

# **Chapter 3**

## **Core Process Analysis**

### **3.1 Objective**

The purpose of the core process analysis is to define the business requirements of the new application system aligned to the future business model as conceived by the client (Fig. 3.1; Table 3.1).

The principle activities during the business requirement definition are as follows:

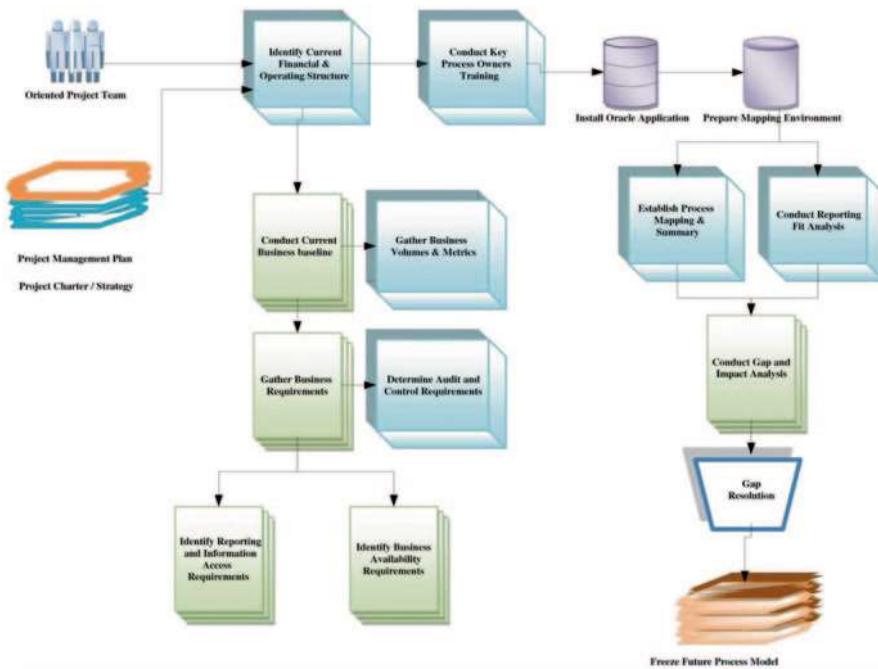
- Examine and document current processes and practices to understand the main business factors that currently benefit the business.
- Gather business transaction and data volumes from the future business model to help assess the system's ability to support current and future business volume.
- Carefully document audit and control requirements to satisfy financial and quality policies.
- Identify the business-operating requirements that the technical architecture will need to support.
- Analyze and identify the reporting requirements for the business.

Business requirement mapping and gap analysis is an iterative approach with the following objectives:

- Prepare business process designs through mapping with standard functionality within the system.
- Identify gaps in the application.
- Propose feasible bridges to gaps agreeable to the client.
- Freeze the future business process model.

Areas that are necessary to map include:

- Business requirements attached to business process steps
- Report requirements
- Business data requirements



**Fig. 3.1** Business flow diagram: core process analysis

## 3.2 Prerequisites

### 3.2.1 *Business Requirement Definition*

- Dedicated resources for conducting analysis
- A committed project sponsor who maintains a consistent and high level of team commitment
- Active involvement and support of management
- Active involvement and support of knowledgeable business area specialists
- Full access to information about relevant business areas, their processes, data generation, and use
- Current business process documents for reference purpose
- Current business reports for reference purpose

### 3.2.2 *Business Requirement Mapping*

- Current business baseline document
- Consistency of team composition across process design, mapping, narrative writing, and approval activities

**Table 3.1** Implementation schedule: core process analysis

Activities	TimeLine												
	Month1				Month2				Month 3				
	1	2	3	4	5	6	7	8	9	10	11	12	13
Current Business Process Analysis													
Business Transactions and Data Volumes													
Audit & Control requirements													
Business Technical Architecture													
Business Reporting Requirement													
Install application													
Key process owners training													
Prepare mapping environment													
Perform Business Requirement Mapping													
Identify gaps in the application													
Gap Resolution													
Freeze the Future business process Model													

