Taking STAR/AGILE to the next level

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Project Success is…

✅ High quality

✅ On-schedule

✅ Within budget

✅ Happy end users

✅ Lessons learned

✅ Realized benefits

Red Flags to Failure…

🚩 Wrong 1st project

🚩 Underfunded 1st project

🚩 Lack of experienced BPM professionals

🚩 Untrained staff

🚩 Weak internal resources

🚩 Weak internal stakeholder / champion
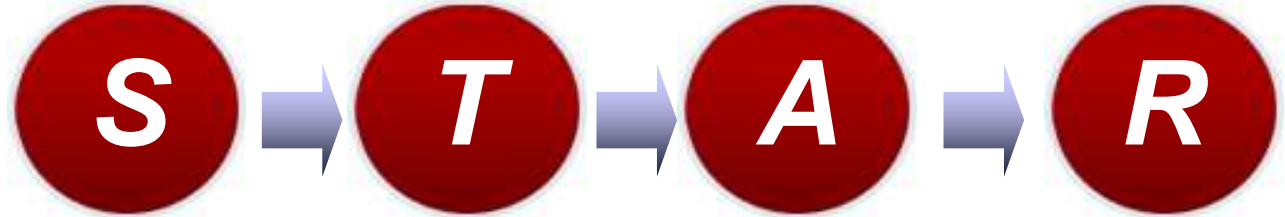
The different levels of STAR

STAR is Appian's methodology for project success.
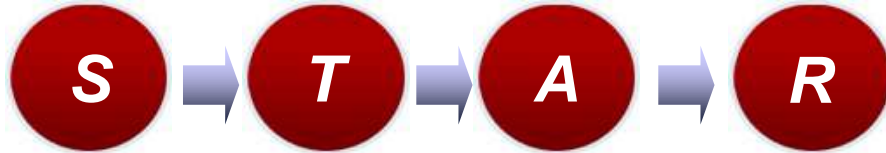
STAR works at multiple levels:

- Program
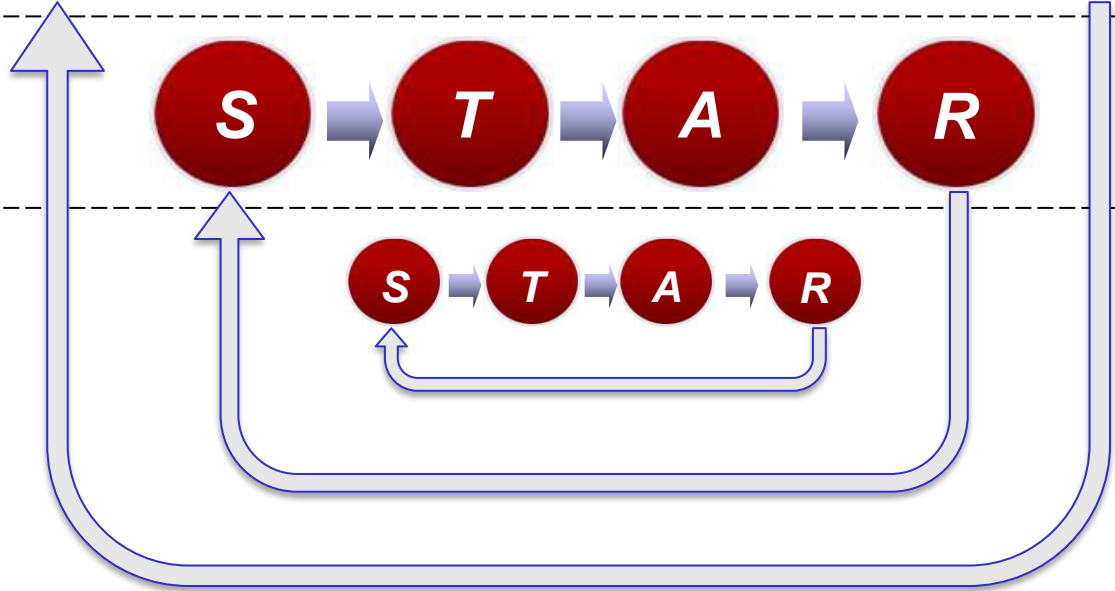- Project
- Scrum

STAR is recursive

Program S → T → A → R

Project S → T → A → R

Scrum S → T → A → R
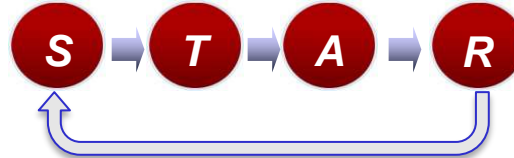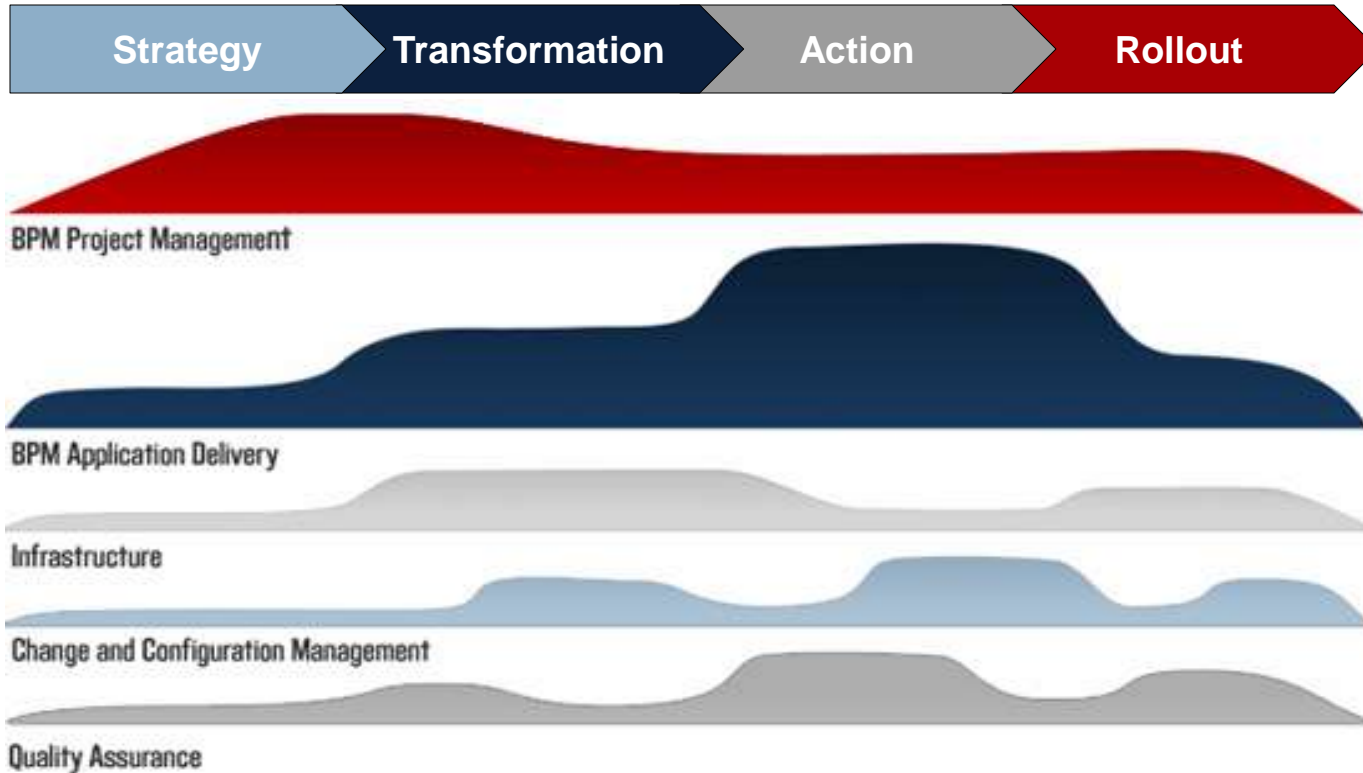
Program STAR

