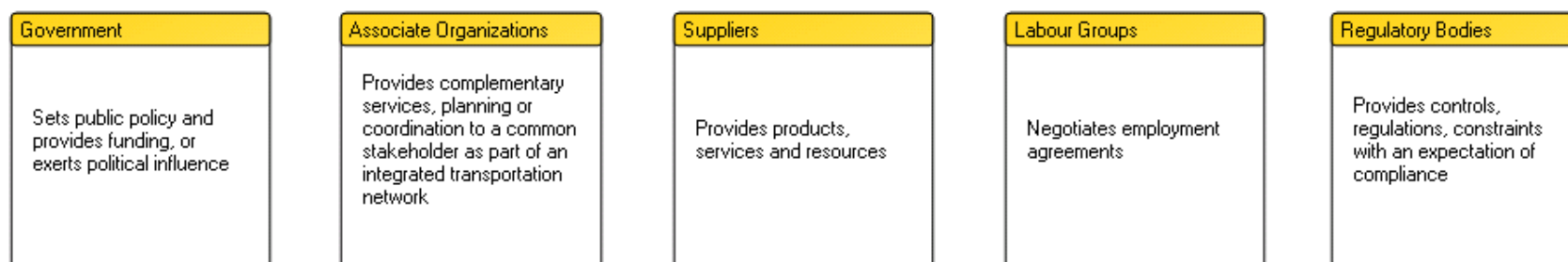
Stakeholders external to the corporation who are direct beneficiaries of the Corporation's Services



Stakeholders internal to the enterprise who are directly accountable and responsible for delivering transit services

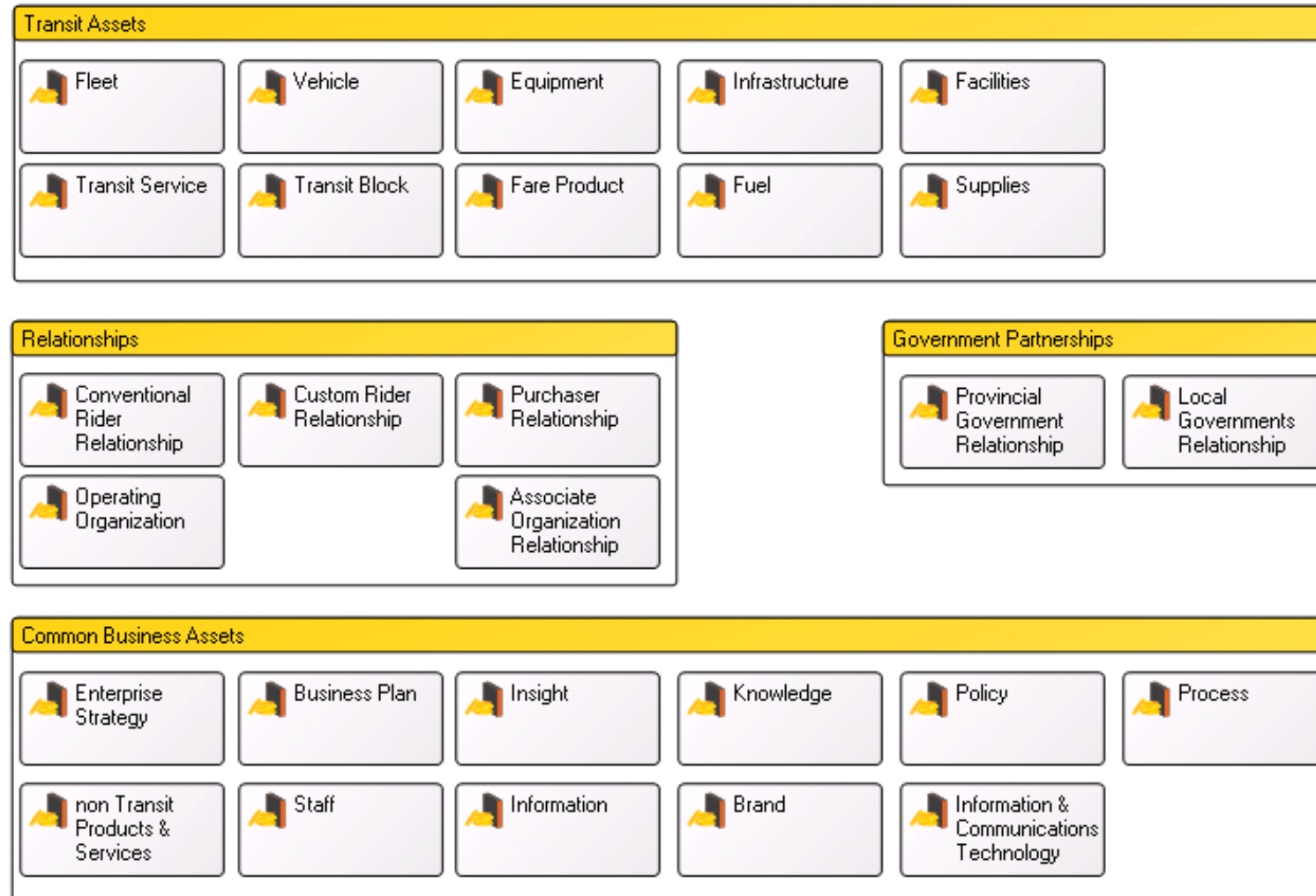


Other stakeholders external to the enterprise who are involved in the delivery of transit services in some way

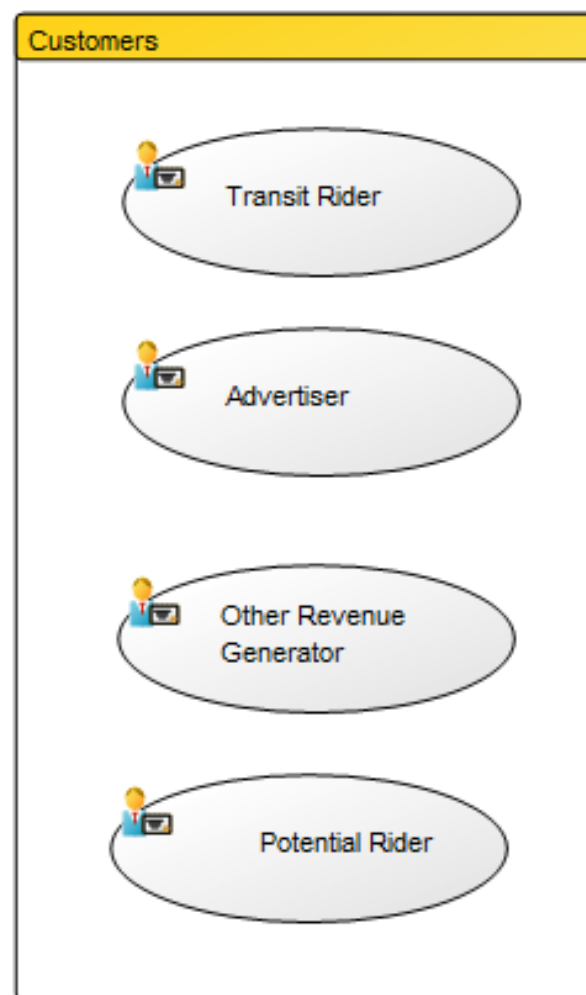


BUSINESS RESOURCES

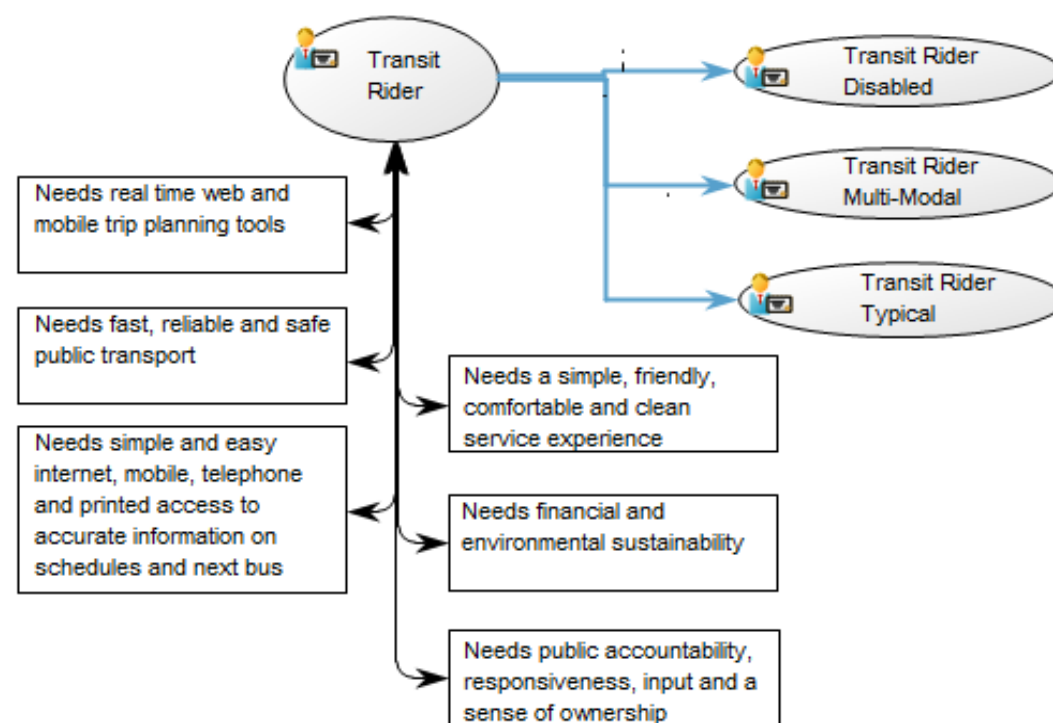
(Relationships, Assets, Products and Services)



BC TRANSIT: CUSTOMER GROUPS



Transit Rider Needs



THE NORTH STAR WITH GAIN WEIGHTINGS

We will help to create financially, socially and environmentally sustainable communities

Gain Weighting – 40%

Increased and optimized the long-term financial sustainability of BC Transit services

Gain Weighting – 20%

Increased transit mode share

Gain Weighting – 20%

Increased transit accessibility and flexibility to support the social needs of communities

Gain Weighting – 10%

Increased the degree to which we help integrate transit systems with other modes of sustainable transportation








Gain Weighting – 10%

Increased the degree to which we help reduce the environmental footprint of communities



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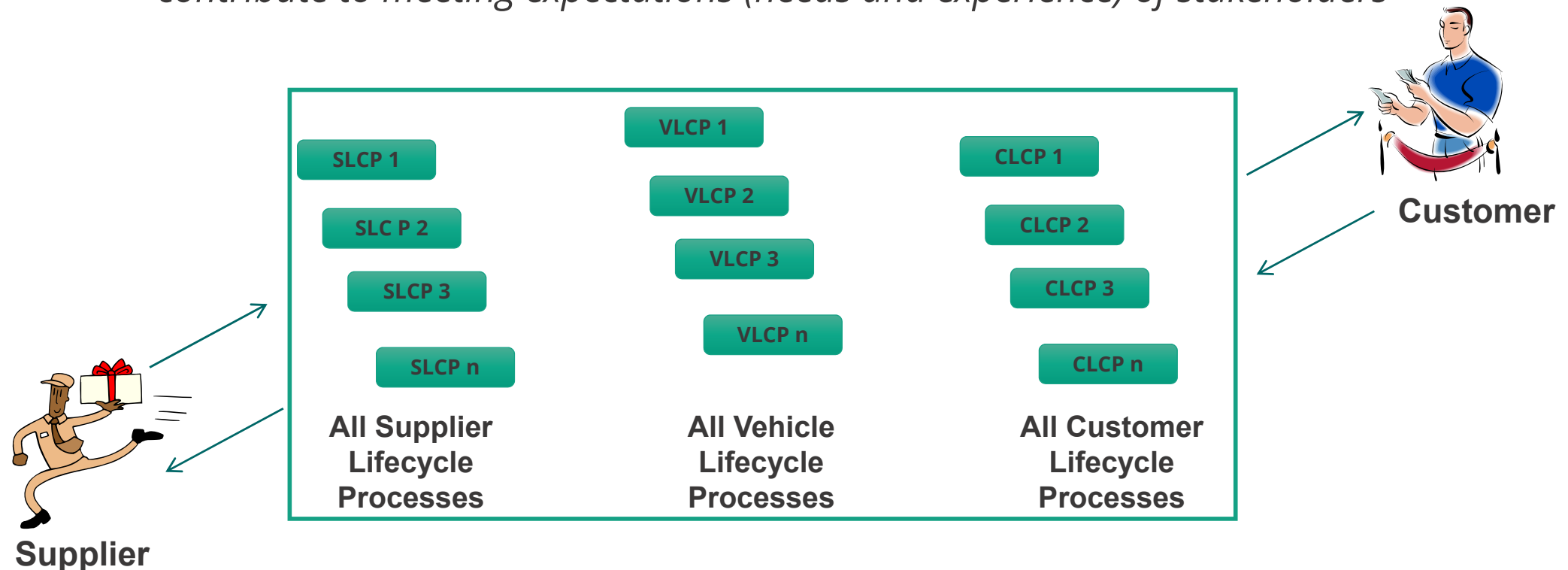
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TRACEABILITY

