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# IT Project Implementation Practices

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## **Class 6: Business Blueprint Design Technique**

# Outlines

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- **Overview**
- **Principles of the Blueprint**
- **Techniques leading to the successful business blueprint design**
- **Blueprint Design Risk Control**
- **Q & A**



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# Overview

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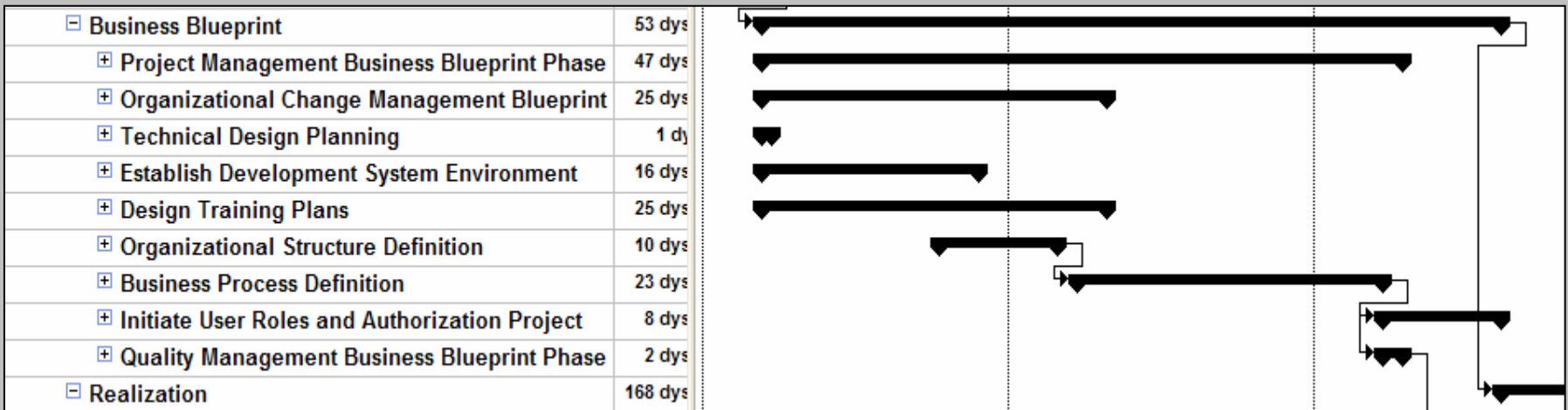
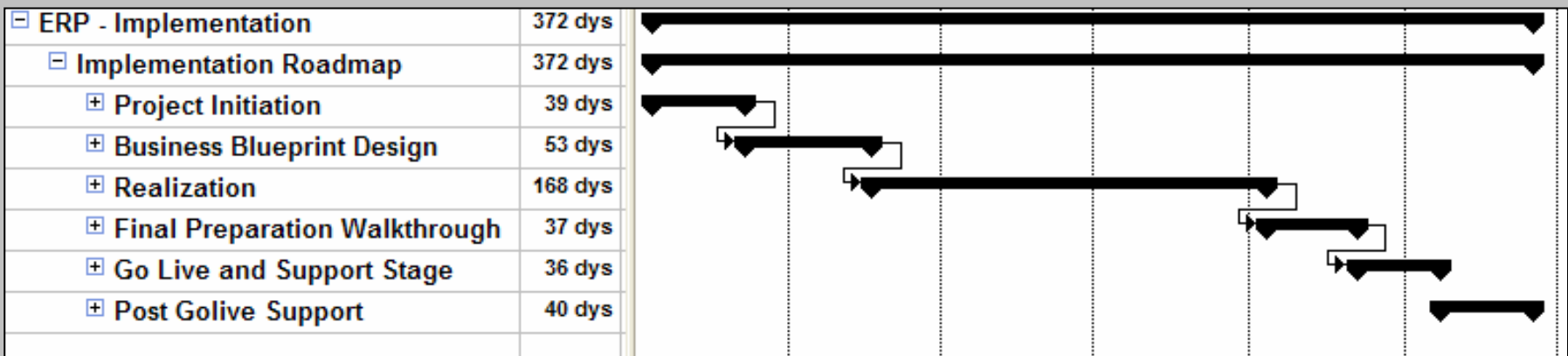
# Tasklist in Business Blueprint Design phase

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- Business Blueprint
- Project Management Business Blueprint Phase
- Organizational Change Management Blueprint
- Technical Design Planning
- Establish Development System Environment
- Design Training Plans
- Organizational Structure Definition
- Business Process Definition
- Initiate User Roles and Authorization Project
- Quality Management Business Blueprint Phase