Program STAR defines the 4 major phases that need to occur at the program or enterprise level.

Program STAR

- S: Define the **strategy** for multiple project successes
- T: **Transform** the people and culture
- A: Realize the vision through **action**
- R: **Rollout** successful projects with assurance

STAR High-level

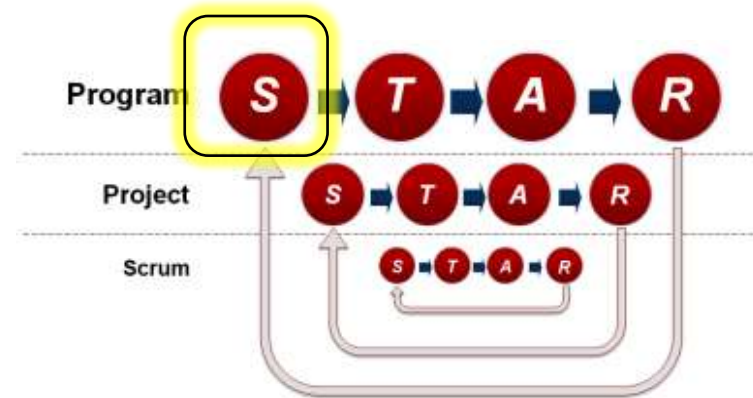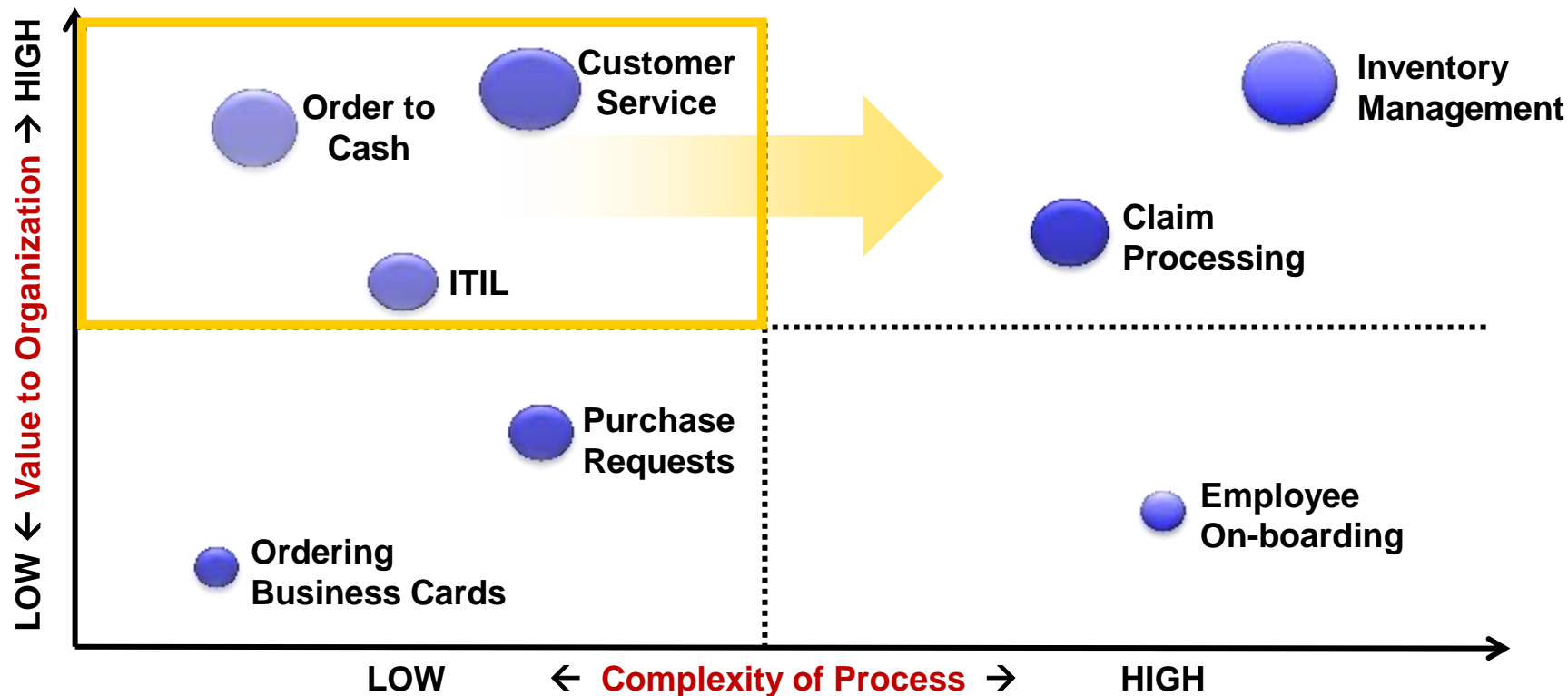# Program STAR

Step 1: Establish the Foundation for BPM Program Success

Prioritizing BPM Applications with Visual Mapping

Value to Organization — LOW ← → HIGH (vertical axis)

Complexity of Process — LOW ← → HIGH (horizontal axis)

- Order to Cash
- Customer Service
- Inventory Management
- ITIL
- Claim Processing
- Purchase Requests
- Employee On-boarding
- Ordering Business Cards

