Diriger

What we do

Firstly, we optimise Customer Business Processes through automation, business rules engines, and new capabilities

Then we extend Customer ROI by using Agile Development, Agile Deployment, Agile Adoption, and Persona-based data driven decision making

Our Business Process Improvement (BPI) focus

- Supply Chain Processes
- Asset Management Processes
- People Management Processes
- Financial Management Processes
- Persona-based User Interfaces
- Work Force Mobility
- Google-like Searches
- Data Driven Decision Making
- Machine Learning Capabilities
- Predictive Statistics
- Data Validation and Visualisation
- Process Optimisation through automation and enhanced digitisation

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Quantifying ROI on Digital Transformation Initiatives

"You can't manage what you can't measure"

Organisations the world over are becoming more and more focused on this famous *Peter Drucker* statement; especially when determining any type of impact assessment and the ROI of Digital transformations and Business Process Improvement Initiatives (BPI) within their businesses.

More than just KPI's

Measuring the *current state* and the *desired future state* of business process outcomes involves more than just establishing and measuring KPI's; especially when it comes to determining a desired ROI and impact assessment for the long haul.

The metrics we use (both quantitative and qualitative) need to reflect the manner and influences of doing business and performing salient business processes.

Therefore, an effective ROI needs to articulate a *performance state* rather than just a numerical measure of cost or productivity effectiveness; and to do this it needs to include influences such as those proposed in PMI's PMBOK around Enterprise Environmental Factors (EEF) and Organisational Process Assets (OPA).

What is an EEF or OPA

Enterprise Environmental Factors (EEF) influence any organisation, its projects, and its outcomes. They consist of items such as governmental regulations, market conditions, political interference; or the organisation's culture, structure, strategies, resource models and guiding concepts.

Organisational Process Assets (OPA) are the instruments, codes, tools, history and directives that help organisations achieve their objectives. OPA's include such items as policy, protocols, processes, procedures, work practices, standards, risk registers, situational management, and historical records.

Inclusive approach to measures

The common element between EEF's and OPA's is continuous process change; therefore we need to establish organisational buy-in as part of any new initiative.

Workshops to establish current and future states need to be fully inclusive; which means that multi-level stakeholders and participants need to be involved. For example; Executives and Business Unit Managers need to clearly state to all stakeholders what the enterprise goals are; what business drivers and imperatives need to be considered; share their clearly stated objectives; and any relevant or constraining tactics.

Only when these directives have been clearly articulated can a BPI initiative, a gap analysis and impacts assessment workshop proceed.

It is suggested that well used and effective models be used to establish the workshop directives. At Diriger, we use the familiar HoShin KanRi models for this purpose.

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Quantitative measurement approach

Diriger have developed a propriety approach to establishing quantitative measures for ROI, gap analysis and impact assessments. This takes the form of a unified business model that uses Domain and Process Workbooks that assess weighted gap states, identify and score EEF & OPA influences and criticality, and provide an automated prioritisation of sub-optimal components.

The workshop EEF & OPA categories or areas we have found most useful to measure and assess criticality for include:

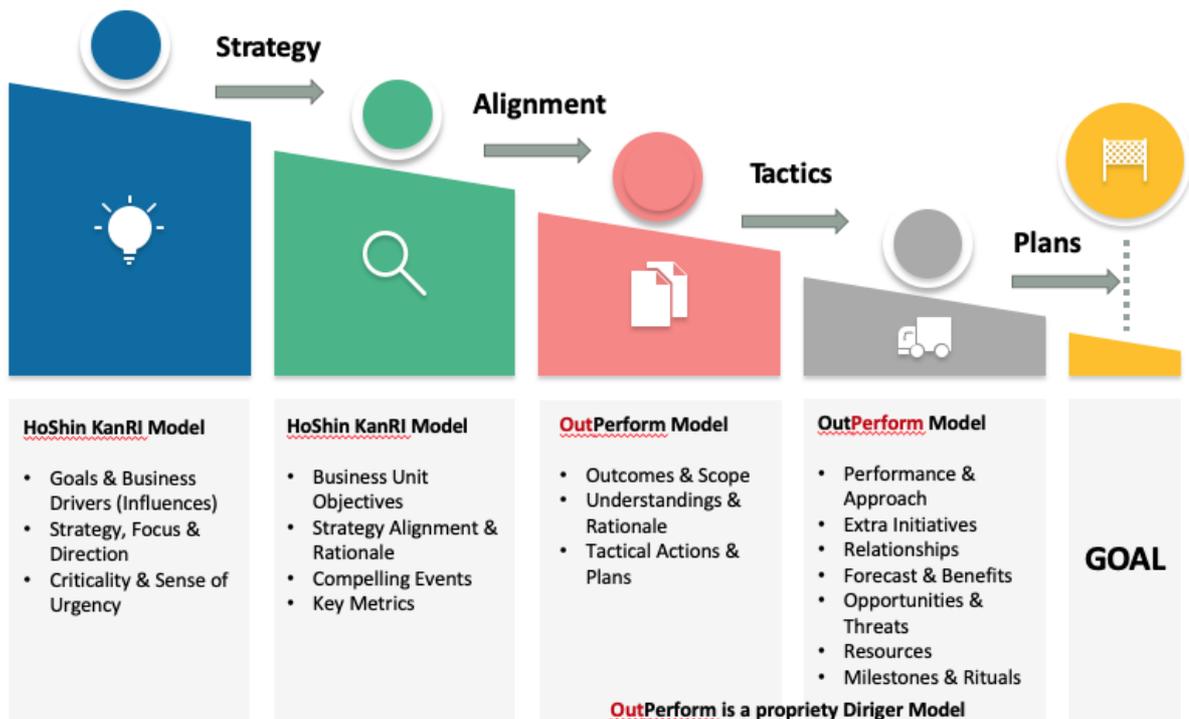## Technology and Innovation with

- Problem solving capability
- Reliable outcomes
- Customer collaboration
- Effective and Ethical approaches

About the Author

Greg Towne is a Co-Founder of Diriger with 30+ years of experience implementing ERP's and BPI initiatives in Mining, Utilities, Energy & Defence. He is PMP accredited and was instrumental in developing an ISO & PMBOK ERP specific implementation methodology now used by organisations world-wide.

EXECUTION & SUSTAINABILITY
Bus Unit / Department Capabilities, Sustaining Approach & Practice

STAFF & RESOURCES
Staff Types, Accessibility, Resources

POLICY & PROCEDURES
Business Rules, Data / Process Owners, Reporting, Documentation

STRUCTURES & SUPPORT
Inter-relationships, Suppliers, Support

QUANTITATIVE APPROACH
Heading Areas for Gap Analysis and Methodology for Enterprise Environmental Factors (EEF) Organisational Process Assets (OPA)

STYLES & CULTURES
Management Style & Leadership, Semantics, Engagement & Change

SYSTEMS & SOLUTIONS
Benchmarks, Fit & Capability

OUTCOME
Weighted Scores per Domain Process

SKILLS & KNOW-HOW
Capability & Effectiveness, Real Change Leaders

ALIGNMENT TO STRATEGY
Business Objectives, Principles & Tactics

GUIDING CONCEPTS
Change, Evolution, Beliefs & Expectations, Budgetary Controls & Audit

Diriger's propiety planning tool (OutPerform) or similar is used to formulate tactics and plans to execute the required BPI initiatives.

Strategy → Alignment → Tactics → Plans

HoShin KanRI Model
- Goals & Business Drivers (Influences)
- Strategy, Focus & Direction
- Criticality & Sense of Urgency

HoShin KanRI Model
- Business Unit Objectives
- Strategy Alignment & Rationale
- Compelling Events
- Key Metrics

OutPerform Model
- Outcomes & Scope
- Understandings & Rationale
- Tactical Actions & Plans

OutPerform Model
- Performance & Approach
- Extra Initiatives
- Relationships
- Forecast & Benefits
- Opportunities & Threats
- Resources
- Milestones & Rituals

GOAL

OutPerform is a propriety Diriger Model

Diriger Borrowed from Latin *dīrigō, dīrigere* ('to direct'), simplified into a first conjugation French verb

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