Starts with Stakeholders and Internal Assets

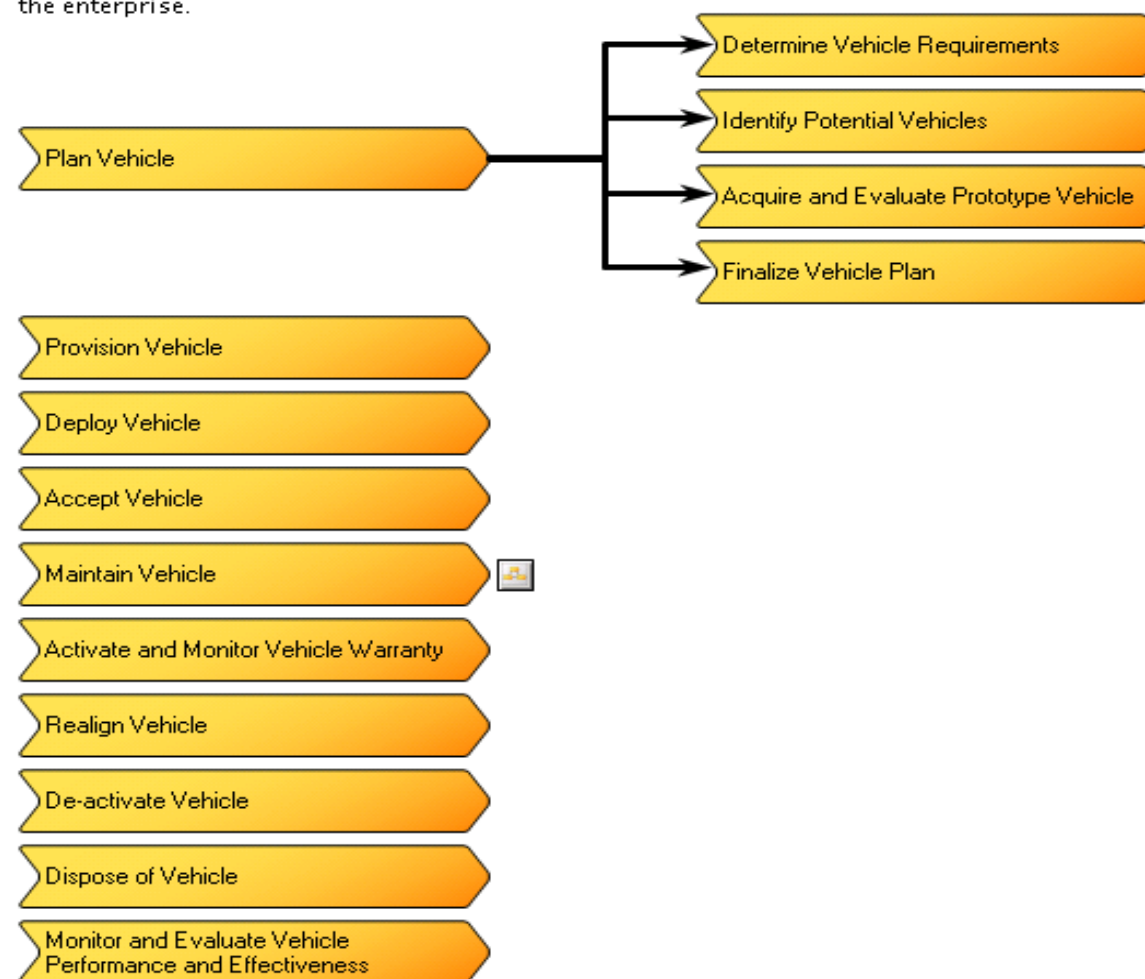
The lifecycles of our stakeholders and internal assets must support the outside exchanges to contribute to meeting expectations (needs and experience) of stakeholders



SAMPLE – LIFECYCLE

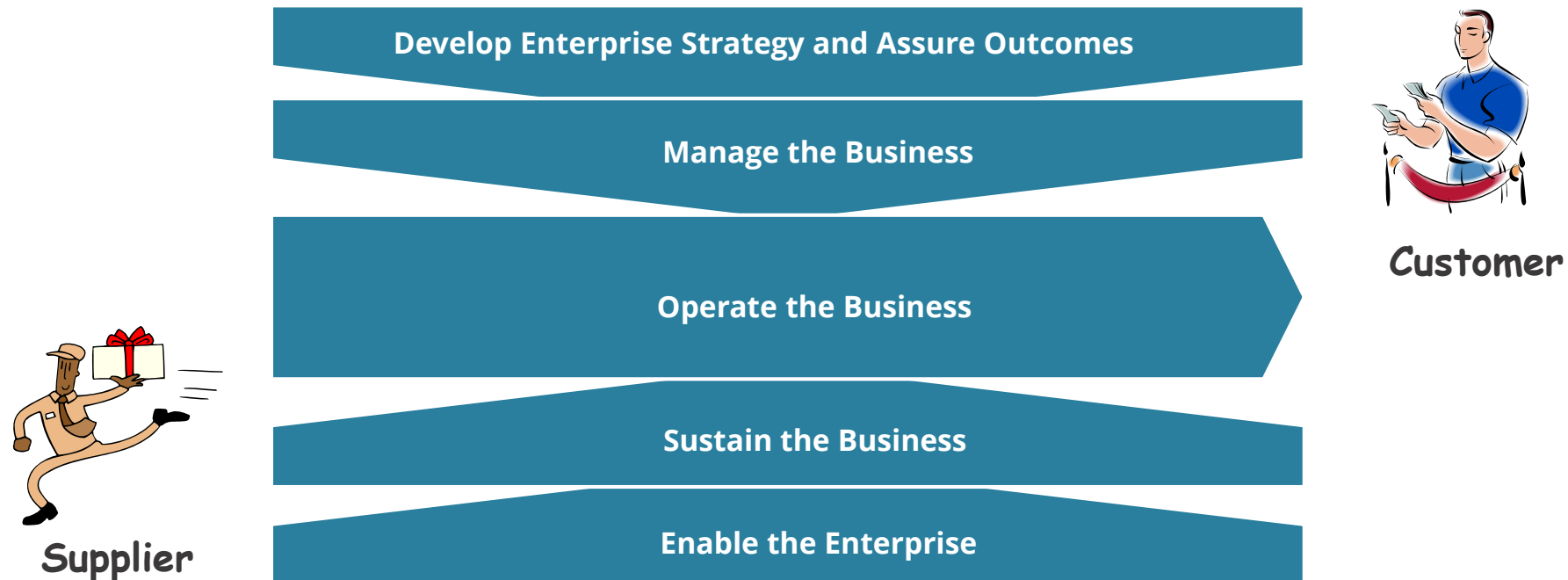
Vehicle Lifecycle

A vehicle is defined as any type of licensed device used for transporting people or things within the enterprise.



STRUCTURING THE PROCESS ARCHITECTURE

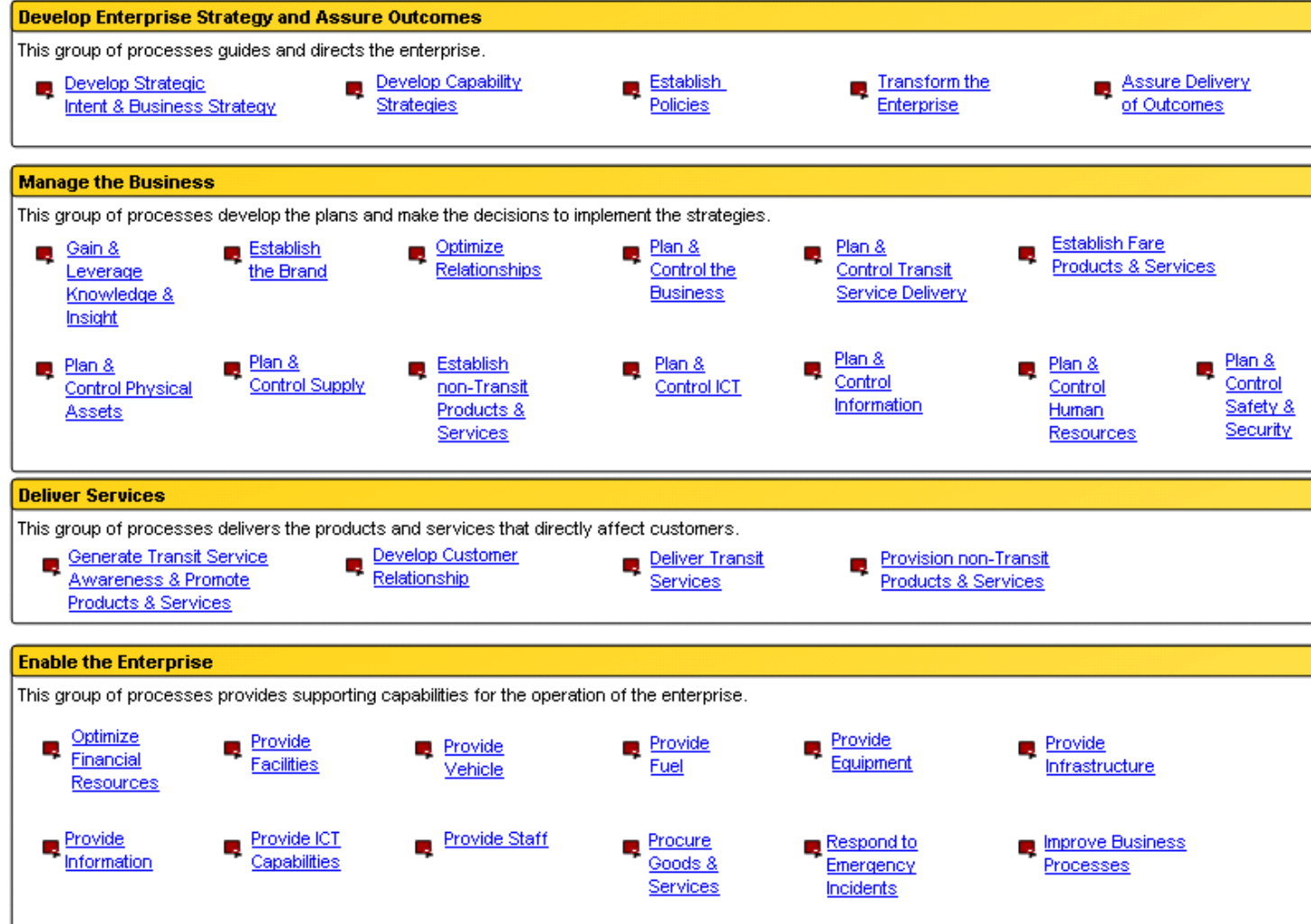
The activities in each lifecycle are now ideally categorized into aligned sets of Business Processes that will deliver outcomes of value for the BC Transit Enterprise and its stakeholders