Rating BPM Application Complexity

Measuring Complexity

Bar chart with categories (top to bottom): Maturity (~8.3), Complexity of Rules (~3.3), Breadth of User Base (~7.2), Number of Exceptions (~4.3), Size of Process (~5.2), Integrations (~6.2). Horizontal axis from 0 to 8.
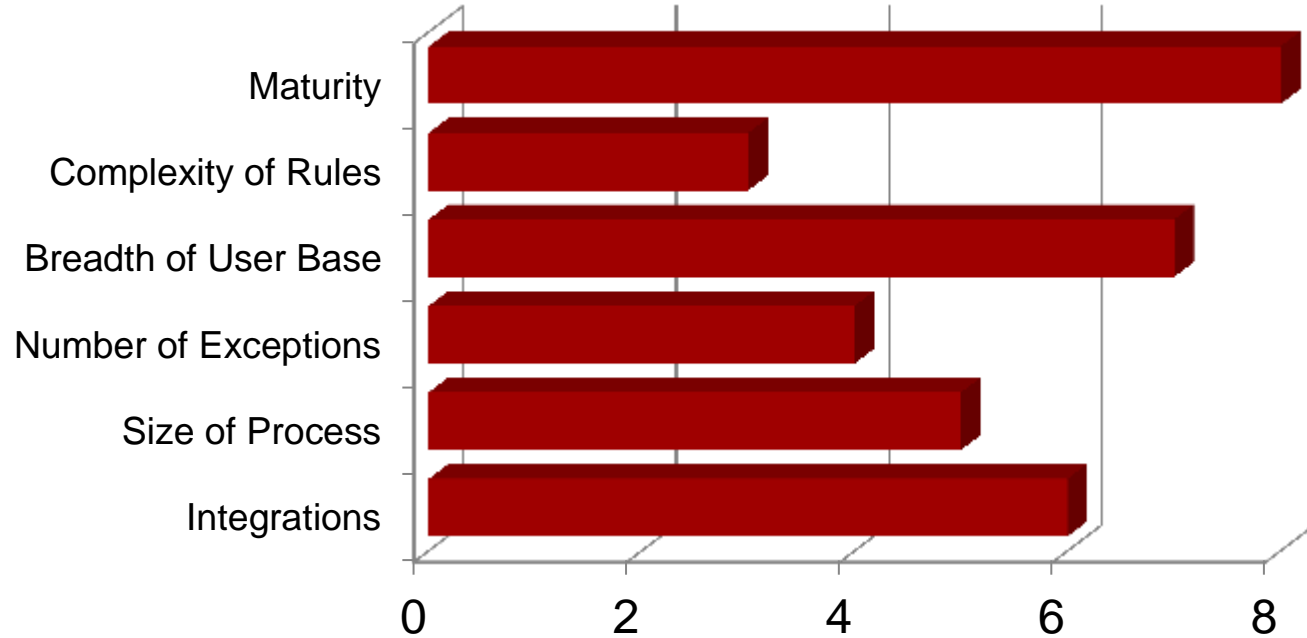
Rating BPM Application Value

Measuring Value
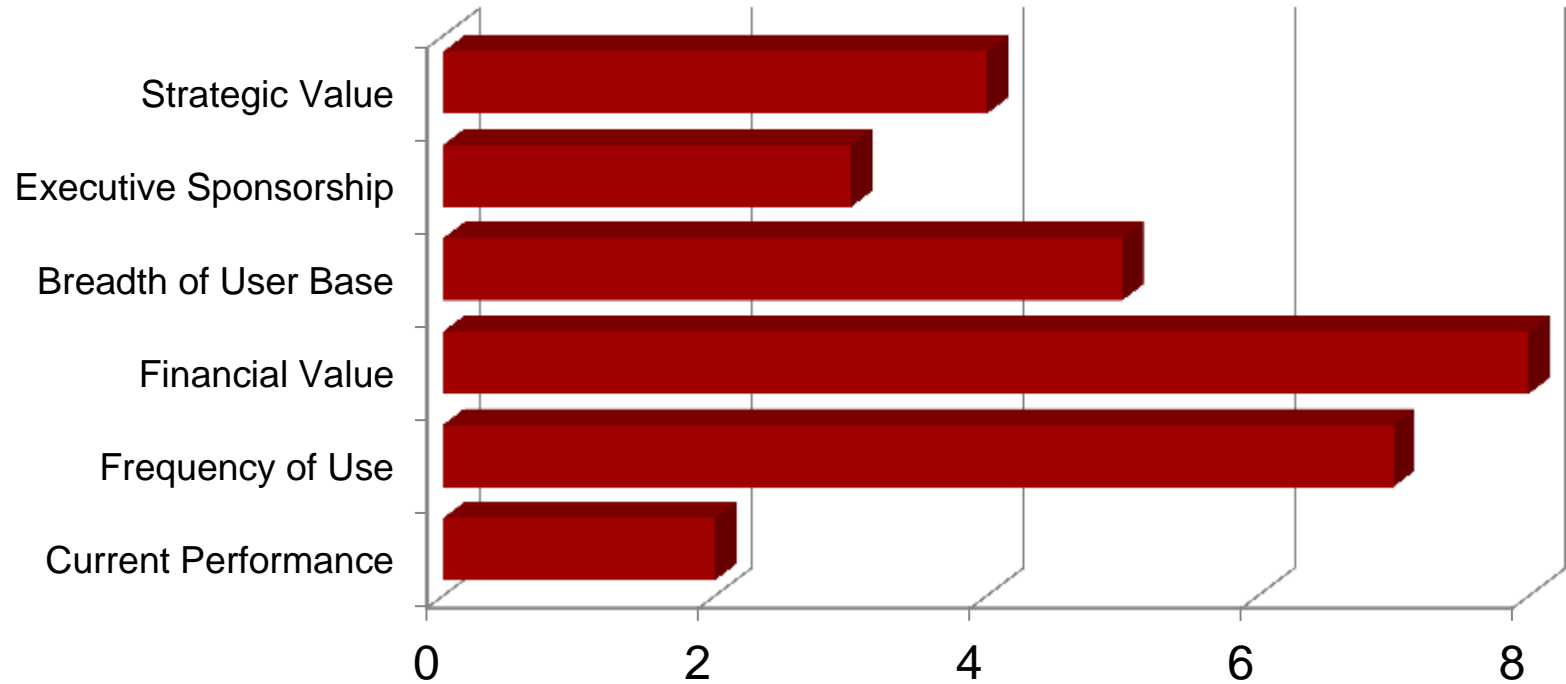
Program STAR

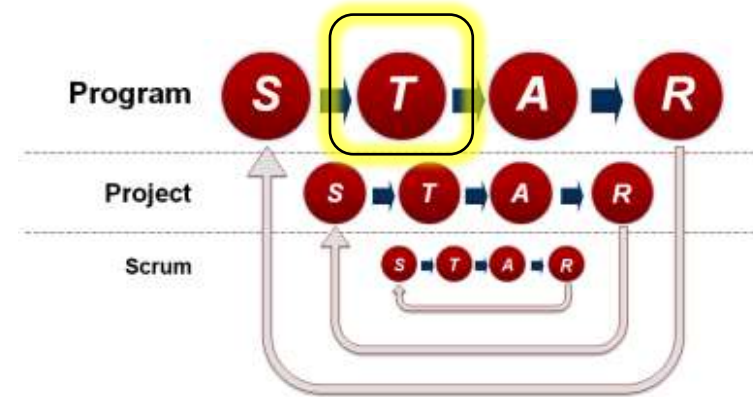**Step 2. Add the Ingredients for BPM Program Success**