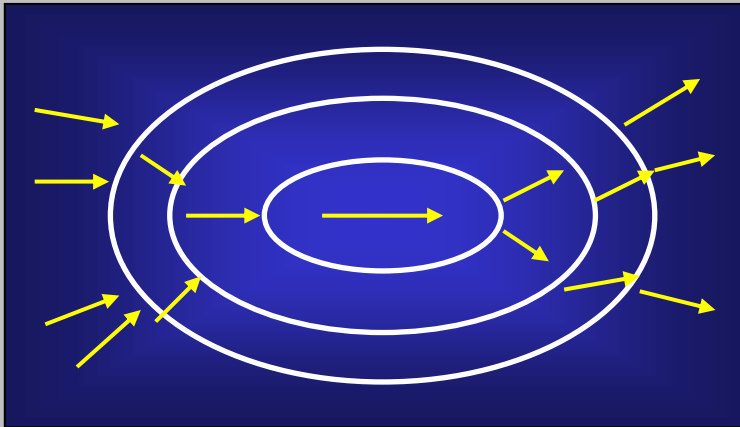
# Business Blueprint Design Timeframe



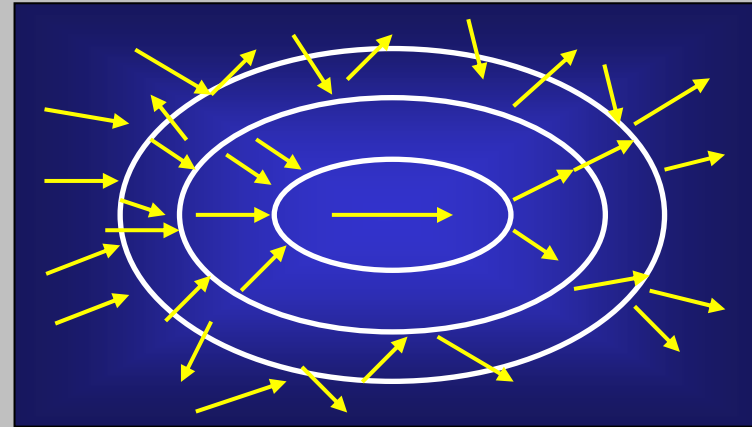
# Organisation and Information



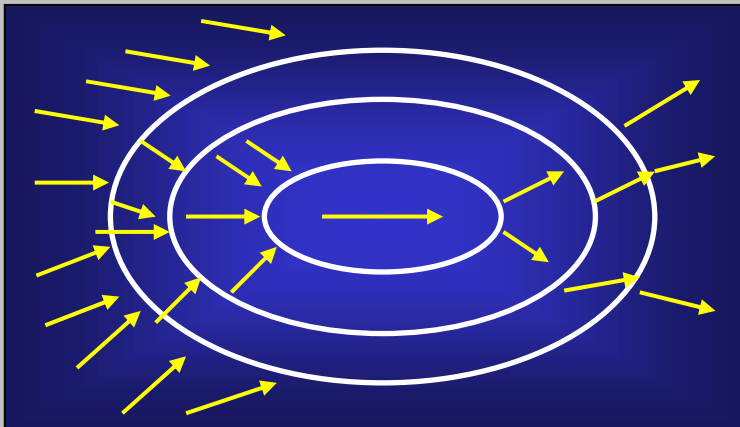
Traditional Organisation



Information-based organisation



Information Overload



***“The scarce resource is not information, it is the processing capacity to attend to information”***

***- Herbert Simon***

Center for eBusiness at MIT – <http://ebusiness.mit.edu>

# Information consumes attention

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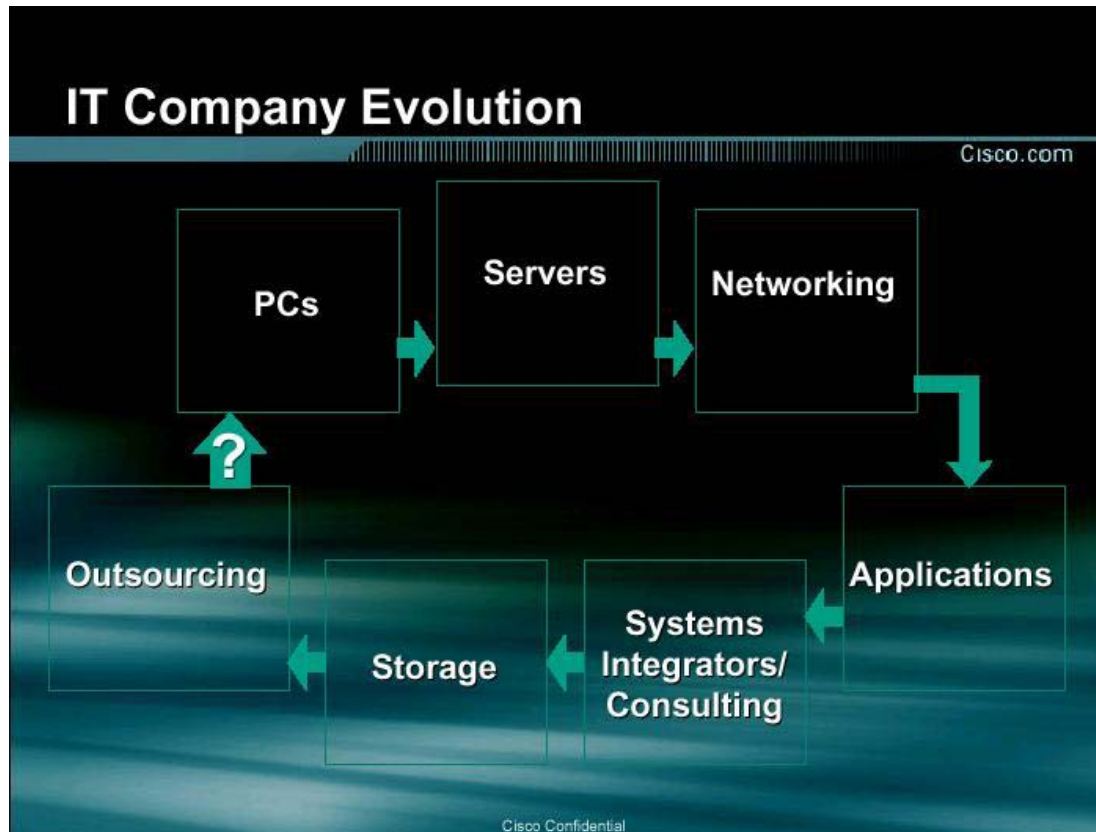


## Distributed decision rights and empowerment of line workers

- More decentralization and delegation when:
  - choosing which tasks to do
  - the methods to do them
  - the pace of work and
  - the allocation of tasks
- Convert analog processes to digital processes.
  - Embedding standard procedures in technology allows employees (and customers!) to work with less supervision

*“The scarce resource is not information, it is the processing capacity to attend to information” - Herbert Simon*

# Strategic Outlook



Source : Cisco.com

- Process automation (transaction, interactive, embedded, inter-enterprise, and application-specific) will become increasingly strategic for organizations.
- *META Trends 2001/2002*, META Group, 2001
- By 2003/04, organizations that have not automated their key line-of-business applications...will be at a significant competitive disadvantage.
- *Electronic Business Strategies*, META Group, 2000