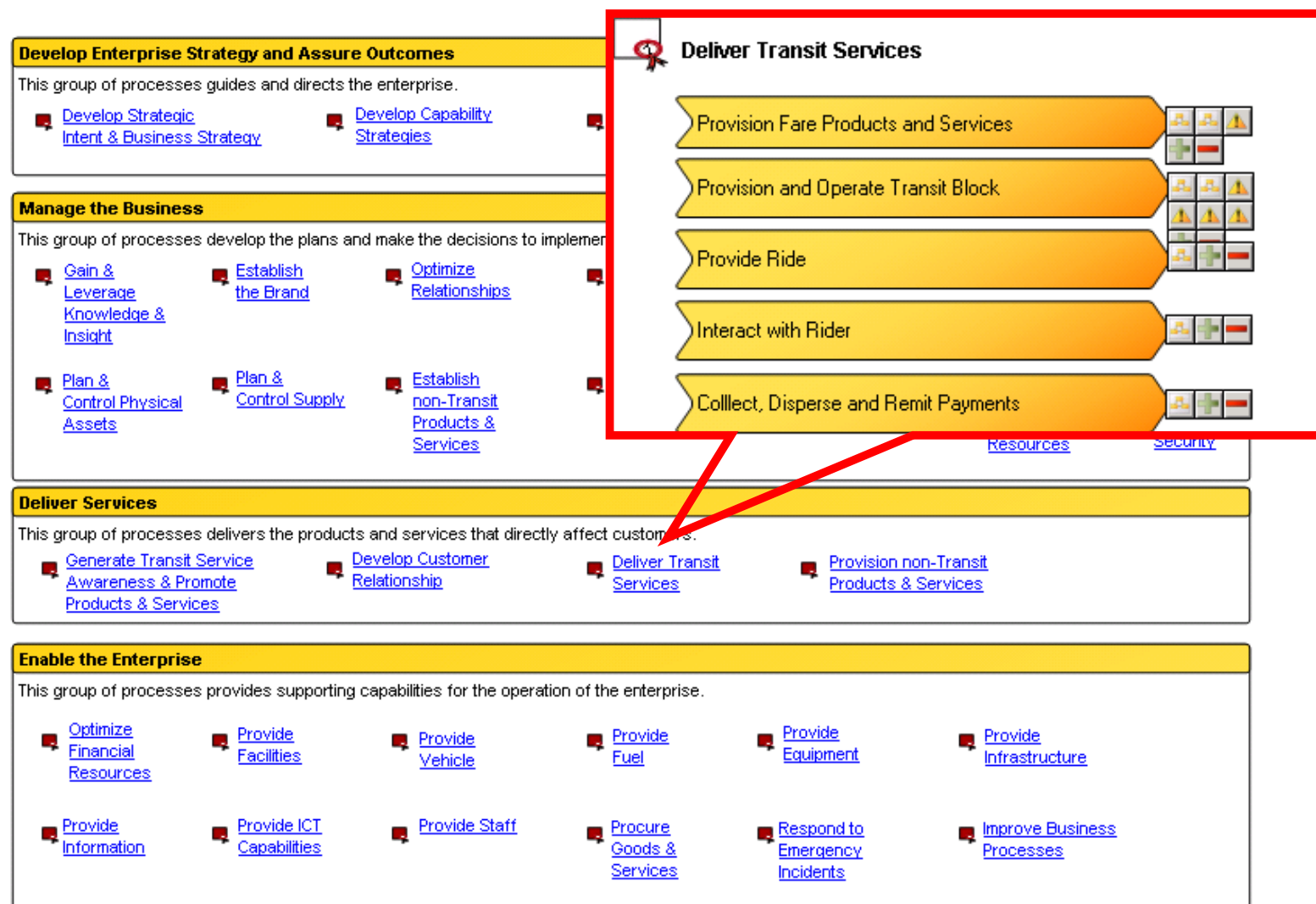
So: How are the ideal business processes classified and organized for further analysis, prioritization and change?

BUSINESS PROCESS ARCHITECTURE MAP

Consolidated from Lifecycles

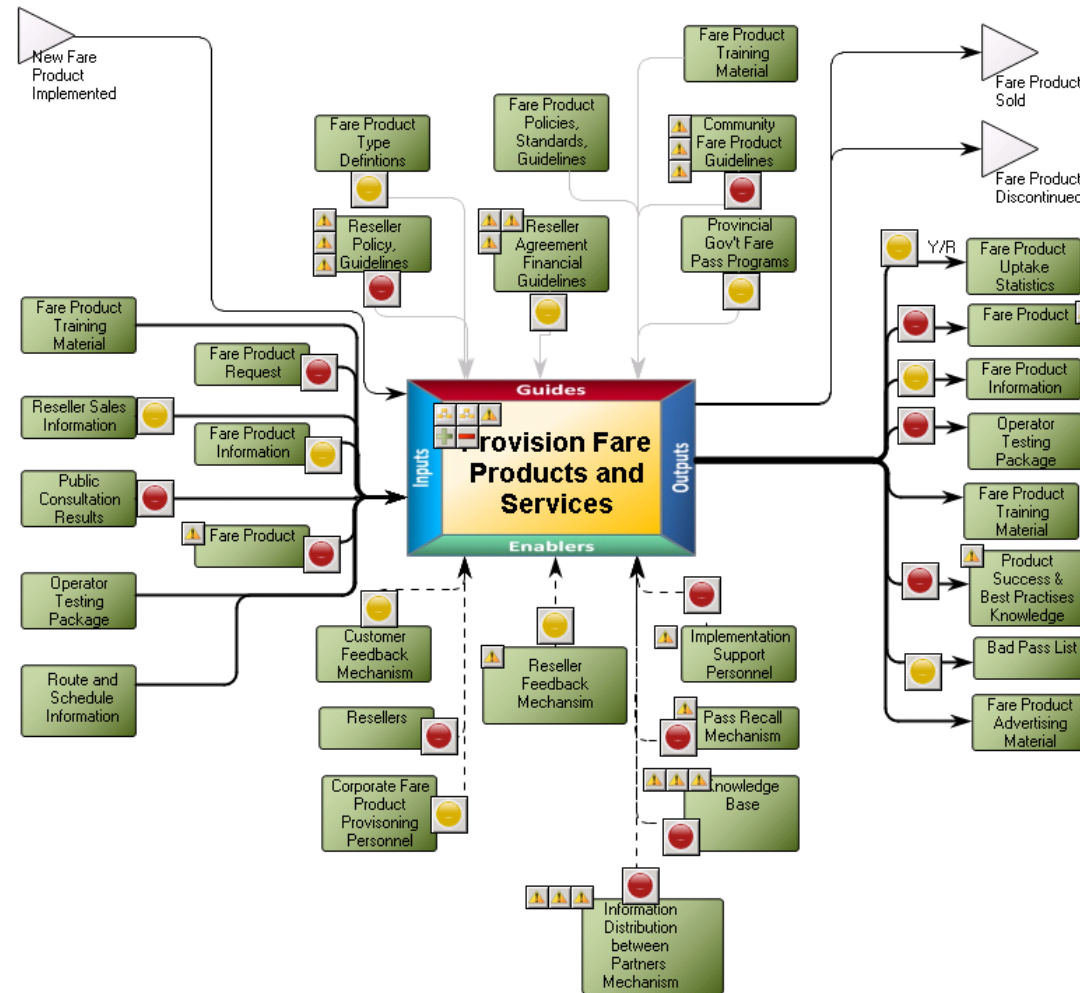


BUSINESS PROCESS ARCHITECTURE MAP



SAMPLE ANALYSIS IGOE WITH ASSESSMENTS

(Input, Output, Guide, Enabler)



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Process Centric Design Models

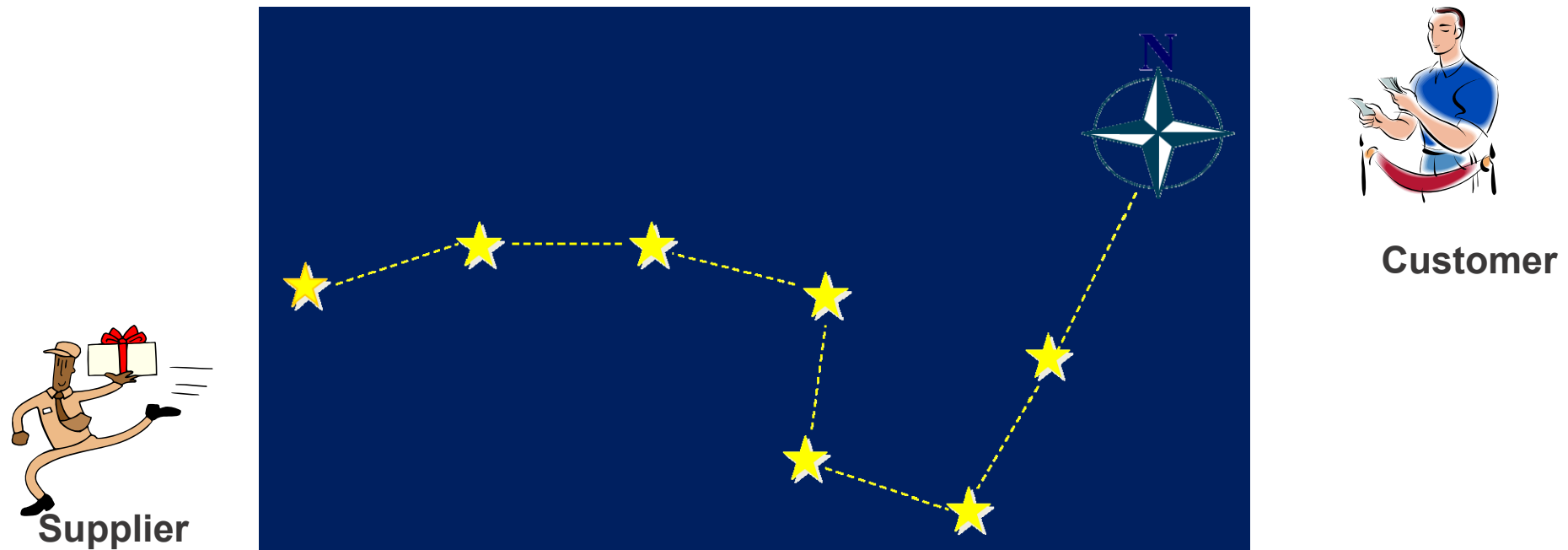


Roadmap

EVALUATION CRITERIA

Contribution of Business Processes to Outcomes

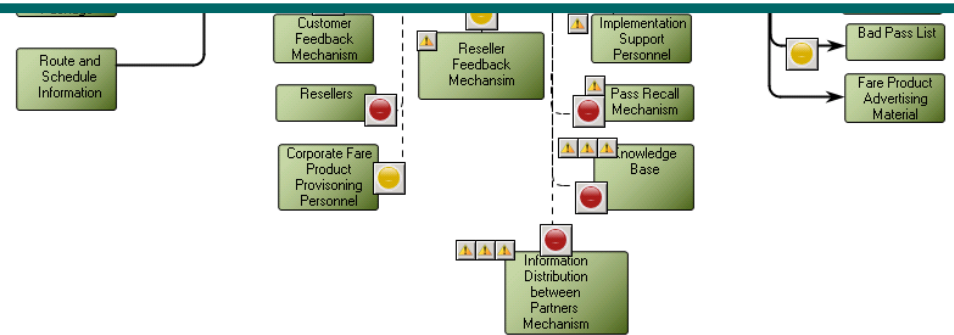
Each ideal process has the ability to contribute to the attainment of strategic and business outcomes. The criteria will describe how we determine the degree to which it can do so.



So: What outcome based decision criteria will help determine which processes are more value contributors than others?

