

→ Situation

The project was part of a major business process redesign and implementation exercise. Centralization and business process improvement in order to decrease order lead time, improving quality of service as well as cost saving were purposes of this exercise. My team and I covered modifications, improvement, aligning, and integration of the financial processes and the used software.

The financial systems needed upgrading to decrease error rate and workload within the order processing

→ Critical Issues

- Update financial systems was behind schedule
- No clear view nor specifications were available for technical team
- High error rate in pricing of orders
- High workload of order processing teams

→ Reason

There was a missing link between the financial specialists and the programmers to get the requirements communicated to make it workable for both parties. As there were major changes on other areas of the project, the financials got pushed to a lower priority. Due to a complex pricing system, a lot of communication was required between the order processing teams and finance department. Those extra communications caused an increasing workload and numerous errors.

→ Capability (when, who, what)

Within a matter of a few weeks' functional and technical specifications had to be defined. The modifications had to be build, tested, and integrated. Major challenge was to get all parties to agree upon the alignment of the functional requirements and capabilities of the systems used. Running several workshops with key stakeholders, we were able to build a business model that was to be translated into information systems.

Included in the project was training the finance department and order-processing department in the new processes and procedures

→ We Provided

For this assignment we covered works shop facilitation, business analysis, process and procedure design, project planning and management, test management, implementation and training.

→ Result

Upon delivery of systems and initial training of staff, highly automated order processing was taking place. Around 80% of the orders was automatically processed, decreasing workload and error rate drastically.

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