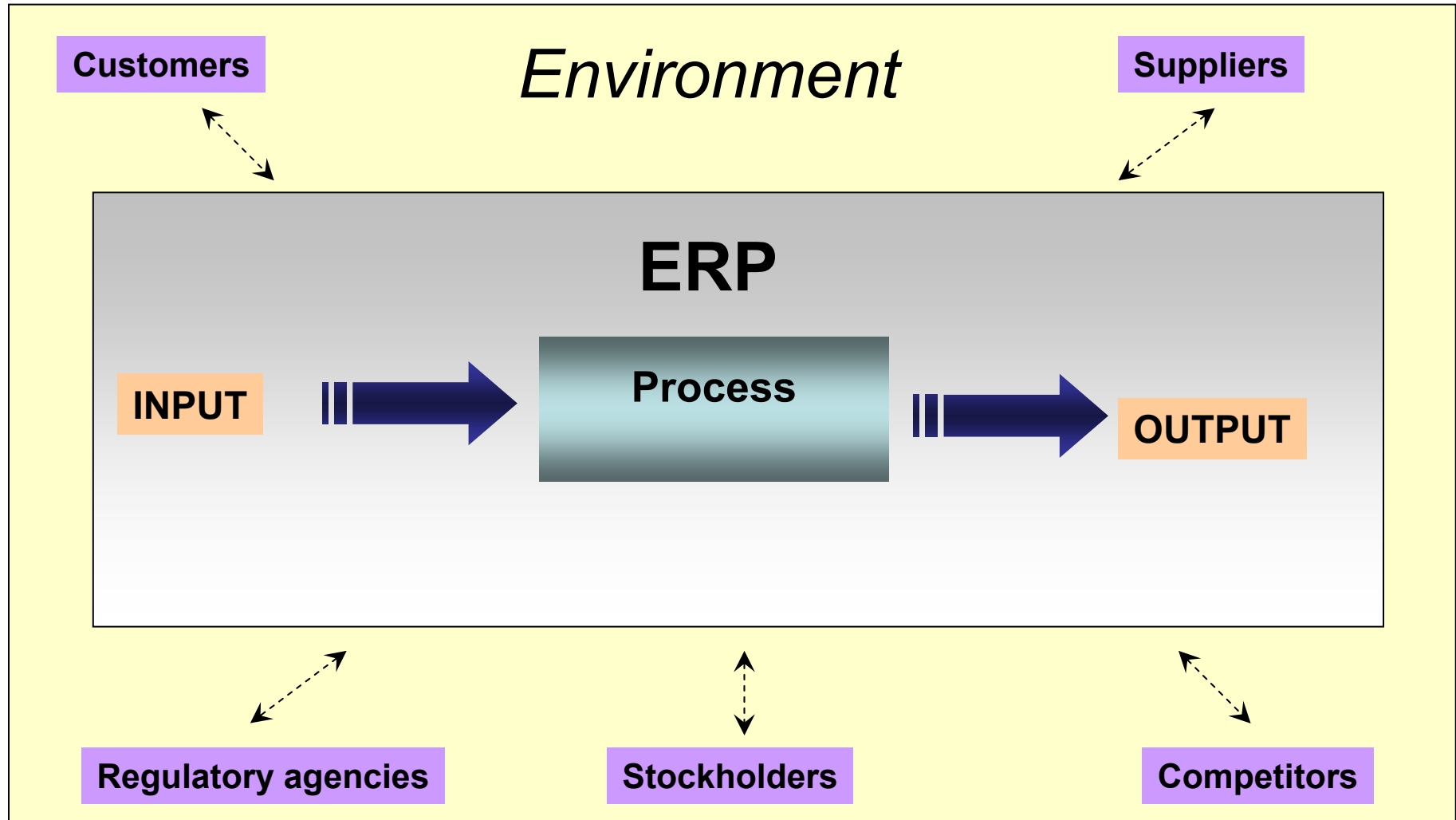


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# Principles of the Blueprint

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# Blueprint Design Process



# Designing effective input

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- Input design
- Form design
- Screen design
- GUI screen design
- GUI controls
- Web design guidelines