- Consistency of team approach across business areas or process groups
- Clear and concise visualization regarding how information will flow across and be owned by organizations, functions, and applications
- Availability of system and software
- Availability of hardware servers and client machines

### 3.3 Detail Activities

#### 3.3.1 *Business Requirement Definition*

##### Identify Current Financial and Operating Structure

Information about current and proposed organizational structures may have been discussed during the acquisition cycle and may have been one of the deciding factors in the selection of the application package. Be sure to gather this information if it is available.

Start the internal organizational analysis by interviewing the highest-ranking financial official possible, since the holder of that position will be likely to have most knowledge of the financial and operating structure of the organization.

An organization's operating structure drives the business and has a strong influence on the setup and use of the applications. However, the financial statements will reflect the operating structure to allow profitability, balance sheet and cash flow reporting, and analysis against that structure. Reporting and analysis begin by capturing and valuing operational transactions that occur at the specific event level. These events occur at a specific site that must be properly defined and ultimately set up at the correct organizational level and with the following appropriate organizational attributes:

- Interview organization management to obtain a clear understanding of current and proposed entity structure
- Develop a chart showing the current organization structure
- Develop a business organization overview and listing
- Define and chart the financial operating environment
- Define the financial and management reporting environment

### Conducting Current Business Baseline

Conduct a baseline to develop a common understanding within the project team and across the organization of what cross-functional processes are in place to support the achievement of business objectives in the current environment. Awareness of current business requirements and unique processes today will educate team members and prepare them for the construction of future business processes.

As many current environments may not have been developed in an integrated fashion, and people may have entered the organization at different times during the evolution of the current business systems, many people and departments may not fully understand the processes and requirements of other departments. An added benefit of baselining is the resulting cross-functional knowledge gained by team members. This information is invaluable during subsequent mapping of future business processes and requirements to new application functionality.

Use structured process questionnaires (*refer current business baseline questions for all module templates*) to collect business and current system information during a business baseline interview for a given process. These questionnaires can be modified to help make sure that the team interviews include the following factors:

- Business events—triggers for action (for example, receive invoice)
- Location, nature, and sequence of transactions—data added
- Magnitude and frequency of transactions
- Performance metrics, core processes, or critical transactions
- Key factors for success
- Key processes and process cost drivers
- Representative families or products and transactions
- Opportunities, constraints, risks, and issues
- Underlying structures of static data organization
- Bottlenecks to the flow of information and material
- The particular value of current business processes
- Data-gathering methods that drive technology requirements
- Current system configuration options
- Schedule, confirm, and prepare for process definition sessions by business area
- Identify the core business processes (level 1 if you are using enterprise resource planning (ERP) business models) and write a summary description of each process
- Conduct interviews using the questionnaires and other sources of information to clarify questions you have identified

**Table 3.2** Business volumes and metrics

Process	Core process analysis
Ref No.	Task
1	Review the existing documentation
2	Gather business process measurements
3	Extract business volumes from the current business and the business requirement scenarios
4	Summarize the business transaction volume statistics by functional area
5	Gather total data volume requirements
6	Gather total data volume requirements
7	Determine the critical processing period's window
8	Gather system user counts by functional area

- Gather any other current business materials that may enhance team understanding and documenting of current business process requirements
- Identify any issues regarding the current business analysis

### Gathering Business Volumes and Metrics

The business volumes and metrics document the data volumes and processing frequency of the transactions on the new production system (Table 3.2). To begin this task, examine all major business processes that transact moderate to high volumes of data (for example, customer orders, purchase orders, purchase requisitions, manufacturing orders, manufacturing receipts, invoices paid, and journal entries).

Concentrating on the resource-intensive areas allows you to assess when the new system will inherit the same volume and performance challenges. If you are working on a small, single-site implementation, it may seem that there are no performance risks. Do not minimize the importance of this task. The number of possible configurations can lead to performance problems, even for smaller implementations.