Provision Fare Products & Services - Gain Rating for each Strategic Outcome

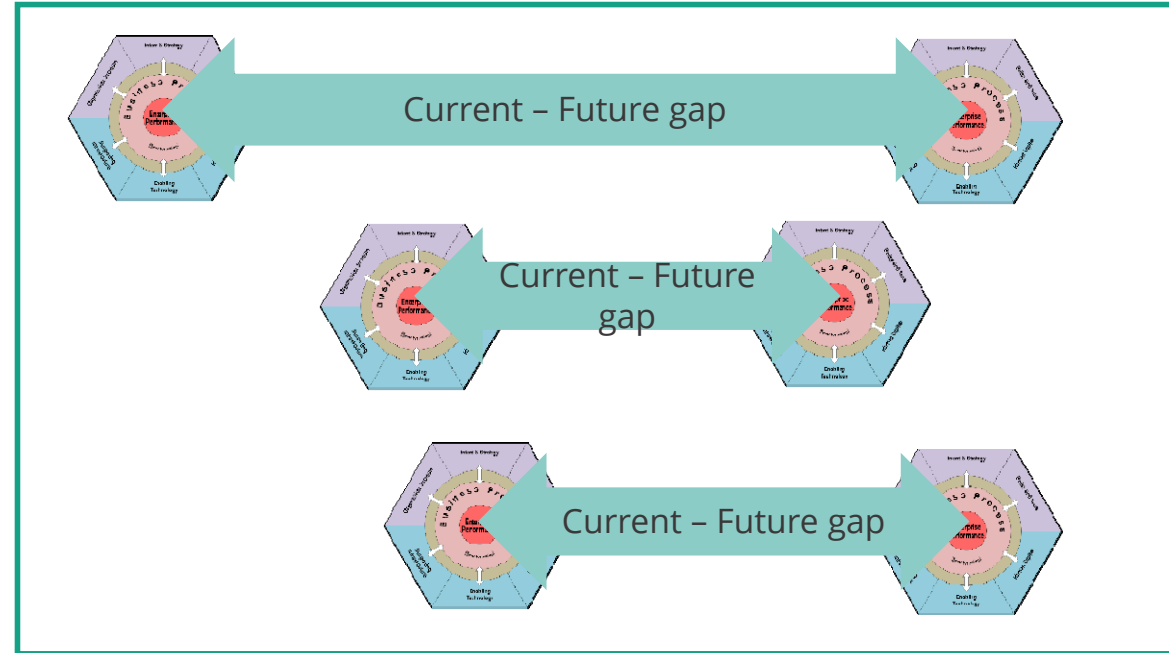
Strategic Outcome	Rating
Increased & Optimized Financial Long-Term Sustainability	5
Increased Help to Reduce Community Environmental Footprint	4
Increased Transit Accessibility & Flexibility for Social Needs	4
Increased Transit Mode Share	5
Increased Transit System Integration with other Transportation Modes	3
Total Normalized Rating	13.5



EVALUATION CRITERIA

Determination of Business Process Performance Gap

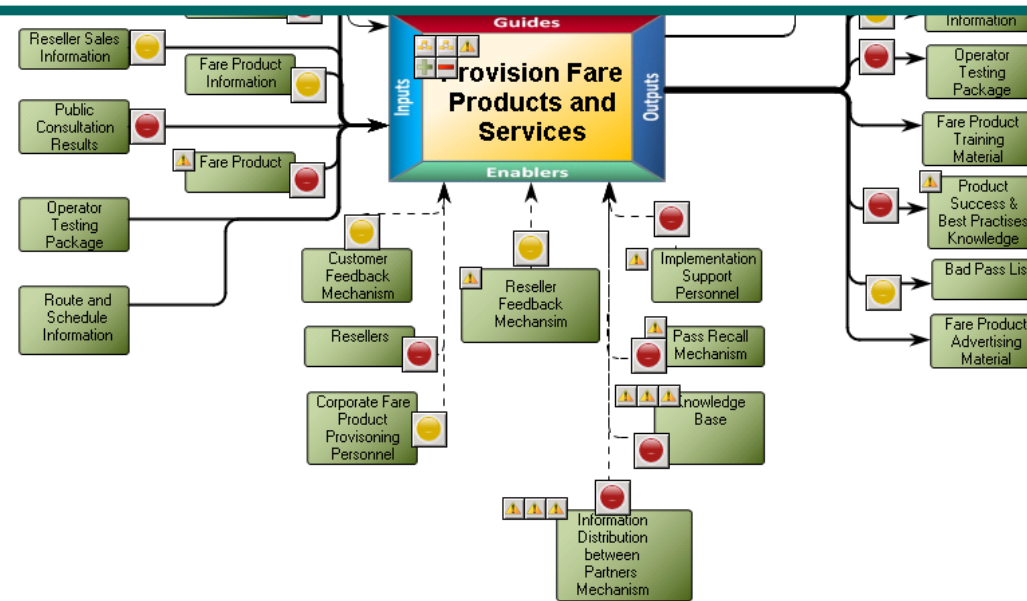
Each ideal process has a current attainment level towards strategic and business outcomes.
Each also has a desired level.



So: How will we measure performance and what is the gap between the current and desired level of performance?

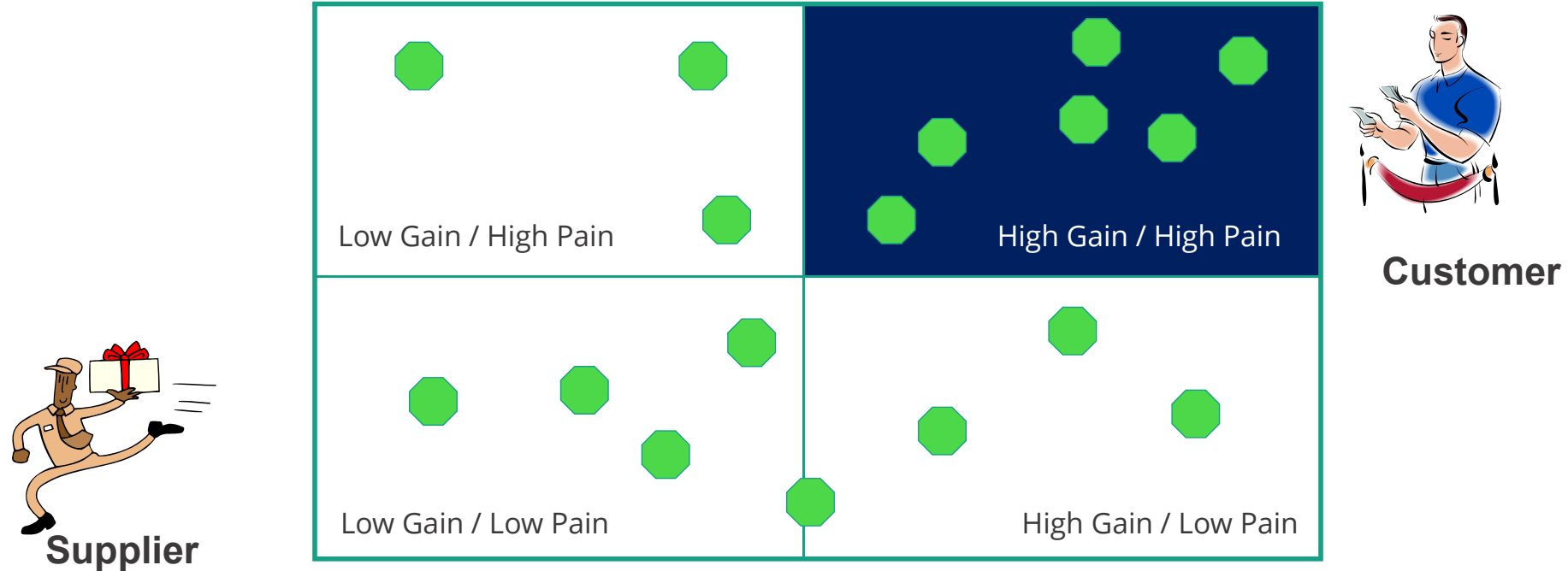
Provision Fare Products & Services Pain Rating

Does the process achieve the direct outcome?	4
Is the process executed consistently?	4
Are the resources efficiently utilized	5
Total Rating	13



THE ASSESSMENT OF PAIN AND GAIN

The priority ideal processes for change are those with high gain towards outcomes and high pain performance gap

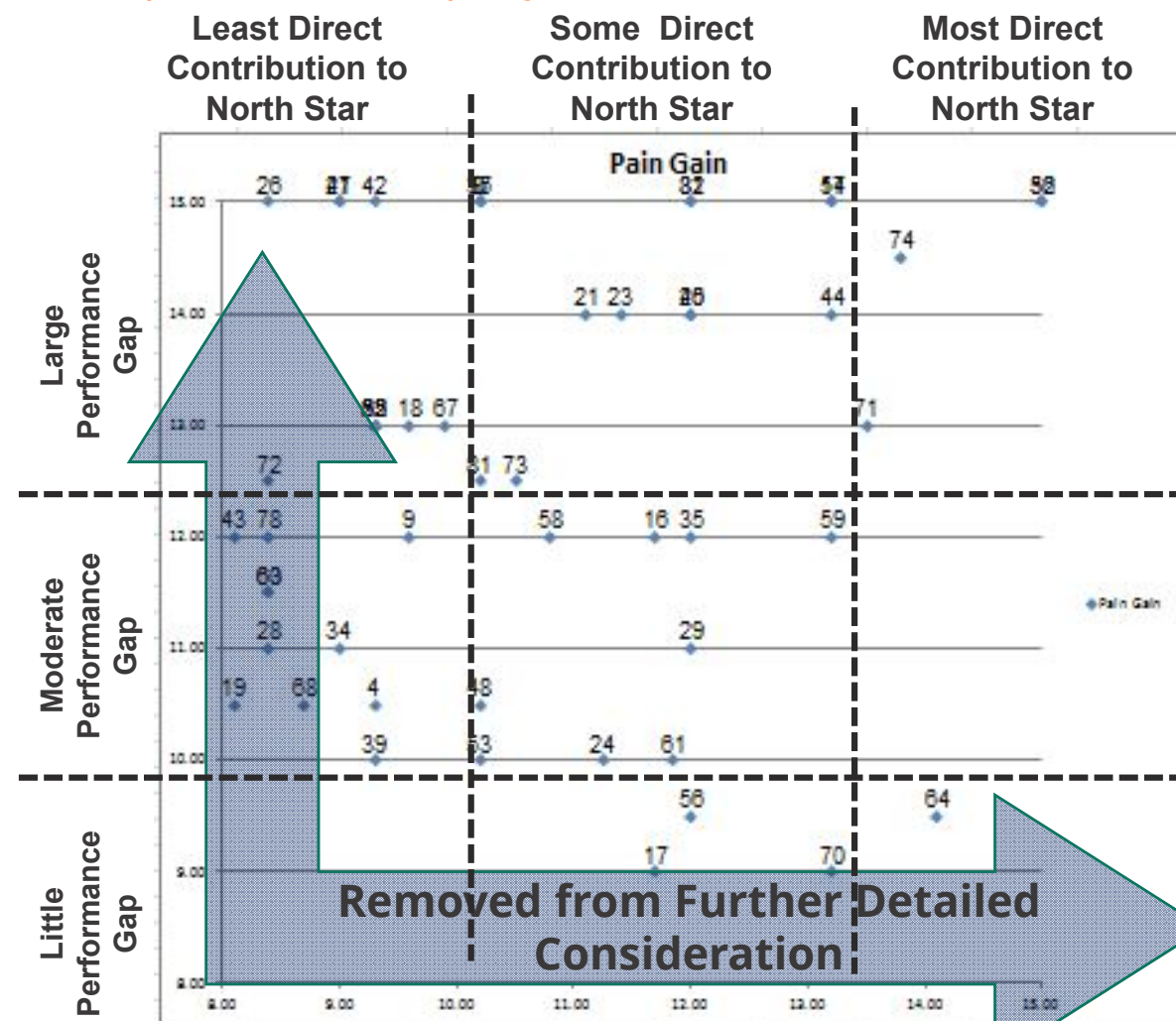


So: Which ideal processes are the best candidates for change?

BUSINESS PROCESS PAIN-GAIN RESULTS








Illustration Public Transportation Company

	Process	Process Number	Gain Score	Pain Score
1				
2	Implement Business Change Initiatives	36	15.00	15.00
3	Oversee Business Change Initiatives	52	15.00	15.00
4	Plan Transit Services	64	14.10	9.50
5	Publish (Provide) Information	74	13.80	14.50
6	Provision Fare Products and Services	71	13.50	13.00
7	Define and Approve Budget and Business Plan	14	13.20	15.00
8	Plan and Control Funding	57	13.20	15.00
9	Monitor and Evaluate Transit Service Performance and Effect	44	13.20	14.00
10	Plan and Control Revenue	59	13.20	12.00
11	Provision and Operate Transit Block	70	13.20	9.00
12	Develop Process and Continuous Improvement Strategy	31	12.00	15.00
13	Understand Customer and Target Market Insights	82	12.00	15.00
14	Develop Community/Regional Transit Service Strategy	20	12.00	14.00
15	Monitor and Report Business Performance (Including Financi	45	12.00	14.00