# Designing effective output

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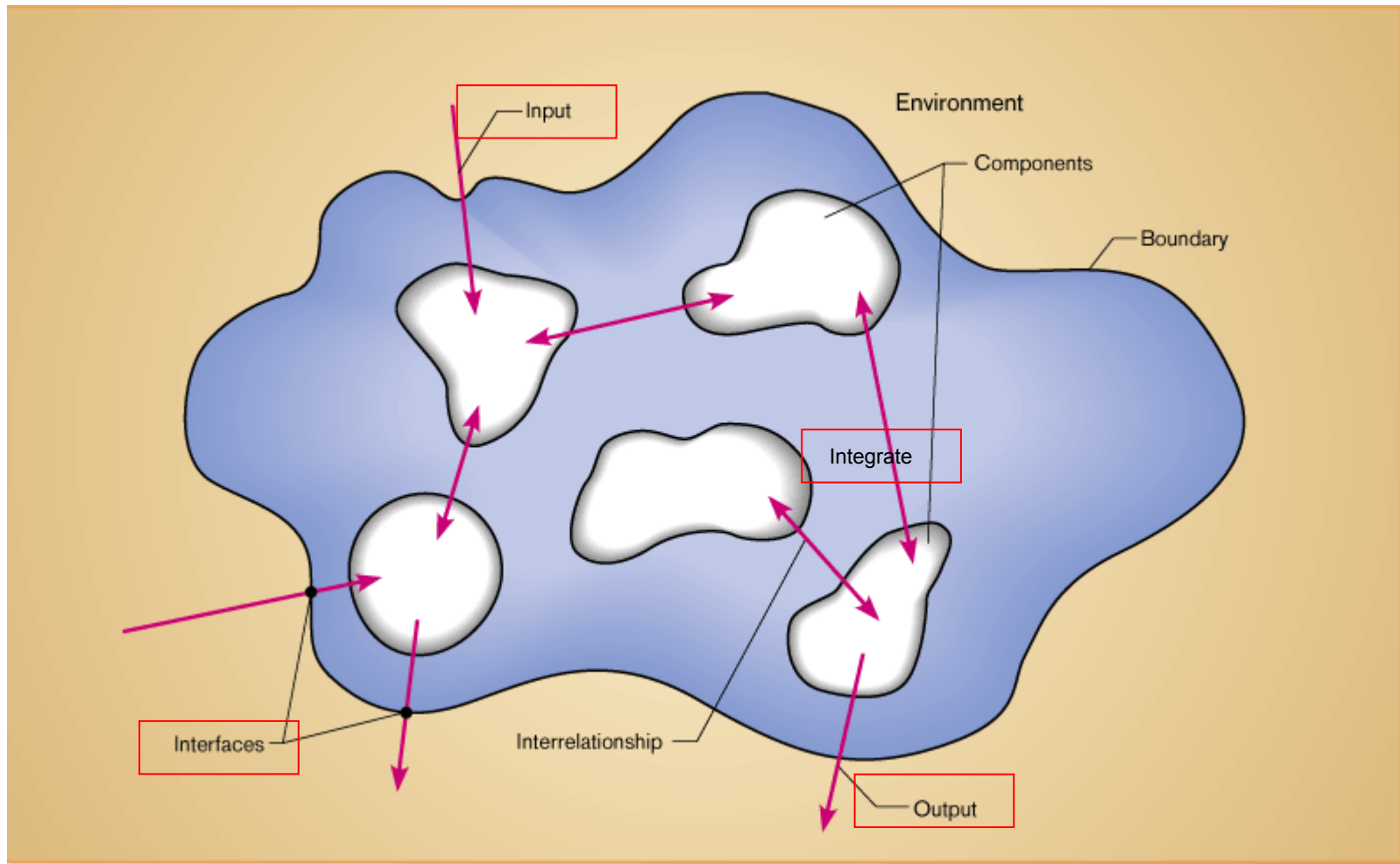
Output can be in the form of

- Print
- Screen
- Audio
- CD-ROM or CD-RW
- DVD
- E-mail
- The World Wide Web
- Electronic output

Output technologies differ in their

- Speed
- Cost
- Portability
- Flexibility
- Storage and retrieval possibilities

# ERP : an element of Enterprise System



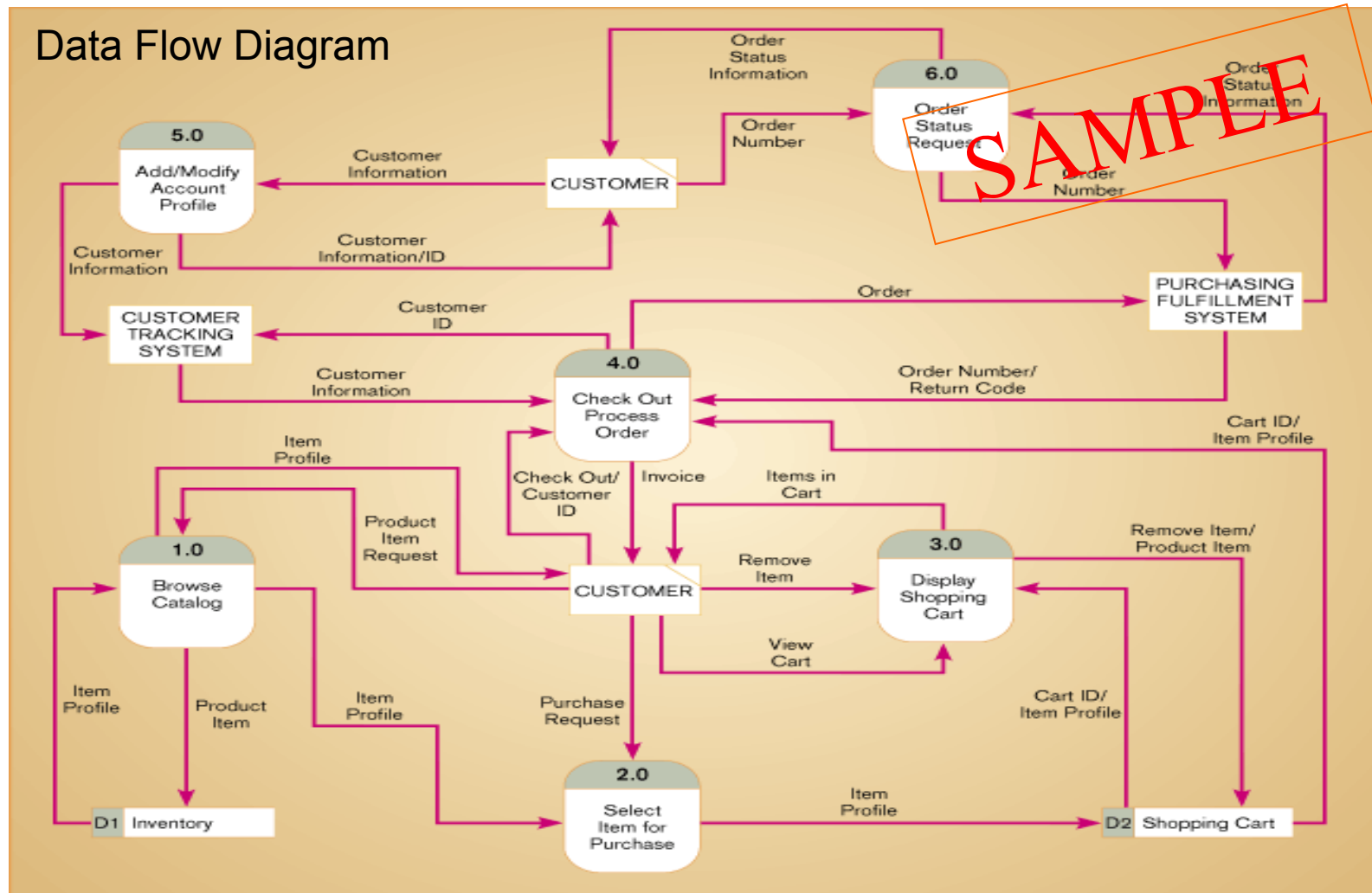
# Blueprint Elements

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- Business rules/requirement
- Process Flow
- Work Instruction
- Configuration Note