The Right Execution Approach

Sweet Spot

Team Skills

Core competencies in IT and Business

Appian Product Enablement

Execute with best practices and design knowledge

Organization's Capabilities

Leadership and Governance

- Plays to platform strengths
- Plays to people strengths
- Play to organization strengths
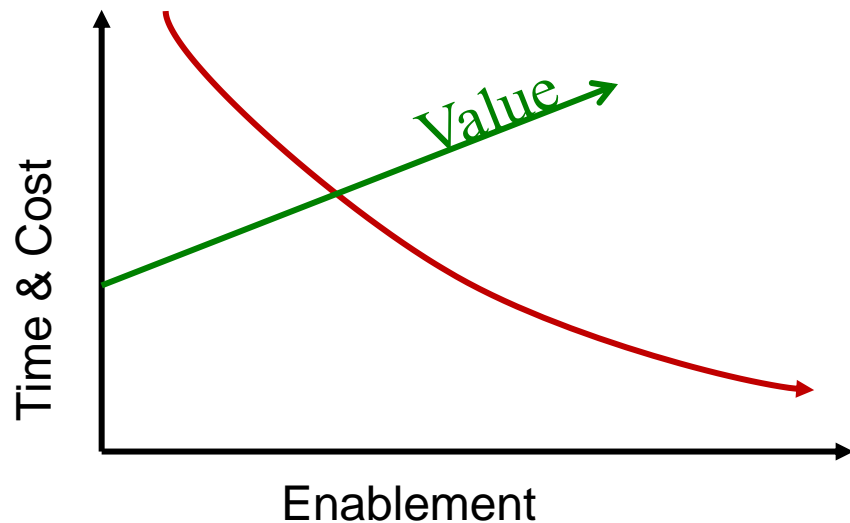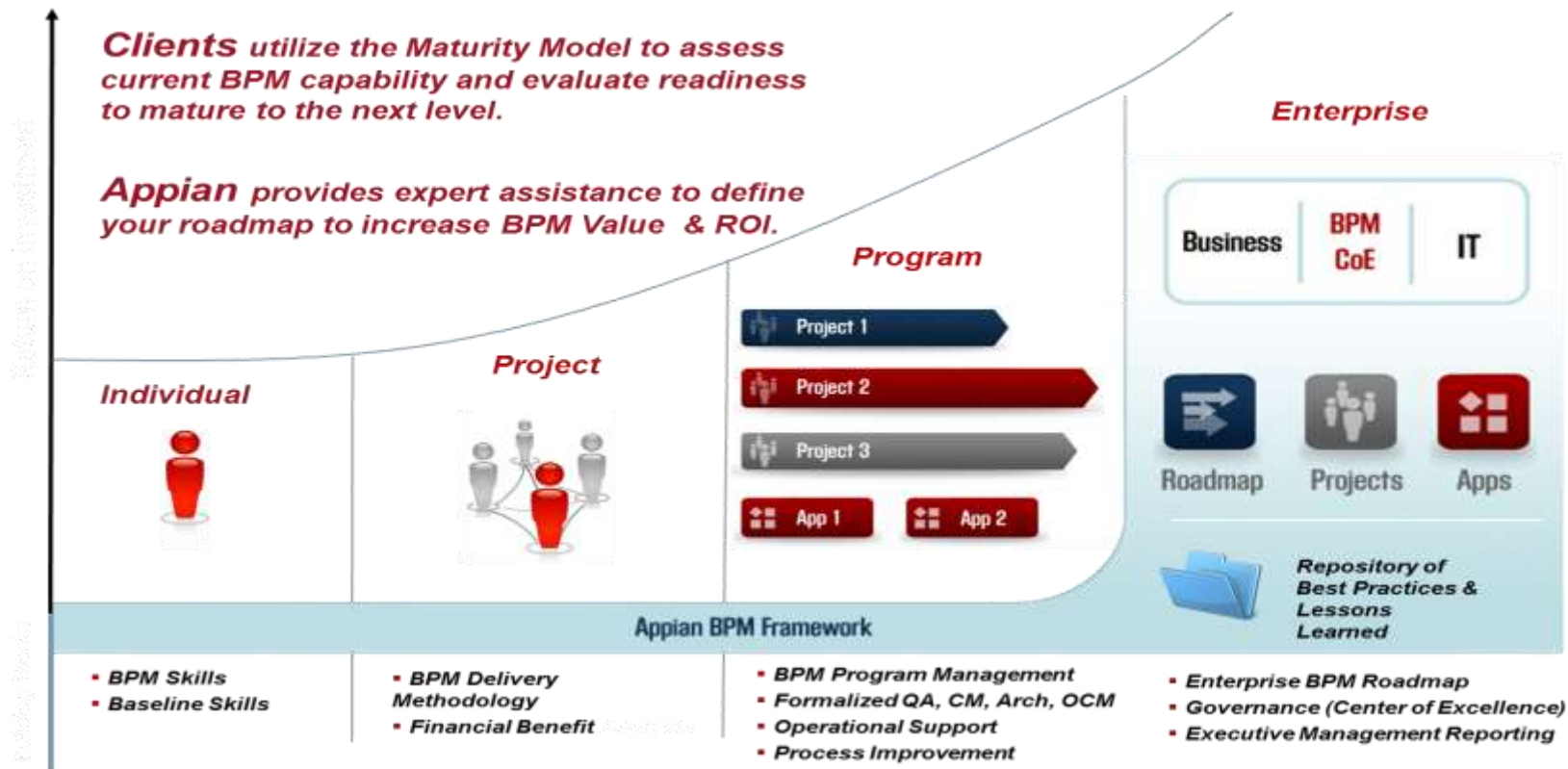
Benefits of BPM Enablement