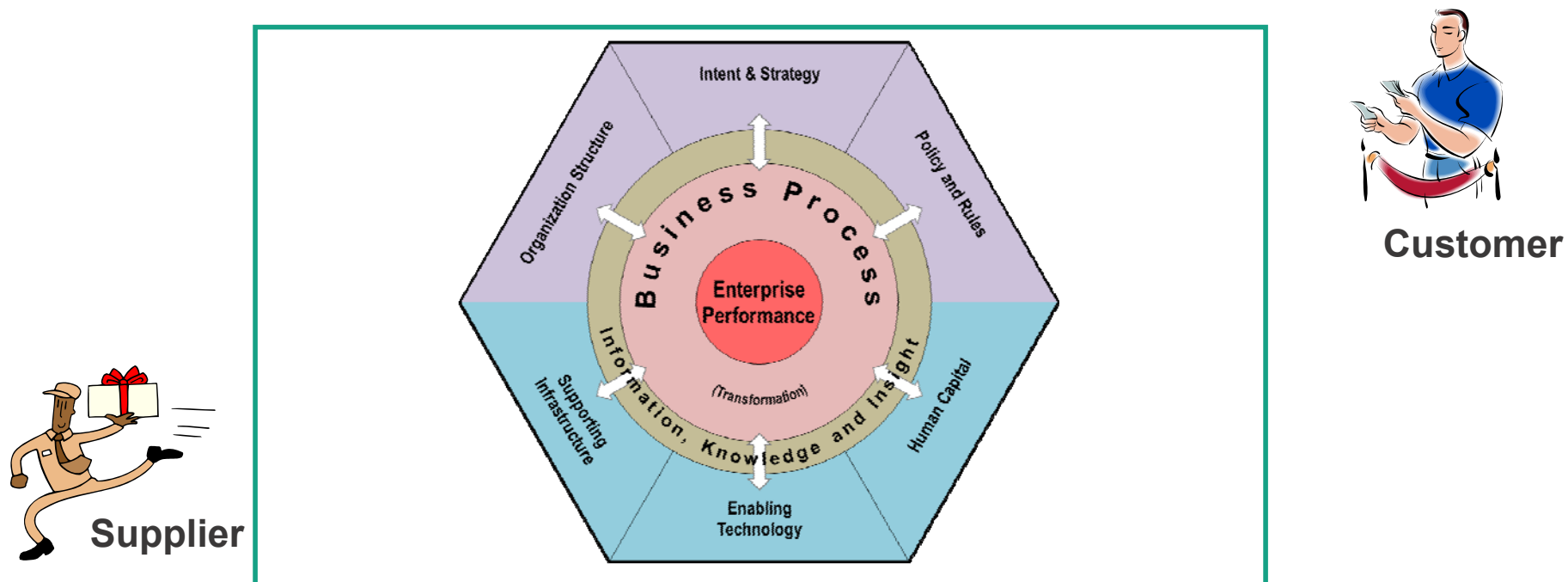
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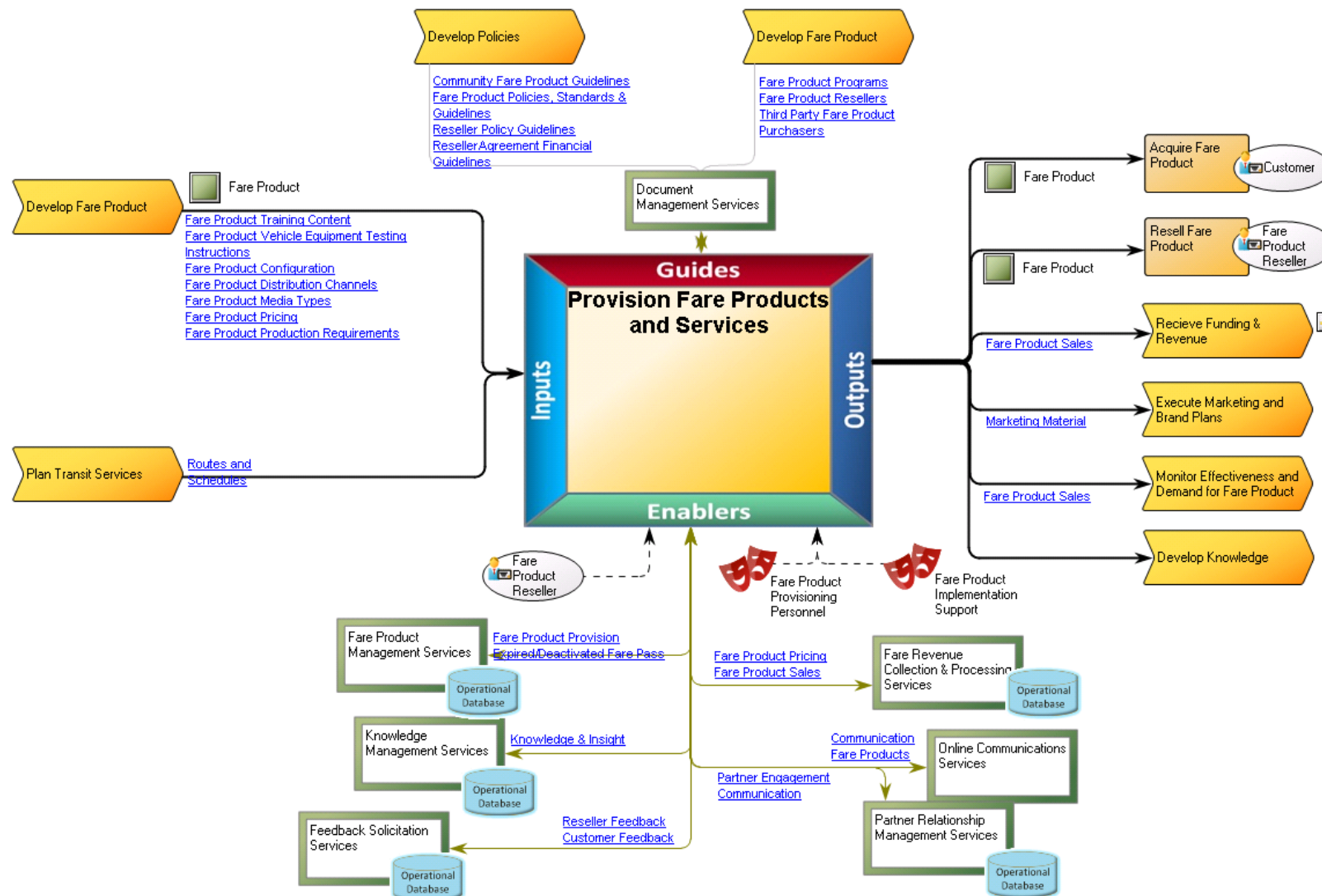
CAPABILITY DEFINITION

The impact and feasibility of changes required to eliminate the performance gap for High Gain and High Pain can be based on the Burlton hexagon.

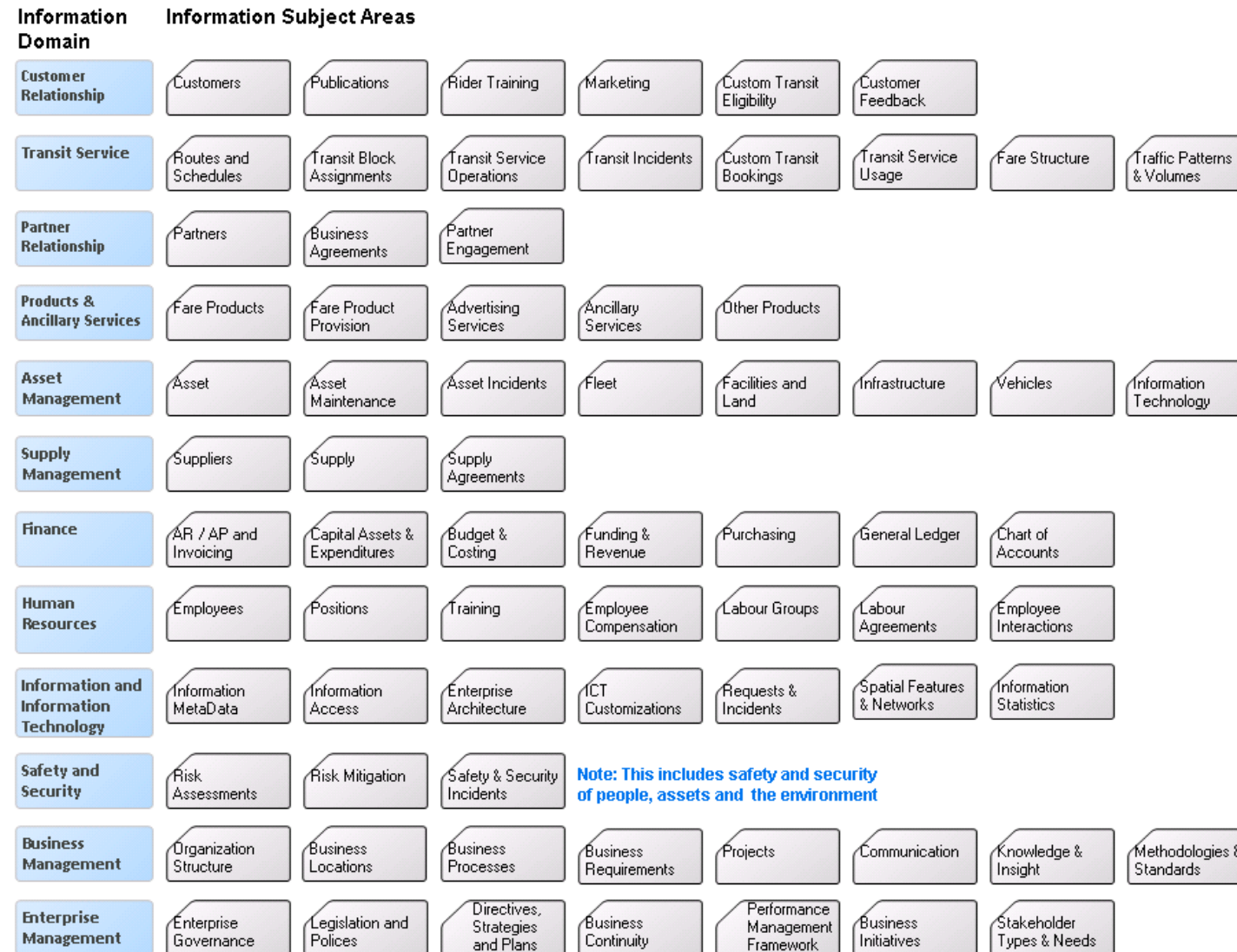


So: What components of the hexagon are impacted by the chosen ideal processes and how feasible are the efforts to deliver them?