# Process Flow – Symbols (1)

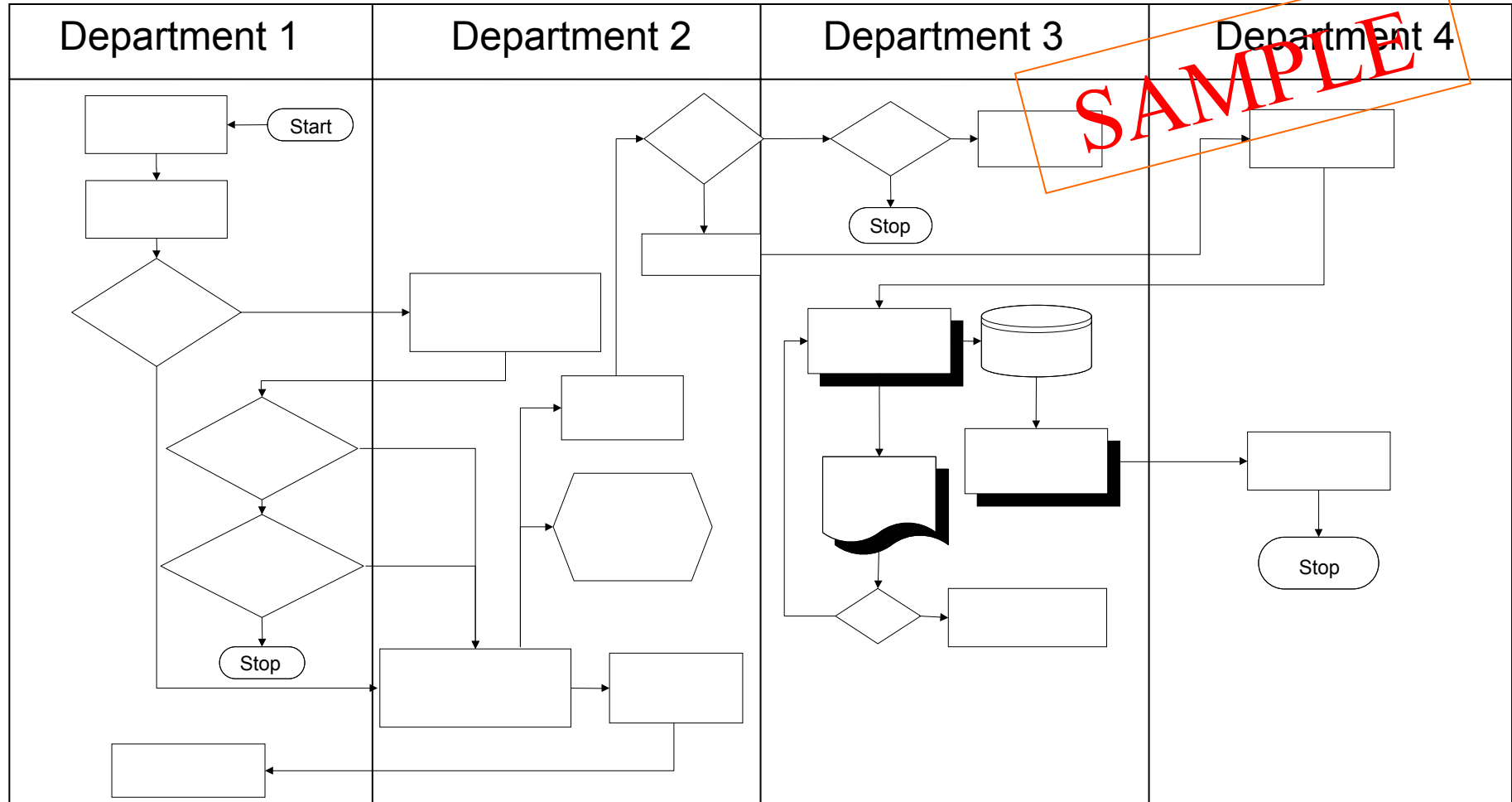


# Process Flow – Symbols (2)



<process no.> <process name>

Sign-off \_\_\_\_\_ (date)