- Enablement empowers people and organizations to execute excellently on the Appian platform

  - Reduce time-to-deployment

  - Increase application quality

  - Decrease project pandemonium

  - Speed up project on-boarding

  - Decrease total cost of ownership
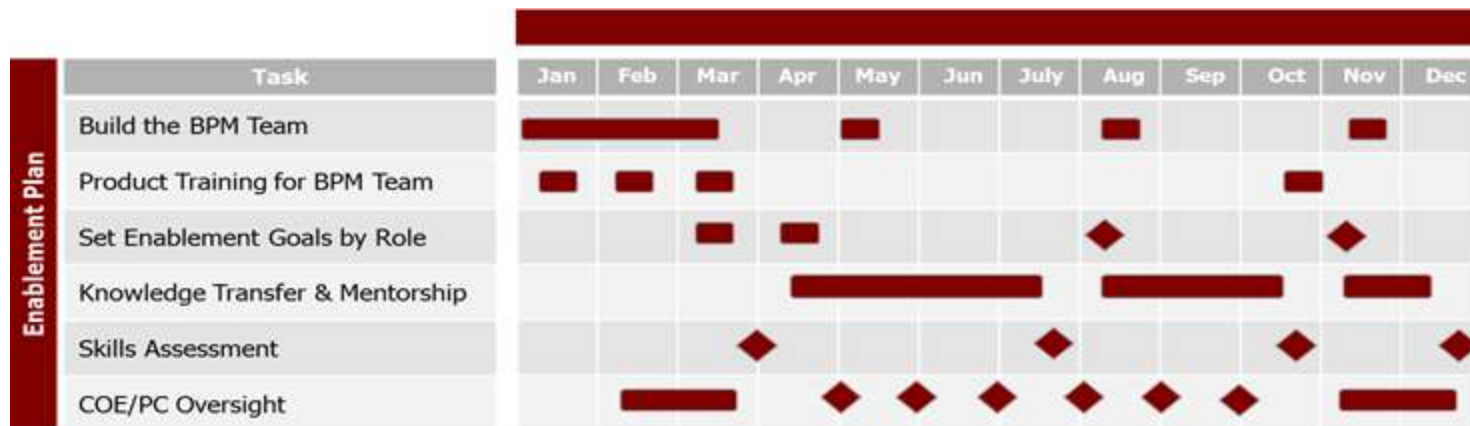
  - More satisfied customers!

Enablement = Maturity Over Time

Clients utilize the Maturity Model to assess current BPM capability and evaluate readiness to mature to the next level.

Appian provides expert assistance to define your roadmap to increase BPM Value & ROI.

Enterprise

| Business | BPM CoE | IT |

Program

- Project 1
- Project 2
- Project 3
- App 1
- App 2

Roadmap   Projects   Apps

Individual

Project

Repository of Best Practices & Lessons Learned

Appian BPM Framework

• BPM Skills • Baseline Skills	• BPM Delivery Methodology • Financial Benefit	• BPM Program Management • Formalized QA, CM, Arch, OCM • Operational Support • Process Improvement	• Enterprise BPM Roadmap • Governance (Center of Excellence) • Executive Management Reporting

# Typical Program Enablement Plan

- Enablement plan increase execution velocity and moves the organization further along the Maturity Model

- Enablement plan spans multiple projects, and the sample below assumes 3-4 projects

Enablement Plan

Task	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Build the BPM Team	■	■	■		■			■			■	
Product Training for BPM Team	■	■	■							■		
Set Enablement Goals by Role			■	■				◆			◆	
Knowledge Transfer & Mentorship					■	■	■	■	■		■	
Skills Assessment			◆		◆			◆		◆		◆
COE/PC Oversight		■	■		◆	◆	◆	◆	◆	◆	■	■

- This is separate from your standard project schedule

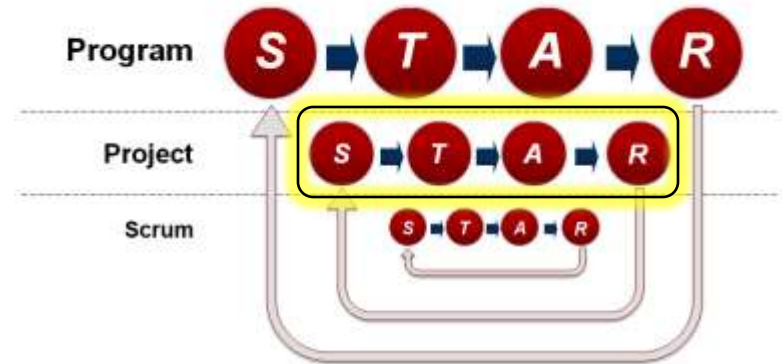APPIAN AROUND THE WORLD

Program ST<u>A</u>R

Step 3. Deliver with the Best Methodology for Success
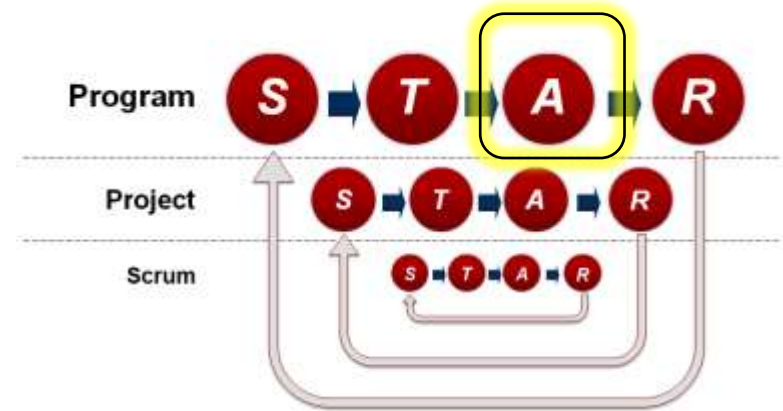
Program ST<u>A</u>R

Step 3. Deliver with the Best Methodology for Success

Project STAR

The Action phase of Program STAR encompasses the entirety of Project STAR

Project STAR:

- S: Define the project strategy
- T: Transform ideas and requirements into plans
- A: Take action and deliver value
- R: Rollout and deploy new functionality

STAR: Define the project strategy

Strategy (1~2 weeks)

- Define preliminary scope

- Define contract management

- Prepare LOE estimate

- Prepare Project Charter

- Define architecture & design review requirements

- Prepare preliminary SCRUM plan

STAR: Transform the project through planning

Transform (2~4 weeks)

- Initiate staff pre-kickoff preparation
- Kickoff project
- Confirm management commitment
- Confirm design review schedule
- Finalize project plan and backlog
- Complete user stories
- Complete specifications
- Prepare Test plans