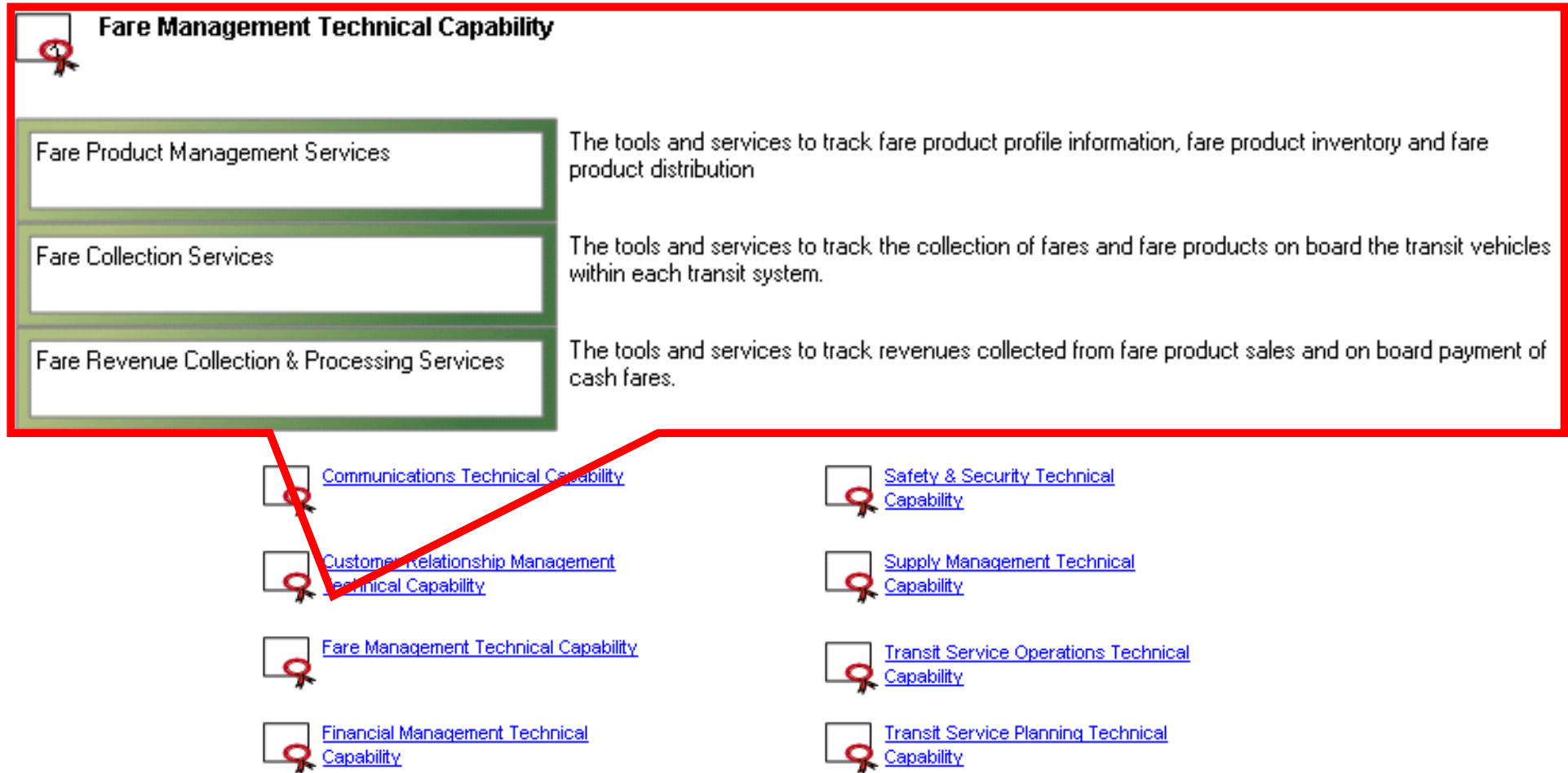
DESIGN IGOE FOR PRIORITIZED PROCESSES



INFORMATION MODEL



TECHNICAL CAPABILITIES



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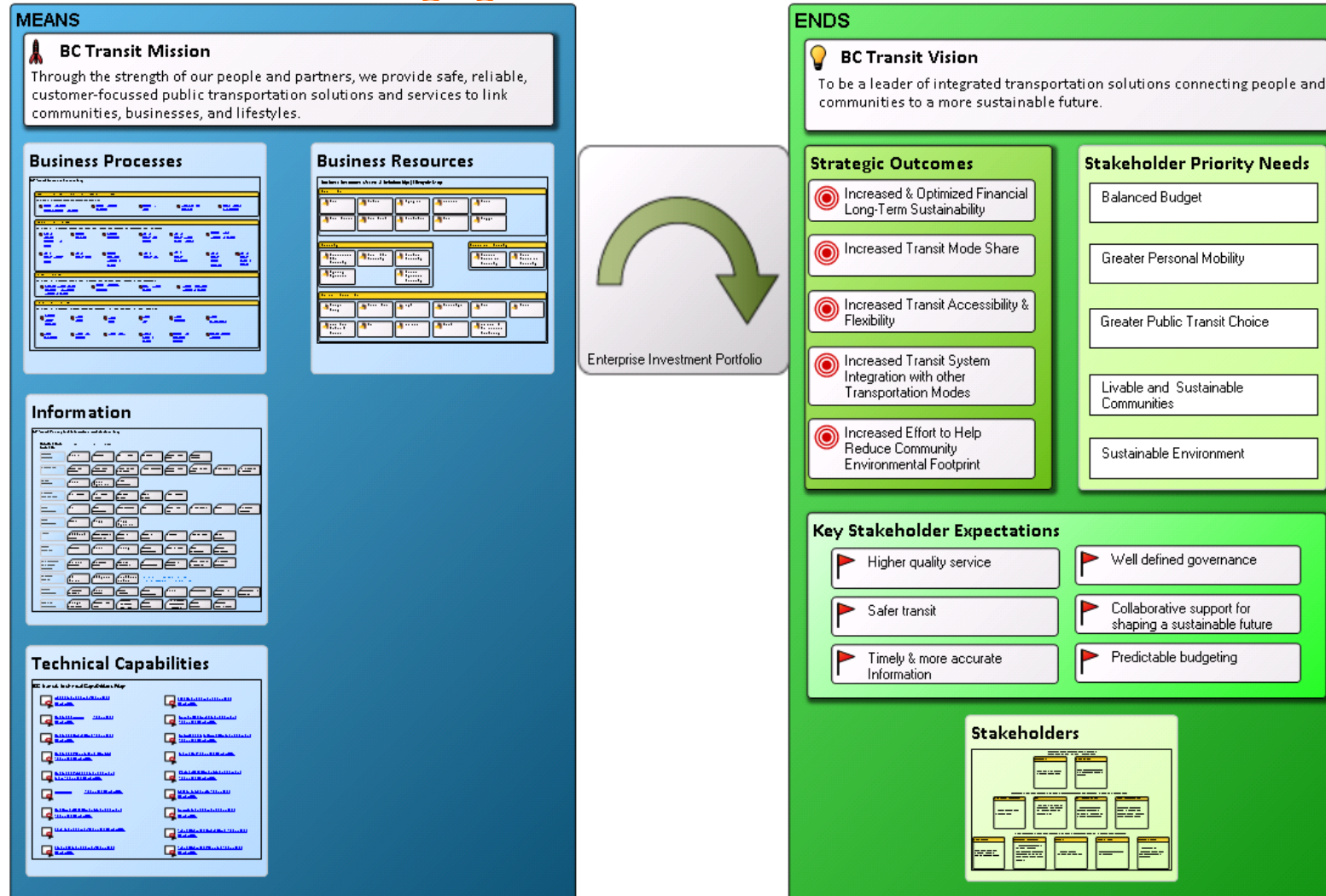
Process Centric Design Models



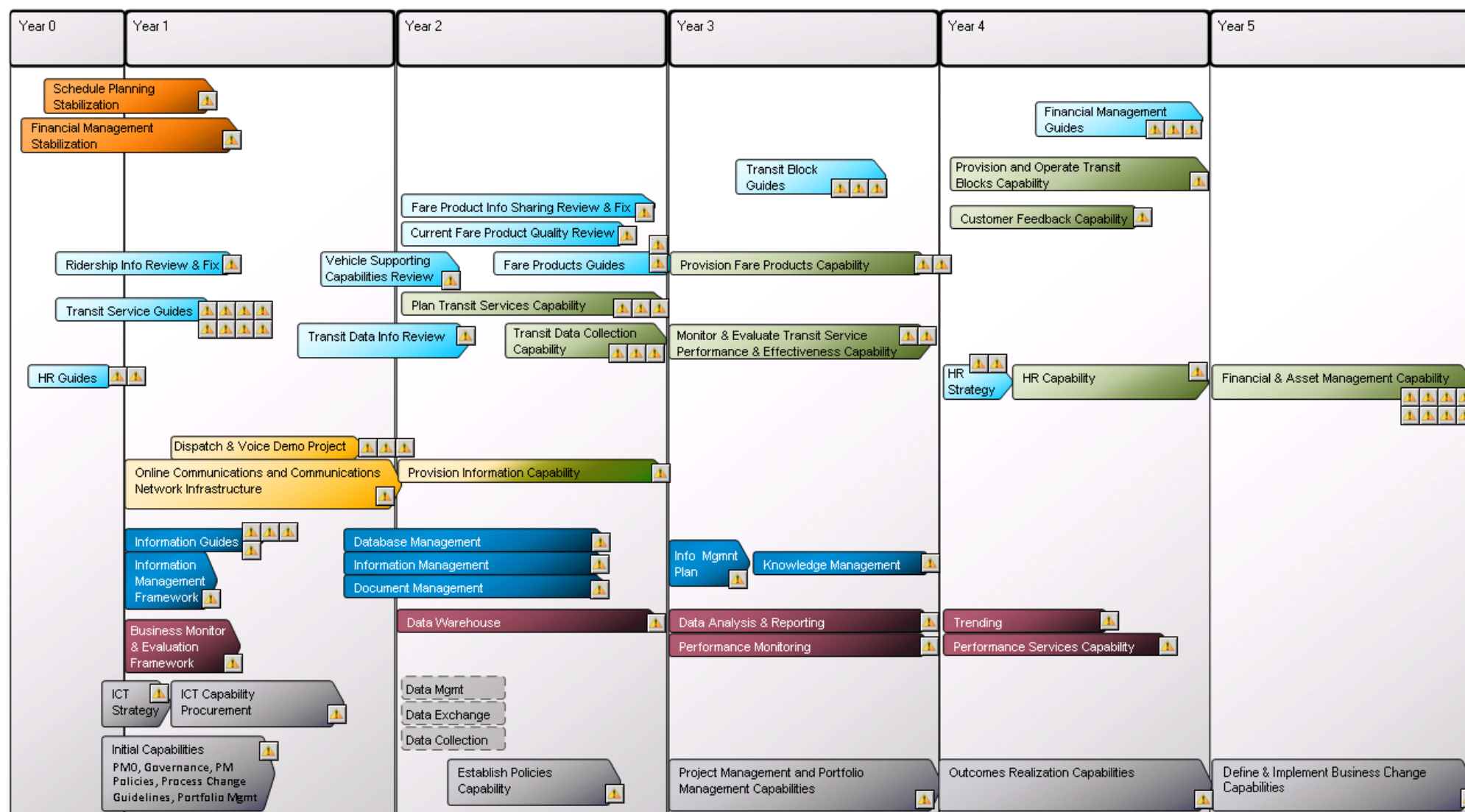
Roadmap

ENTERPRISE ARCHITECTURE

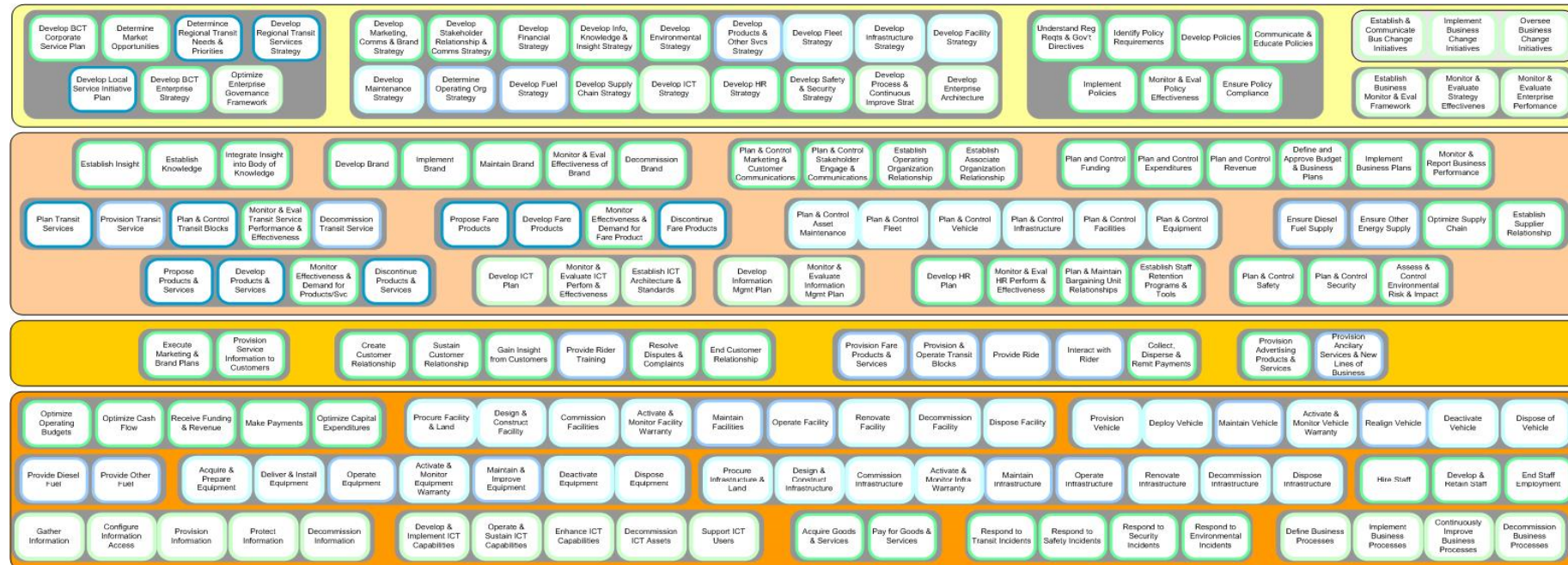
Leveraging the Business Motivation Model