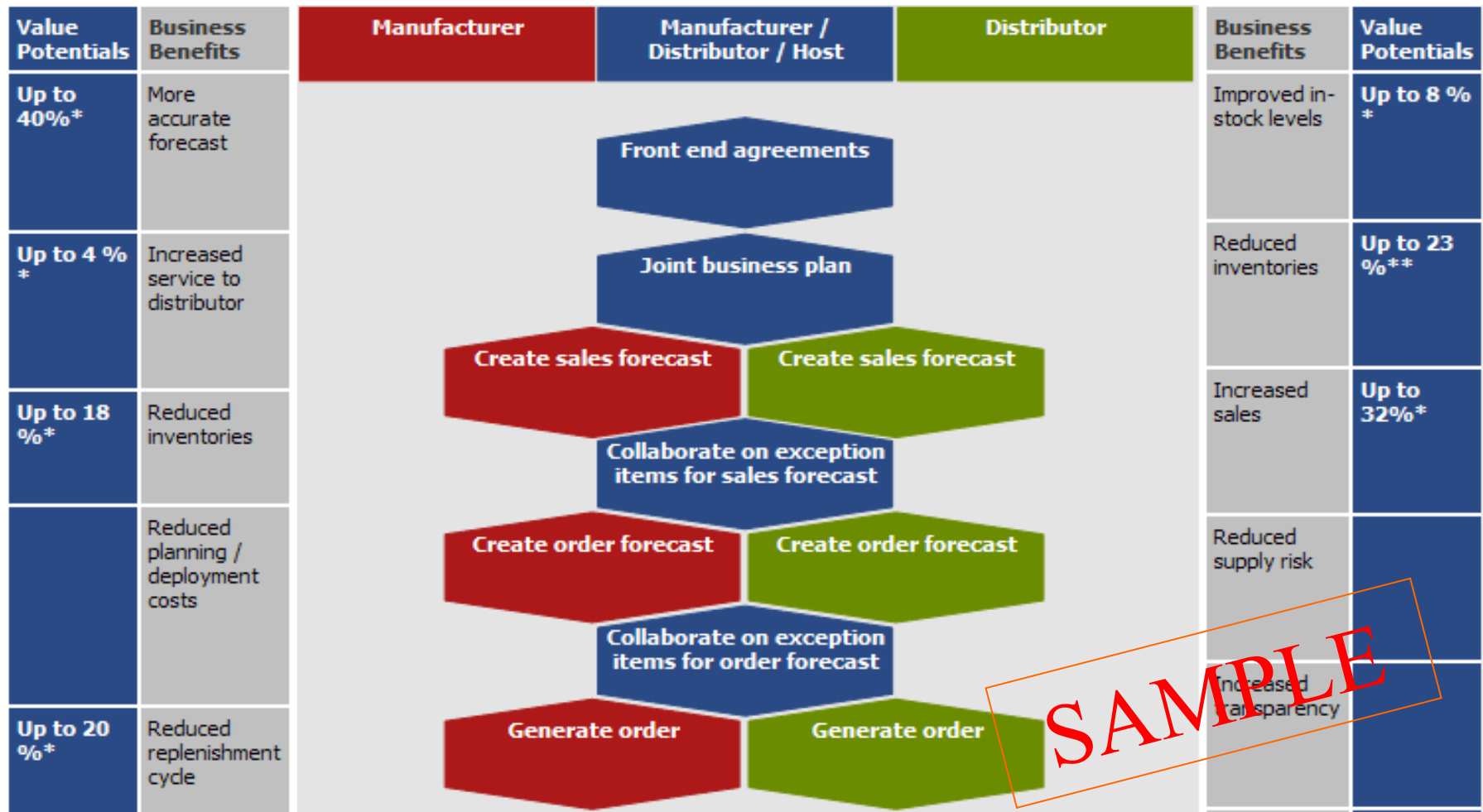




# Process Flow – Symbols (3)



## Collaborative Planning, Forecasting and Replenishment



Solution composer SAP AG – <http://www.sap.com>

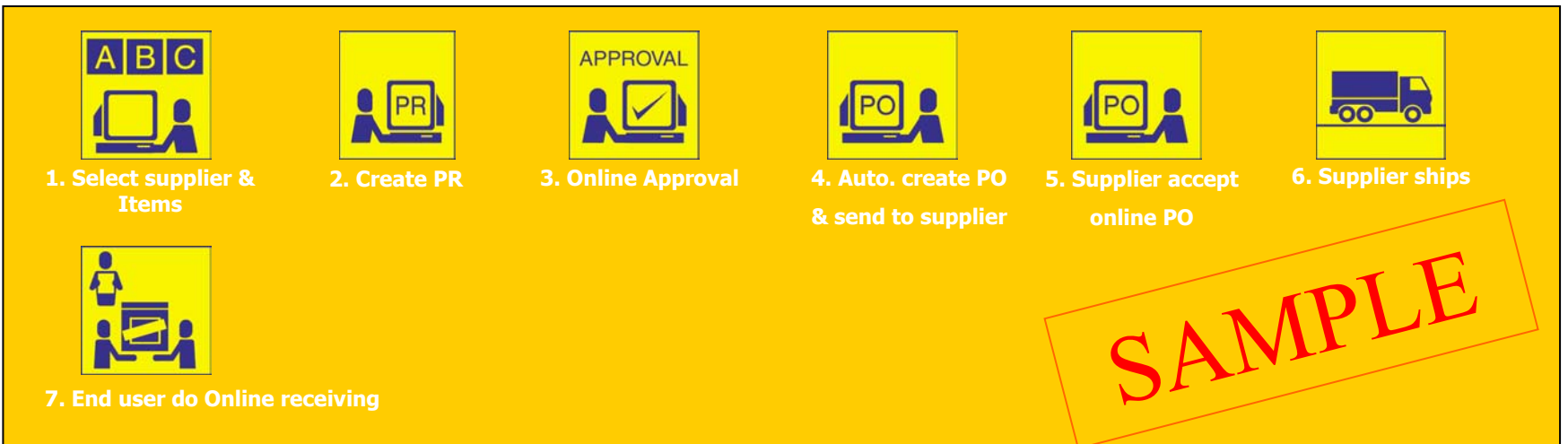
# Process Flow – Symbols (4)



