

Work smart, Business Case 3

The initial challenge

Digital (process) transformation at a large governmental organization

The department was considering and attempting to replace a main information system for about 10 years. Because the technology became obsolete, and no further support would be delivered by the technology provider, it became a major risk. Hence, the department and the CIO were urged to take action.

The approach

The Starget consultant suggested a concrete plan consisting of following steps, which were all carried out:

- Mapping any business process which the system currently supports, including the identification of each improvement opportunities raising during the “as-is” workshops. Because business managers found it so enriching, they even asked to map all the business processes; thus not only the ones impacted by the replacement of the information system. This provided them a total transparency and very valuable insights with regards to their own business.
- Identify all capabilities - i.e. competencies and functionalities - used for the execution of these business processes
- Analyze all competencies and human activities that might be automated ; though also the activities which are already automated but may be improved by more recent technology.
- For each business process, suggest to all respective stakeholders the improvements identified, so to involve them as much as possible.
- Map the “to-be” business processes, based on all the improvements, again involving the respective stakeholders.
- Assign these business processes to “process owners” and coach them to continuous improvement, based on BPM (Business Process Management) and Lean management best practices.
- Develop the new information system according to these “to-be” processes.
- Implement the newly developed system.
- Set up a continuous improvement

The result

The replacement of the whacky information system - even though it was certainly no walk in the park - was successful.

Moreover, process owners are now using modern technology - e.g. [process mining](#) - to continuously improve their business. Even though there is still room for improvement in business process management maturity, a considerable maturity increase already took place.