ROADMAP



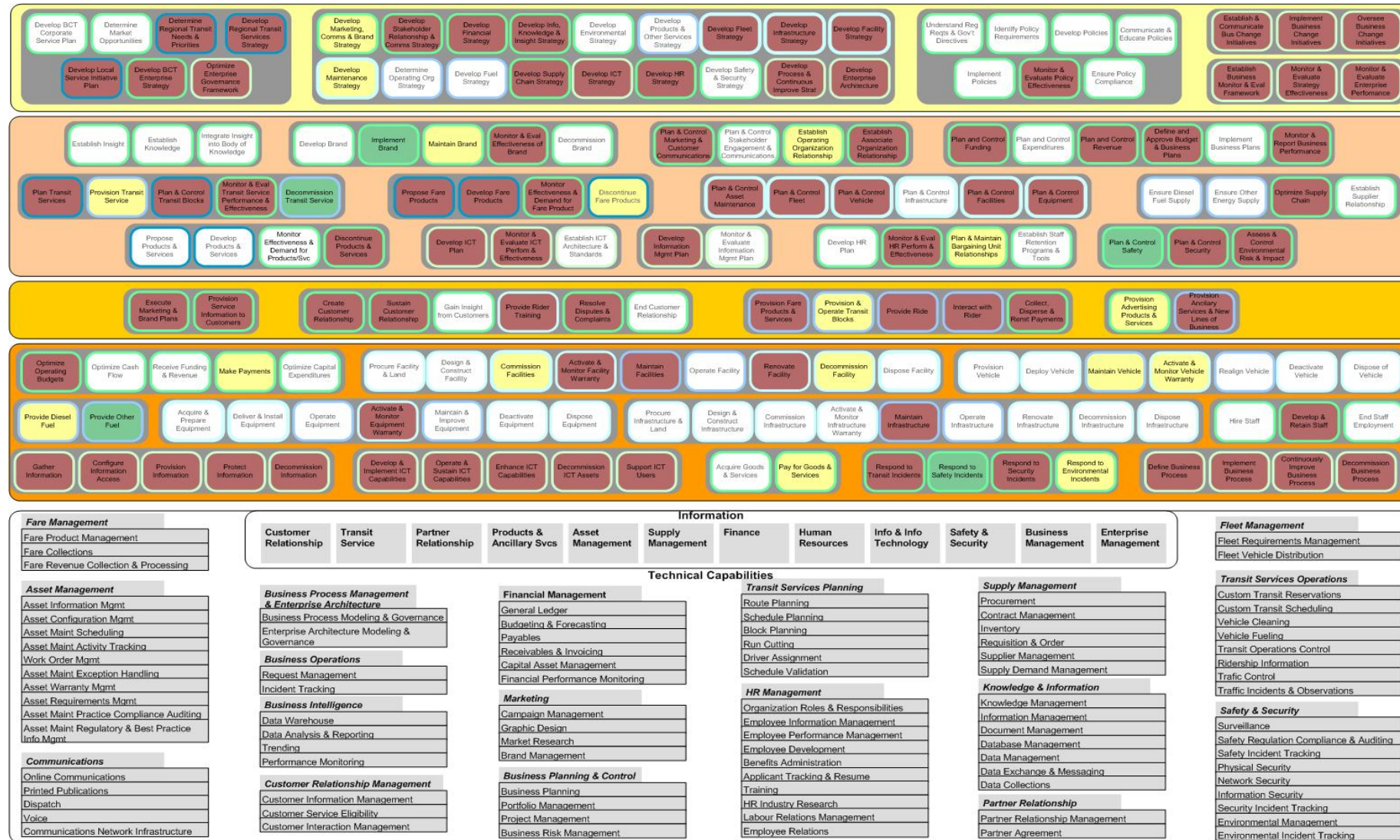
CONCEPTUAL SOLUTION – IDEAL STATE



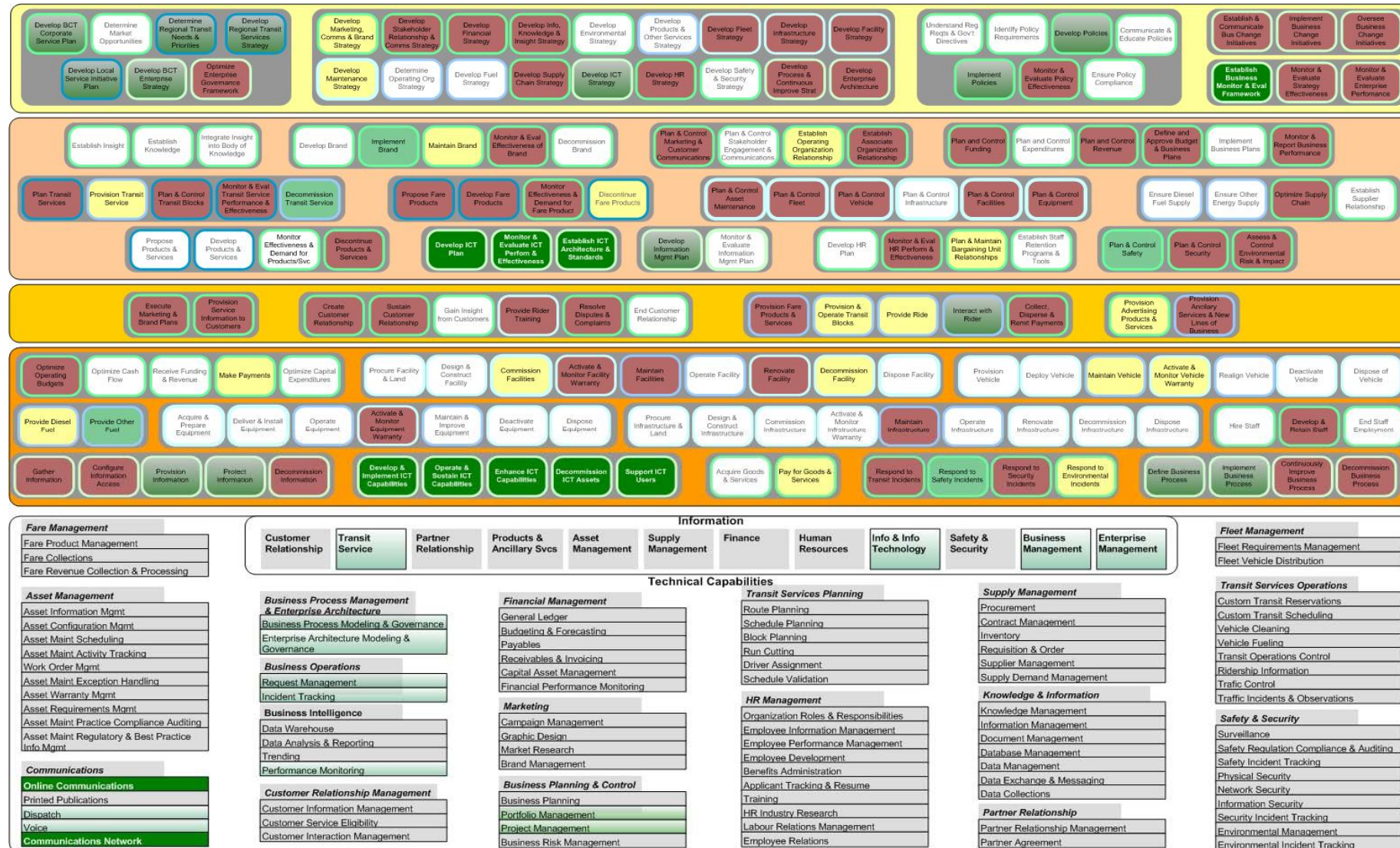
Information											
Customer Relationship	Transit Service	Partner Relationship	Products & Ancillary Svcs	Asset Management	Supply Management	Finance	Human Resources	Info & Info Technology	Safety & Security	Business Management	Enterprise Management
Technical Capabilities											
Fare Management			Business Process Management & Enterprise Architecture			Financial Management			Transit Services Planning		
Fare Product Management	Fare Collections	Fare Revenue Collection & Processing	Business Process Modeling & Governance	Enterprise Architecture Modeling & Governance	Request Management	Incident Tracking	General Ledger	Budgeting & Forecasting	Payables	Receivables & Invoicing	Capital Asset Management
Asset Management			Business Operations			Business Intelligence			Marketing		
Asset Information Mgmt	Asset Configuration Mgmt	Asset Maint Scheduling	Asset Maint Activity Tracking	Work Order Mgmt	Asset Maint Exception Handling	Asset Warranty Mgmt	Asset Requirements Mgmt	Asset Maint Practice Compliance Auditing	Asset Maint Regulatory & Best Practice Info Mgmt	Campaign Management	Graphic Design
Communications			Business Planning & Control			HR Management			Supply Management		
Online Communications	Printed Publications	Dispatch	Voice	Communications Network Infrastructure	Business Planning	Portfolio Management	Project Management	Business Risk Management	Route Planning	Schedule Planning	Block Planning
									Knowledge & Information		
									Procurement	Contract Management	Inventory
									Requisition & Order	Supplier Management	Supply Demand Management
									Partner Relationship		
									Partner Relationship Management	Partner Agreement	
									Transit Services Operations		
									Custom Transit Reservations	Custom Transit Scheduling	Vehicle Cleaning
									Vehicle Fueling	Transit Operations Control	Ridership Information
									Traffic Control	Traffic Incidents & Observations	
									Safety & Security		
									Surveillance	Safety Regulation Compliance & Auditing	Safety Incident Tracking
									Physical Security	Network Security	Information Security
									Security Incident Tracking	Environmental Management	Environmental Incident Tracking



CONCEPTUAL SOLUTION – CURRENT STATE



CONCEPTUAL SOLUTION – YEAR 1

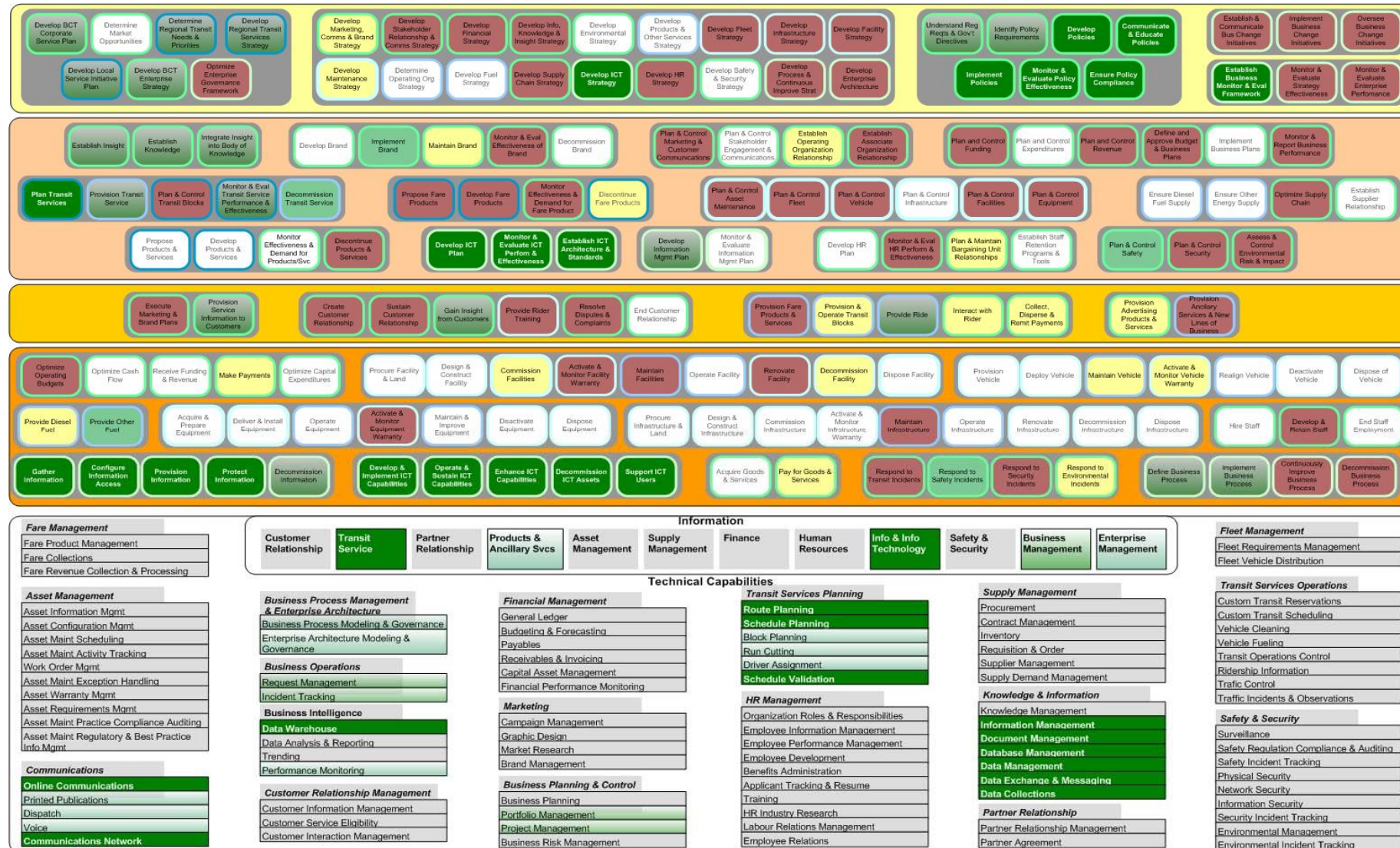


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CONCEPTUAL SOLUTION – YEAR 2