### Gather Business Requirement Scenarios

The rule is: You must express all business requirements in the context of process models and business requirement scenarios. In other words, you must be able to trace all detailed business requirements to business processes.

A business requirement specification (BRS) is a formal statement of the detailed business requirements for a business process, the source of these requirements, how these requirements will be satisfied (either by the application, manual process steps, workarounds, or by other applications), and what prototyping steps must be taken to prove the designs (Table 3.3).

Since BRS development sessions are design sessions, you can expect additions and corrections to be made to the initial process models and function models during the course of design. Although it is possible to create a BRS at the same time that its process model is being developed, it is actually better to start with a graphical rep-

**Table 3.3** Business requirements

Process	Core process analysis
Ref No.	Task
1	Train all the assigned team members to use the methods and tools for BRS development, and in the boundary and characteristics of the target business process
2	Construct process identification for the target future business process. If it exists, use the preliminary BRS collected during initial project planning
3	For each process step, document business requirements and indicate the source of those requirements

**Table 3.4** Audit and control requirements

Process	Core process analysis
Ref No	Task
1	Review current security, manual operations procedures, and future business requirement scenarios
2	Evaluate audit specifications for division of responsibility in finance and operations
3	Create a list of security requirements for the organization, operating system, application, and database to support future business processes

resentation of the business process before going into descriptive detail since people tend to respond better to pictures than to words. Using visualization techniques during the early stages of any design is crucial for understanding and for the common agreement.

### Determine Audit and Control Requirements

The overall objective of audit and control requirements is to consider audits and controls that will reduce or minimize the risk of those transactions being executed that place organization assets or information in jeopardy (Table 3.4). Such transactions, if executed, should be detectable and their recurrence prevented.

It is helpful to think about both application and general controls and risks. The following tables may help frame the thinking process:

Application risk	Application controls
Unauthorized application access	Logical access controls
Incorrect data entry	Input controls
Rejected items resolution	Processing controls
Incorrect processing/reporting	Output controls

General risk	General controls
Unauthorized system access	System access controls
Unauthorized program changes	Program change controls
Inadequate information systems operations	Organization controls
Business interruption	Disaster recovery controls

From an auditing standpoint, these are the questions you are attempting to answer:

- What was changed?
- Who changed it?
- When did they change it?
- Why did they change it?
- Who logged in?
- Why did they log in?
- What kind of monitoring takes place for transaction processing?

From the standpoint of financial controls, consider the following questions:

- What steps need to be taken to facilitate external auditors' review of procedures and controls?
- What controls are in place to prevent insider trading, fraud, nonmalicious errors, and so on?
- What approval hierarchies need to be in place?
- What business transactions are permissible in a web-based system?
- What kind of special security is required for financial and confidential information systems (such as general ledger, accounts receivable, human resources, electronic funds transfer, electronic data integration, and data warehouse)?

### **Identify Business Availability Requirements**

What constitutes business availability is often regarded as the sole responsibility of the information systems' organization.

This conventional reasoning does not give adequate representation to the business operations and user communities who may have a different view of what availability is necessary in order to perform critical business functions and provide customer satisfaction.

This task is designed to facilitate a discussion between the operational and information system departments of the business in order to arrive at a consensus on what is an acceptable percentage system uptime and the contingency measures to implement during a system outage. The system architect, database administrator, and system administrator should represent the information systems organization. Key business analysts and lead users should represent the business operations and user communities in the discussion.

**Table 3.5** Reporting and information

Process Ref No.	Core process analysis Task
1	Review current-reporting materials that may enhance the team's understanding of the current-state reporting environment
2	Determine an approach for collecting report requirements
3	Update the master report tracking list with information from the current reporting materials
4	Update the master report tracking list with information from the business requirement definition documents
5	Identify critical reporting issues and document them
6	Collect business data elements required to be seen on the screens

### Identify Reporting and Information Access Requirements

The master report tracking list is used as the primary repository for all information collected about a report requirement (Table 3.5). It should contain system and report name, business purpose, frequency, priority, user name, and contact information.