STAR: Take Action to deliver value

Execute (6~12 weeks)

- Prepare infrastructure & installation
- Iteratively deliver commitments for acceptance
- Test for quality assurance
- Deliver application to work plan
- Manage scope, cost & schedule
- Manage change, communication, training, roles and resources, etc.
- Monitor financials and contract performance
- Update project plan

Scrum STAR

The Action phase of Project STAR encompasses all of Scrum STAR

Scrum STAR:

- S: Sprint planning
- T: Transform requirements into designs
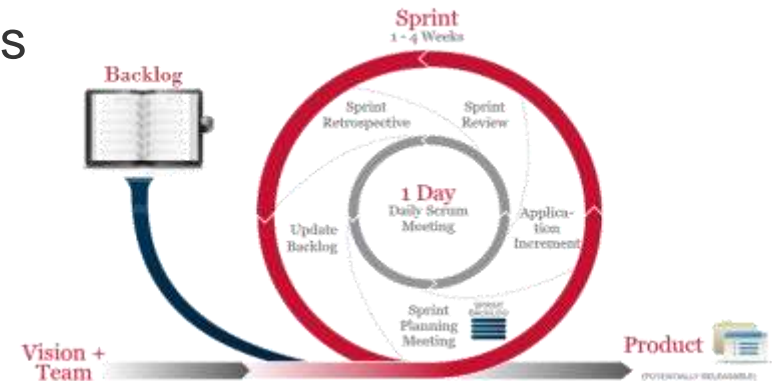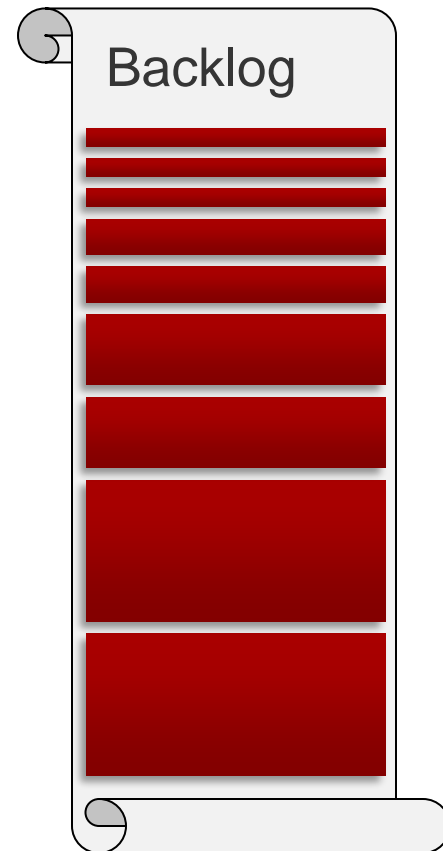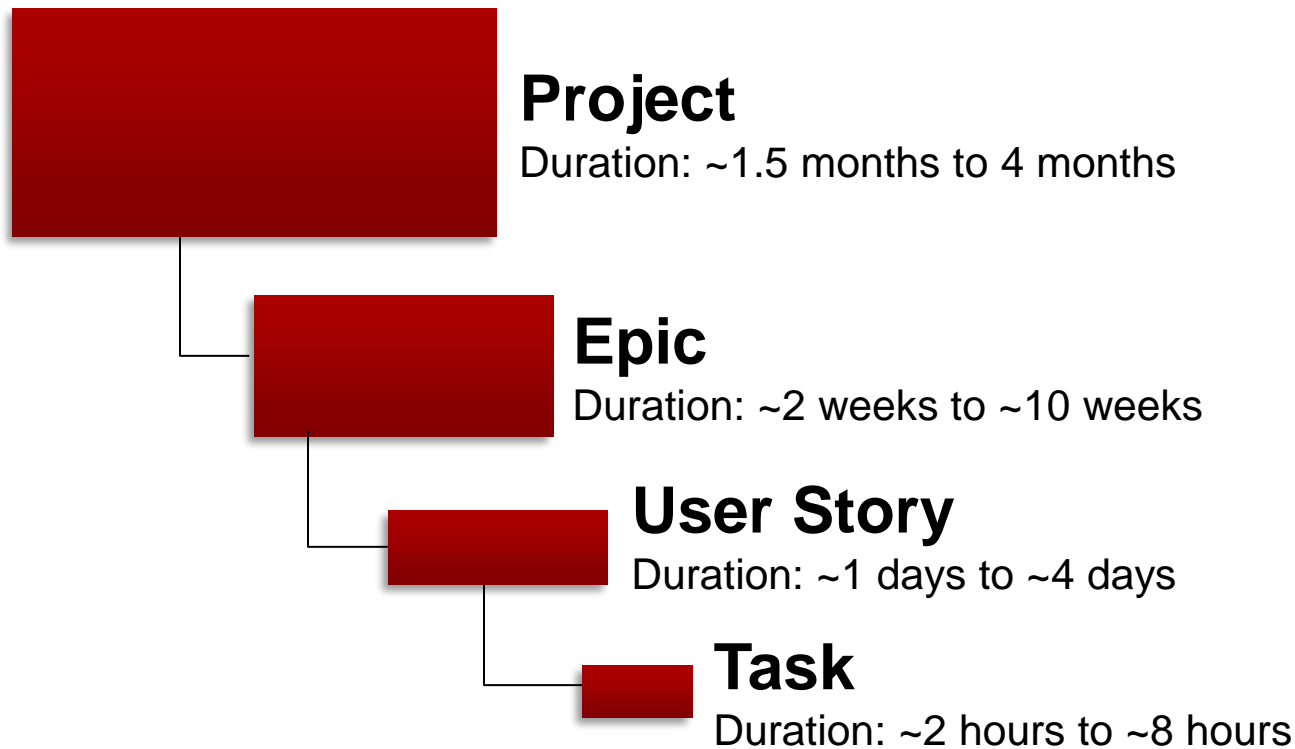- A: Act, implement, and test
- R: Review and release
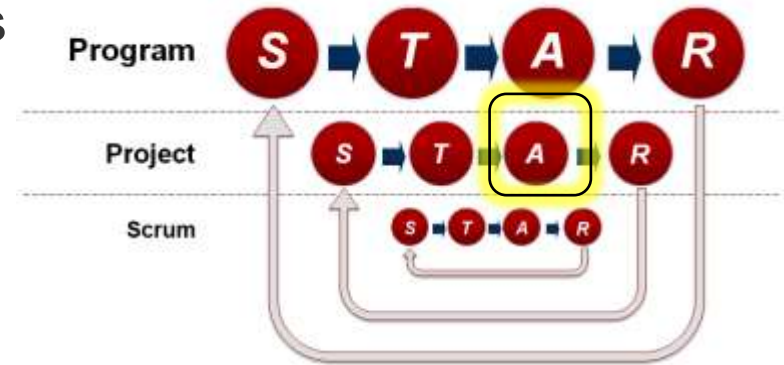
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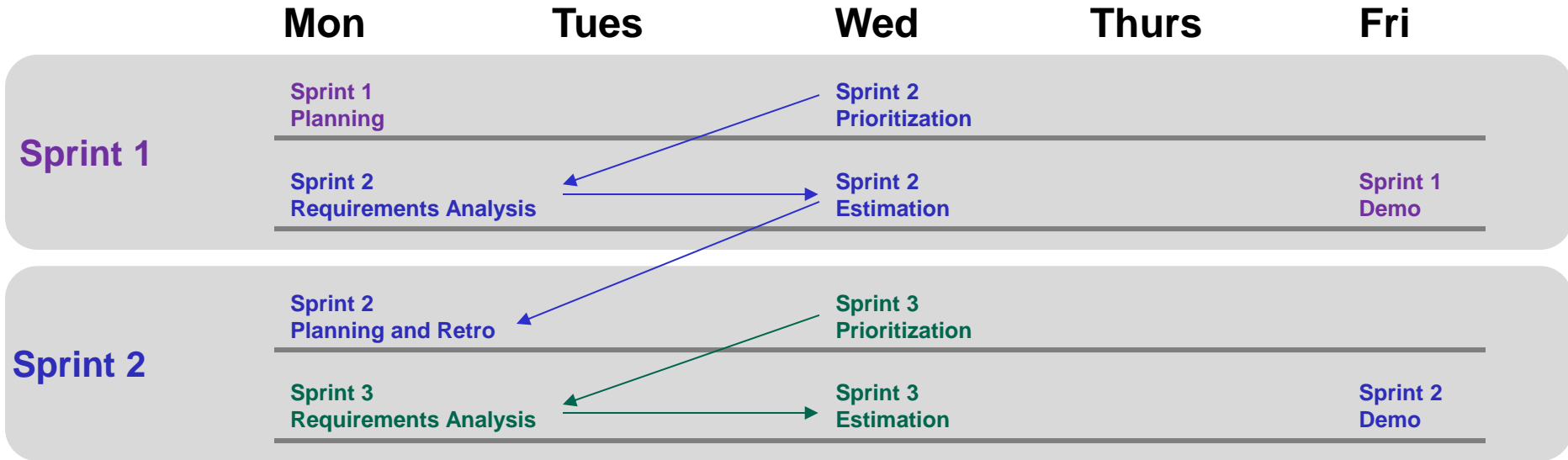- A: Act, implement, and test
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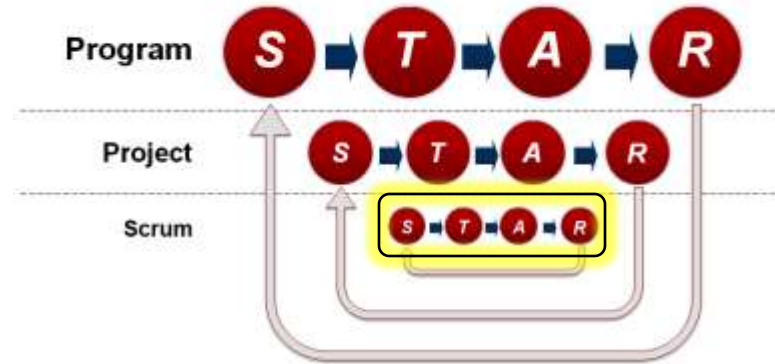
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Agility comes from agile planning

