Individual Reflections:
My learnings and advice for next years' BFOP students
Course: Business Processes and Organization

I accept that my name is visible when this report is put on LearnIt for next years BFOP
Students: No.

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Chapter 1

Applied Theory

Business Model Canvas, BMC, constitutes the foundation for the cooperation and business case. By examining *Aasted ApS*, mainly through their website[1], we were able to complete our BMC. In our project it was of vital importance, as it uncovered the company's value and purpose prior to our first meeting.

The BMC served as a guideline for our first meeting with *Aasted ApS* and their CEO, *Piet Tæstensen*. This allowed us to, at our very first meeting, uncover the strategies, goals and IT circumstances of the organization as well as their current pains. With the help of some provided documentation, this meant that because of the BMC, we were able to cover most of the intiation and in-line phase in one meeting.

Interviews was the primary MUST technique in our group, conducted at *Aasted ApS* in the employees respective department. The interviews were all conducted in the in-depth phase for us to understand work processes, task, work functions, and issues regarding these. This gave us concrete experience with interviewees work practices, IT usage and technological options (the knowledge areas D-F[2]).

Immediately after an interview, we compared notes, consulting the recorded audio, if any disagreements arose concerning the context. Following the comparison a summary was written, checking the recorded audio for any missed points. Lastly the summary was forwarded to the interviewee to confirm, comment and correct the content. This gave us concrete and confirmed data, which proved to be very helpful arguments in the form of diagnostic maps.

Diagnostic Maps was used to identify issues, their cause, and their consequence. We produced Diagnostic Maps for all interviews conducted in the Service department immediately after writing the summaries. At the end of the in-depth phase the mapping was then used to relate problems to our ideas for solutions. This constituted useful argumentation for the relevance of our proposed visions with the steering committee, effectively enforcing the MUST principle anchoring visions[3].

Observations complimented our interviews with first-hand experience of work practices, effectively helping us avoid the *say-do problem*[4]. A *passive observation*[5] was explicitly coordinated with the observed employees to avoid *thinking-aloud*[6] behavior, which would hinder the detection of any *say-do problems*. The observation was represented in a workflow diagram for an easier, more visual overview, than a summary - the proposed representation tool.

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[1]http://wwww.aasted.eu
[2]Bibtex PID p. 200
[3]Bibtex PID p. 212
[4]PID p. 246
[5]Bib-tex PID p. 210
[6]Bib-tex PID p. 210

Chapter 2

Future Reflections

Missing Workshop In the future I would like to make sure, that a workshop is conducted. Unfortunately, even though we had the workshop prepared, the company declined. A *analysis-oriented workshop*[1], would have allowed us to reach a common understanding of work practices, and issues related to this, hereby ensuring a coherent vision through genuine user participation.

As we only conducted individual interviews, we lack this triangulation of information. Instead we had to objectively identify common problems and their severity through comparison of interviews. A relevant activity at this workshop would be to make a joint diagnostic map in cooperation with the employees to obtain this information.

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[1]Bibtex PID, p. 211

Chapter 3

Advice for next years' BFOP-students

Company Contact is of undeniable importance. Good coordination ensures a productive cooperation resulting in a better analysis of the chosen company.

There is a good chance that the company will be very limited timewise. Therefore, following these three tips will ensure the best utilization of their time and fewer cancellations of meetings:

- *Contact Person* - agreeing on a designated contact person within the company will result in faster response time.

- *Plan Early* - arrange meetings and activities as soon as possible and with as few restrictions as possible. This allows the company to plan the activity into their schedule instead of yours.

- *WIIFM*[1] - Remember to have clear, consice, and good arguments for their participation in the given activity, allowing them to easily understand their gain.

The prioritization of the company is vital for the project as the company ultimately defines your business case. Insights, data, and feedback from the company should is the cornerstone of a good business case.

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[1] Abbreviation for 'What is in it for me?'

Bibliography

Appendices

Appendix A

Intermediate