Possible methods to determine report requirements include:

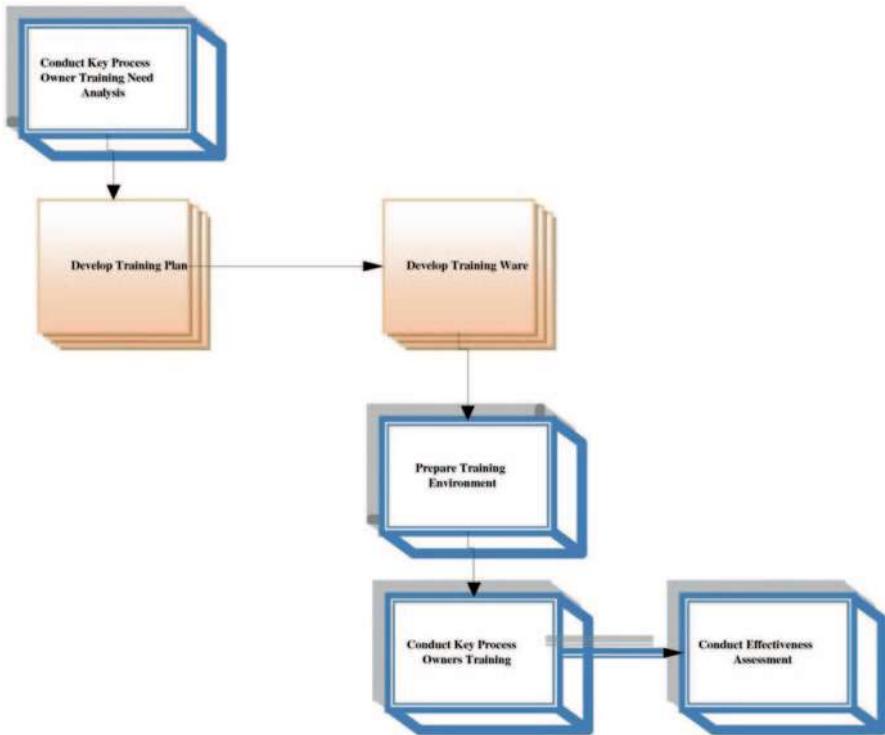
- List report on the current system
- Future report requirements from the business requirements scenarios
- User survey: The goal of the survey is to collect business critical report requirements that may have been overlooked and not to list every report that may have been run regardless of whether or not anyone used it. Emphasize to the users that only critical business requirements are important, and that their manager must approve their list before mapping begins. Analyzing, mapping, and building reports are very expensive.

You may use one or a combination of these methods.

Also, collect the relevant business data which the user is required to see on the various windows of the legacy systems and understand the usage of the same.

#### 3.3.2 Core Process Analysis: Key Process Owners Training

The main objective of the key process owners training (Fig. 3.2) is to familiarize them with the standard functionality, basic looks and feel, and the navigation methods of ERP applications. This will help the project team in a meaningful discussion on the mapping and gap analysis/resolution where the key process owners can add value to the issues and close the gaps with meaningful resolutions.



**Fig. 3.2** Business flow diagram: core process analysis

### Conduct Key Process Owners Training Needs Analysis

During this task, gather information about the knowledge, skills, and aptitudes of all key process owners. Record current knowledge, skills, and aptitudes; compare them to the new competencies; and identify the gaps between the present and the ideal. These gaps mark the parameters of the needed learning. The profile is a snapshot in time which serves not only as a guide for creating learning paths but also as a baseline against which gains can be measured. In addition, the learning needs analysis provides insights into how ready the audience is for the project.

For representation, you must interview a cross section of process owners who are selected by the client, based on their ability to impact the business results anticipated as a result of the implementation. Choose process owners who are empowered to take decisions that affect key business processes of their corresponding areas.