## Existing process



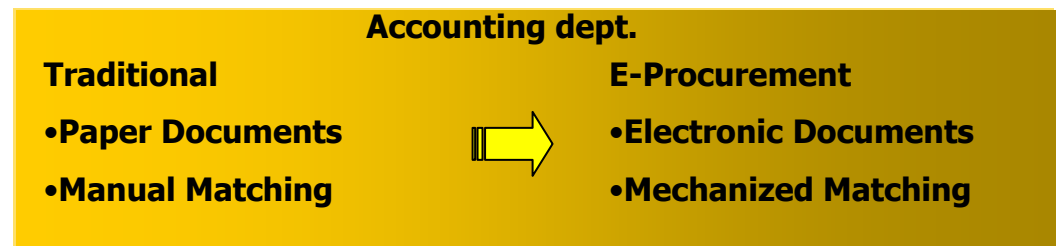
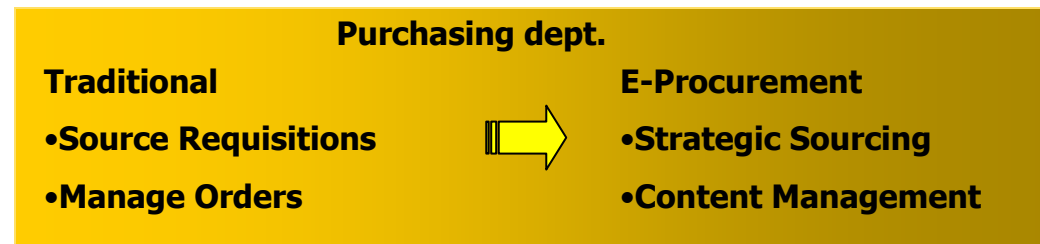
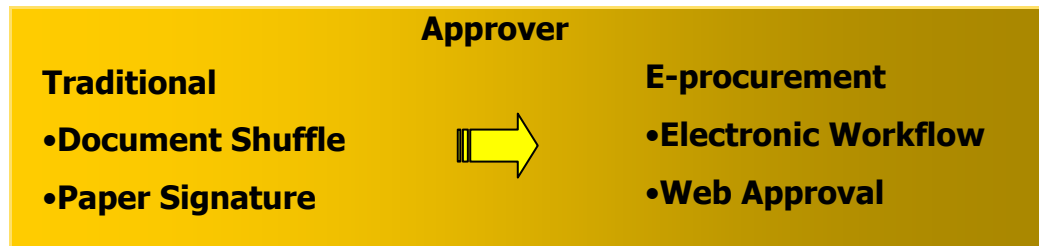
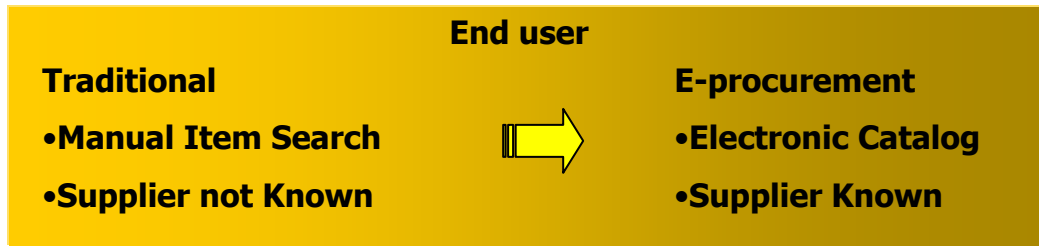
## E-Procurement



**SAMPLE**

Source : Pantavaniij.com

# Process Flow – Symbols (4)



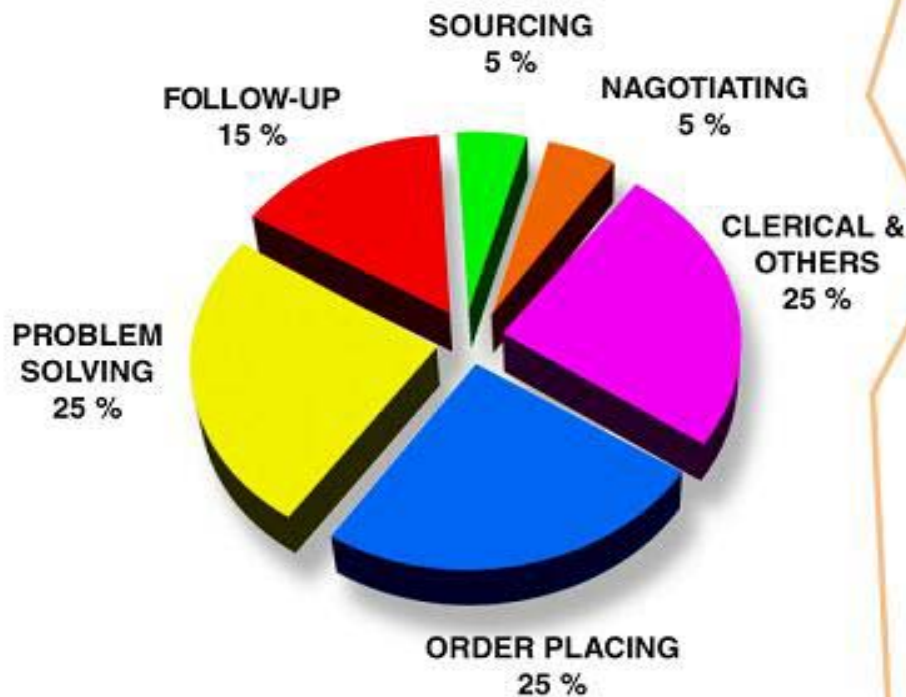
**SAMPLE**

Source : Pantavanij.com

# Process Flow – Symbols (4)



## EXISTING ROLE



## NEW ROLE



Source: Purchasing and Supply Chain Management Association of Thailand

# Blueprint principles

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- Responsibility Center - Activity Based Costing
- Internal Control , Check & Balance
- Standardization
- Workflow

# Workflow analysis

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Workflow analysis may reveal signs of larger problems, such as

- Data or information doesn't flow as intended
- Bottlenecks in the processing of forms
- Access to online forms is cumbersome
- Unnecessary duplication of work occurs because employees are unaware that information is already in existence
- Employees lack understanding about the interrelatedness of information flow

# Blueprint principles

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- Scalability  *Can you support 100,000s of records?*
- Ease of Use  *Is it easy to use for users & administrators?*
- Know your Users  *Is this the process your employee will be happy to work with?*



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# Techniques leading to the successful business blueprint design

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# Key Activities

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## **1) Conduct Project Team Training**

## **2) Organizational Structure Definition**

- Define Business Organization Structure

## **3) Business Process Definition**

- Prepare for Business Process Workshops
- Conduct General Requirements Workshops
- Conduct Business Process Workshops
- Complete Business Blueprint
- Blueprint Document Review and Signoff

# Business Process Definition



## Prepare for Business Process Workshops

Confirm business requirements , Determine business process owners ,  
Schedule meetings , Define Value-Oriented Approach to Business Process  
Definition (KPIs)