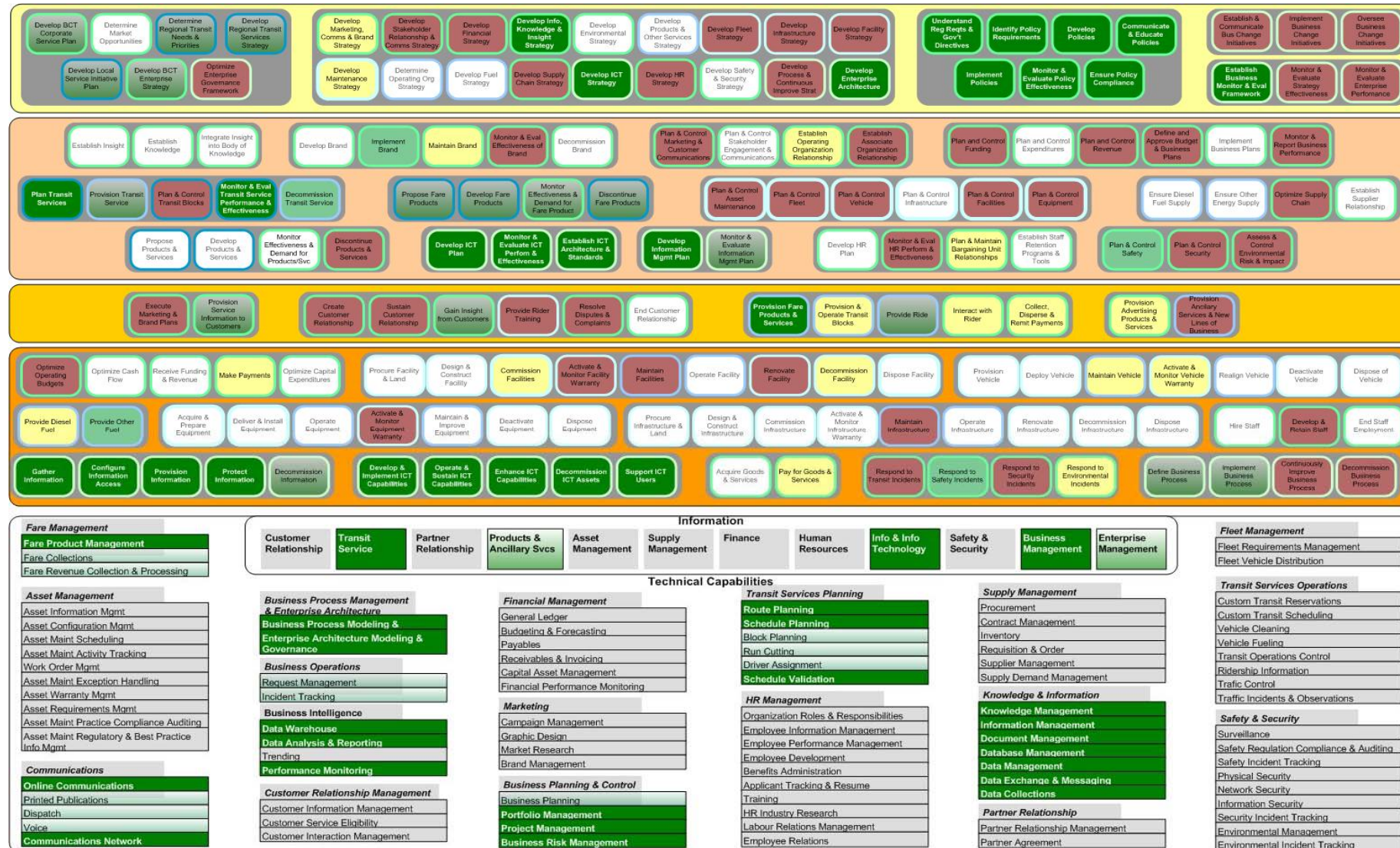


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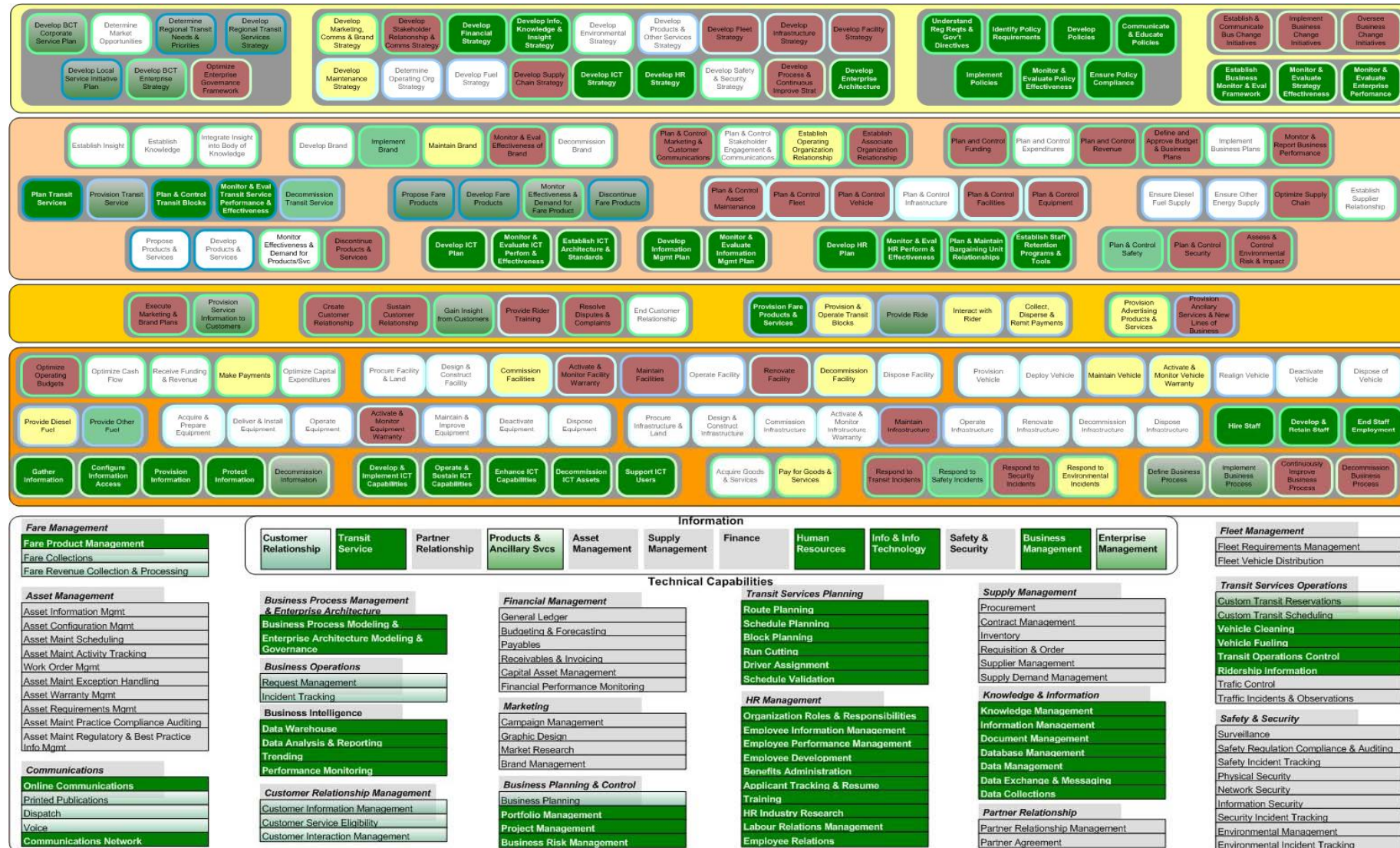
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CONCEPTUAL SOLUTION – YEAR 3



CONCEPTUAL SOLUTION – YEAR 4

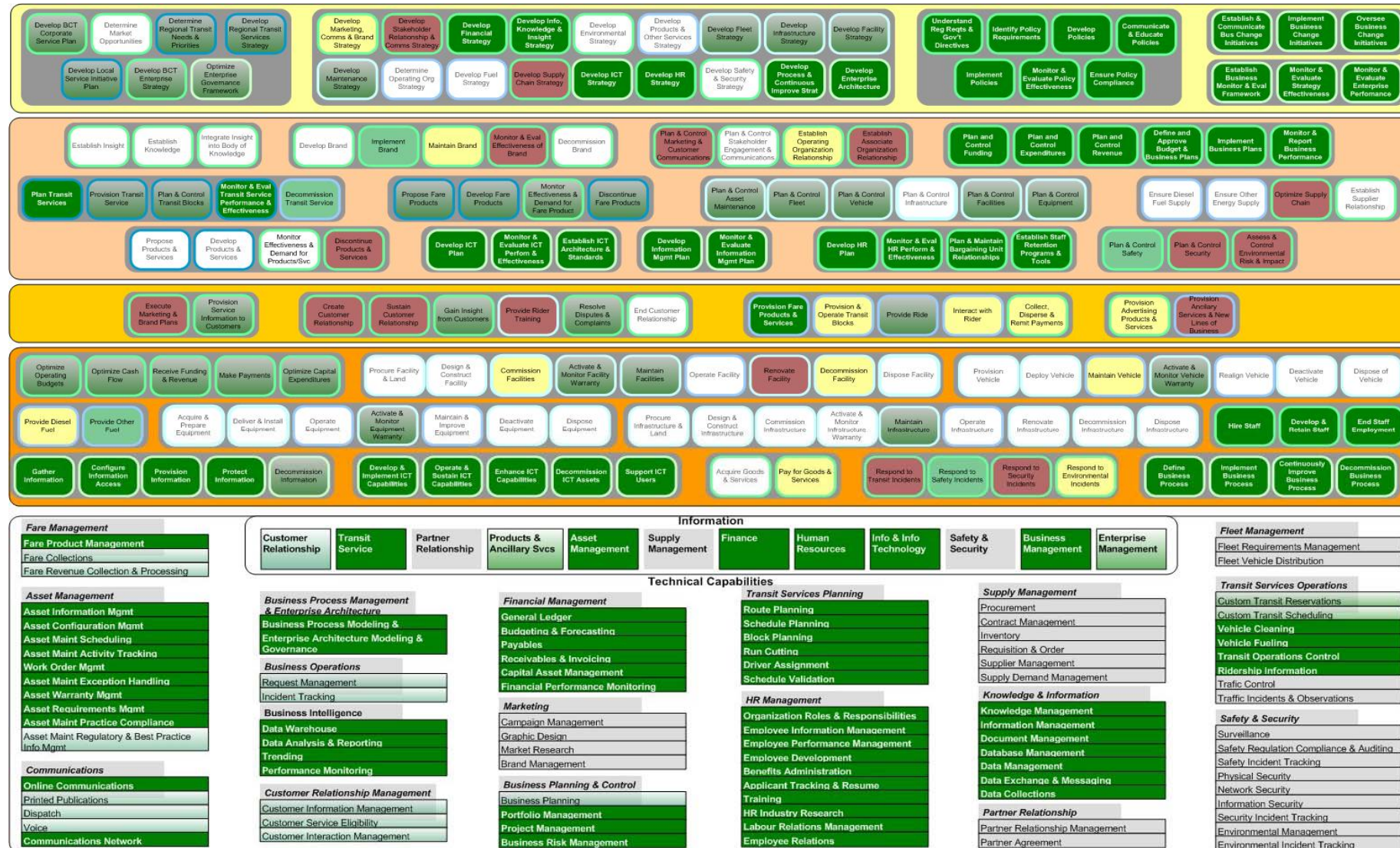


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CONCEPTUAL SOLUTION – YEAR 5



THE NET RESULT

Instead of wasting \$50 million on the wrong kinds of IM/IT—which was their original intention—they are now investing \$25 million to acquire value-creating infrastructure and optimize the effectiveness, efficiency and quality of their business processes