Project
Duration: ~1.5 months to 4 months

Epic
Duration: ~2 weeks to ~10 weeks

User Story
Duration: ~1 days to ~4 days

Task
Duration: ~2 hours to ~8 hours

Backlog

Analyze requirements just in time

Each sprint includes planning for the next sprint

Project STAR

When the team has developed a sufficient amount of functionality, it's time for project-level rollout.

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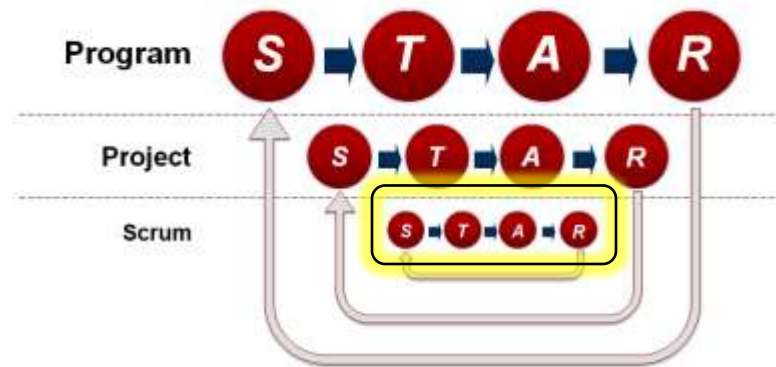
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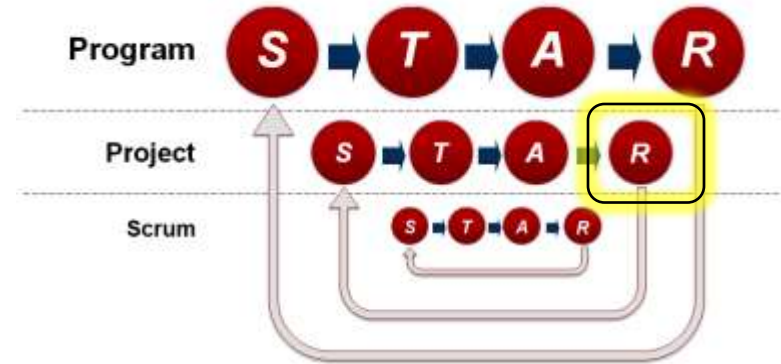
Project STAR

S: Define the project strategy

T: Transform ideas into plans

A: Take action and deliver value

R: Rollout and deploy new functionality

STAR: Rollout with assurance

Deploy & Monitor (1~2 weeks)

- Prepare application documentation
- Prepare application support plan
- Communicate knowledge of application to support team
- Deploy application to production
- Review enhancement backlog
- Monitor application performance
- Measure actual performance metrics against ROI goals