## Conduct General Requirements Workshops (Define)

Determine General Settings (ie. country settings, calendar, currencies) ,  
Determine Enterprise Standards (ie. Numbering systems, central and local  
master data maintenance, balance sheets and profitability analyses, charts of  
account)

- **Conduct Business Process Workshops (Design)**

Determine and complete all requirements (Business process, Reporting,  
Interface, Conversion, Enhancements, Authorization)

- **Complete Business Blueprint (Refine)**

Integrated Business Process, New organizational structure, Expected business  
impact

- **Blueprint Document Review and Signoff**

Review integrated business process, Agreement, Signoff

# Techniques

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1. Preview Training (understanding)
2. Workshop & Interview
3. As-is & To-be comparison (benefit indication)
4. Indication of GAP (enhancement, customization)
5. Signoff (hierarchy, shared responsibility)
6. Conceptual Design (just concept)
7. Review Training (agreement)

# Workshop & Interview

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- An important method for collecting data on information system requirements
- Revealing information about
  - Interviewee opinions
  - Interviewee feelings
  - About the current state of the system
  - Organizational and personal goals
  - Informal procedures



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# Blueprint Design Risk Control

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# Blueprint Design Risk

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## Conflict of interest

Gain responsibility (resource increase, bargain power)

Dispute responsibility (tedious, non-productive, non-beneficial tasks)

Vague responsibility (power without responsibility)

# Blueprint Design Risk

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## Resource Concern

Manpower cutdown - Technology Base

New technology – Complexity

## As-Is & To-Be progressive

Progressive Change

Lack of readiness to move ahead

Lack of infrastructure

# Blueprint Design Risk

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No management commitment

Fear of pitfalls

Legal requirements

Resistance to change

Lack of Motivation

Unclear benefits

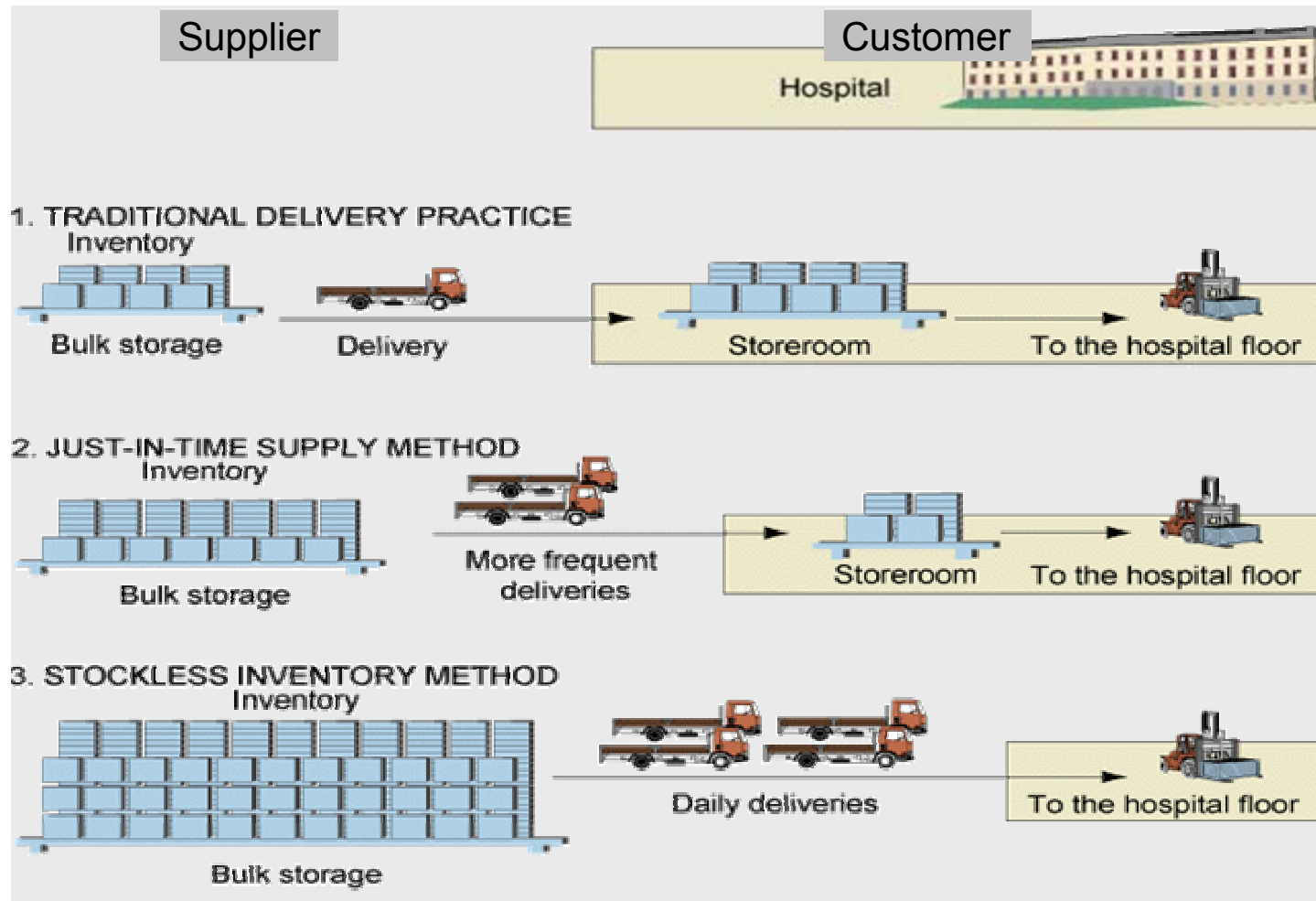
Attitude problem



# Blueprint Design Risk - Sample



## Stockless Inventory Compared to Traditional and Just-in-time Supply Methods



# Blueprint Design Risk Control

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- Top management message
- Change management
- Communication
- Impact analysis