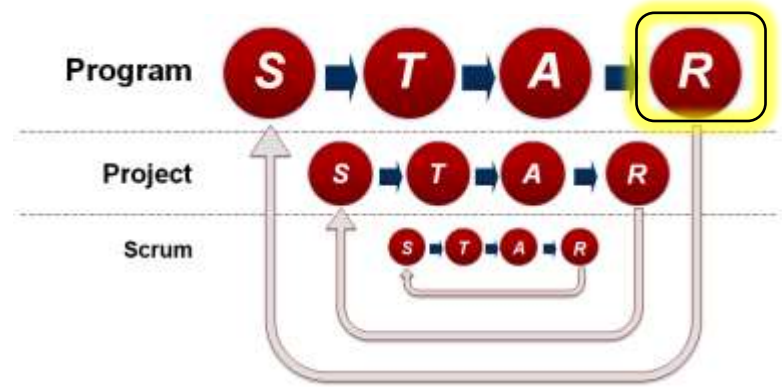# Release cadence provides confident forecasting
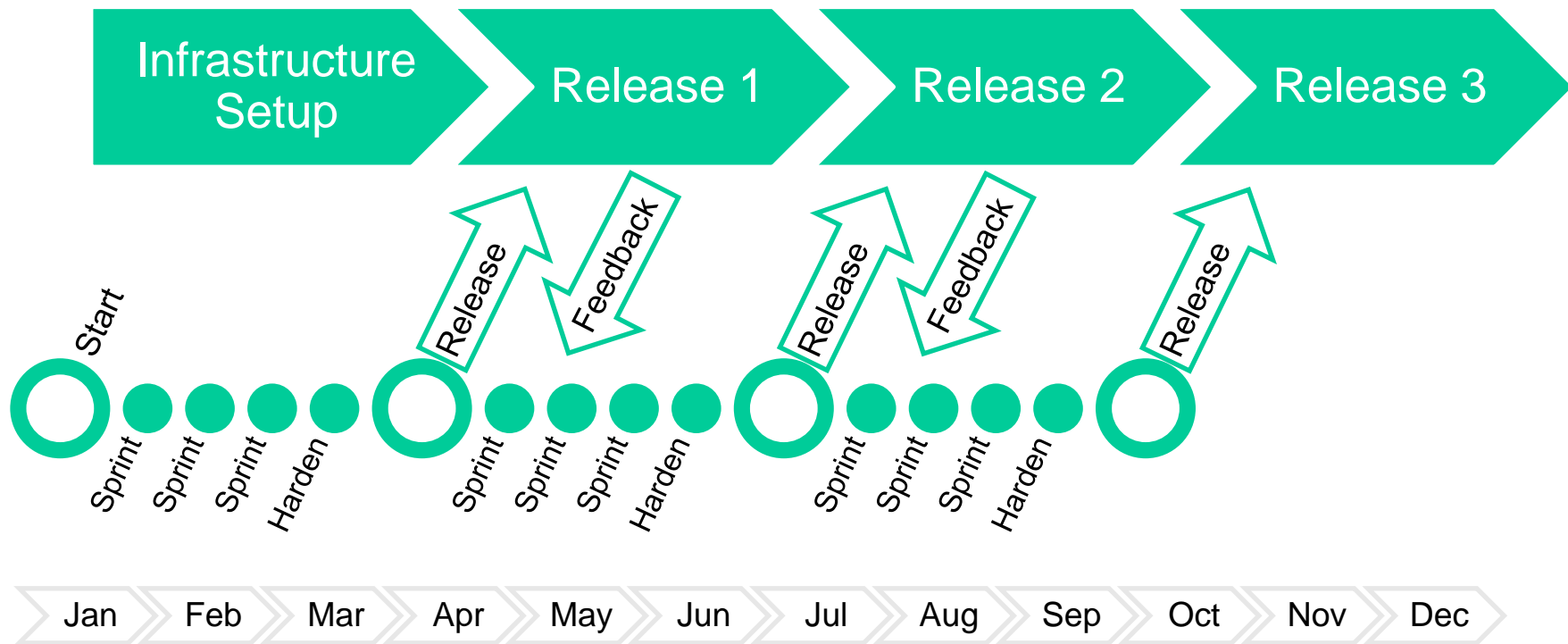
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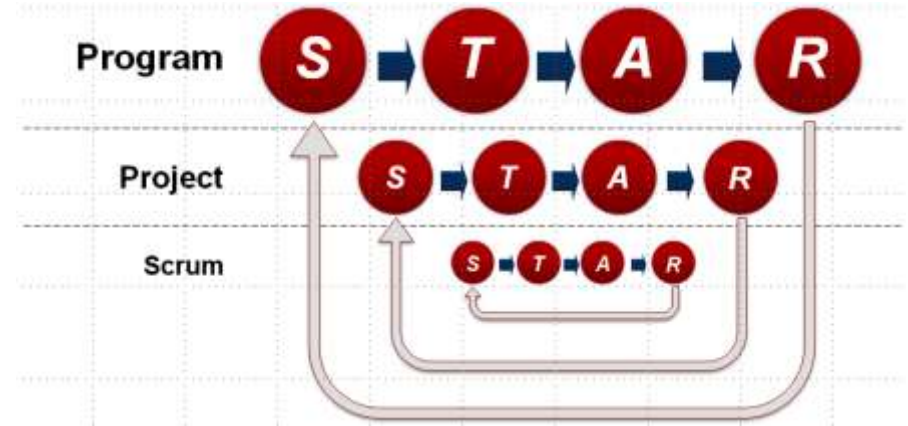**Step 4: Assure project rollout success, user adoption, and continuous performance**
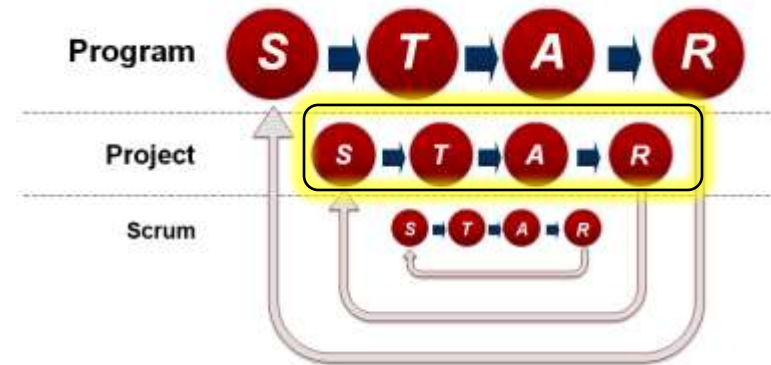
Program STAR

Step 4: Assure project rollout success, user adoption, and continuous performance

Summary

1. Establish the Foundation for BPM Program Success

2. Add the Ingredients for BPM Program Success

3. Deliver with the Best Methodology for Success

4. Assure project rollout success, user adoption, and continuous performance

Thank you