### Prepare a Training Plan

- Review and select recommendations from the training needs analysis.
- Create a learning objective and training strategy.

- Tailor learning content for each role.
- Select learning approach and delivery method.
- Describe the approach for creating needed learning materials.
- Determine resource requirements, such as facilities, equipment, materials, and supplies, including learning environment.
- Describe the plan for learning logistics and administration.

## Develop Training Material

- In this task, you tailor learning ware and other skills-change materials to meet the learning objectives developed in the user learning plan.
- Focus on developing materials that are user friendly, attractive, and meet good communication standards.
- Develop the training materials per learning path by role, e.g., prepare training material for each module of ERP applications being implemented, etc., for the key process owners. This material will be different in content, look, and feel than the material which needs to be prepared for the end users during end user training.
- Develop the measurement materials like hands-on test cases or exercises, which can measure the extent of training, absorbed by the key process owners.
- Develop the training administration materials—including materials for announcing and logging learning events, tracking participation, and so on.

## Prepare Training Environment

- Install user learning environment.
- Set up applications.
- Set up support infrastructure.
- Convert or add necessary sample data.

A separate environment is the preferred choice for learning, because it can contain clean setups and actual data and remain unaffected by concurrent testing and mapping activities.

As part of preparing the user technical learning environment, make sure you test the client desktop devices and other hardware, such as printers.

Key user training often uses the demonstration database shipped with the standard applications. This environment is most appropriate if you plan to use the standard learning materials for user learning, because all examples in the standard notes reference this database.

However, it is not ideal because the data and scenarios will not be familiar to users. So, it is advised to make proper references to the client business processes as documented in the business requirement definition document and give the participants a feel of how these processes will function in the standard ERP application.

environment. It is always advised that the project team be already oriented with the client business requirement definition when imparting the key user training.

### **Conduct Key Process Owners Training**

The general goal of the user learning events is to conduct and track the skills-change events designed to provide the groups of learners with the skills they need to meet the performance objectives of their new roles. You monitor the pulse and progress of the user learning events as they unfold, to make sure that the momentum and quality are maintained.

As a success factor for the learning events, you develop communications based on the purpose, value, context, and overall logistics. Tailor the messages to the various groups of learners. The communications set the proper tone for the learning, for example, important effort, tailored to the learning styles, providing variety, reinforcement, and so on.

It is extremely important to reinforce and impress upon the client that this training is aimed at creating an understanding of the standard features and standard process flow of ERP applications so that the client can add value to the mapping, gap analysis, and classroom pilot (CRP) sessions to be held jointly with the project team.

Position the learning events in the context of the whole project and the expected business benefits. Ideally, develop a highly interactive campaign to address the changes in roles and performance expectations in a positive and motivational manner:

- Prepare for imparting the training.
- Hold the training events according to the training plan.
- Monitor the performance deployment process.
- Assess the training effectiveness from performance on test cases and participant feedback.

#### ***3.3.3 Core Process Analysis: Business Requirement Mapping and Gap Analysis/Resolution***

##### **Prepare Mapping Environment**

The configured mapping environment prepares an application environment for detailed mapping activities. Try to use an environment that accurately reflects the organization's business to the extent known at that time.

If space and time do not allow for a separate environment for mapping, you may have no other recourse than to use either the training or vision demonstration environment. Be aware of the limitations in using these environments for mapping. The

**Table 3.6** Preparation for mapping

Process	Core process analysis
Ref No.	Task
1	Review architecture requirements and strategy to understand the strategy for deployment of project environments in general, and the mapping environment in particular
2	List any other software applications needed to support mapping
3	Install the software
4	Set up the mapping environment
5	Enter the data for baseline mapping purposes

application-level parameters and the setup in the model database may not represent the organization's business.

The rule is to quickly configure the base setup data as gathered from the business requirement definition phase and to identify the gaps to suggest possible workarounds to them. If workarounds are not possible, the justification has to be impressed upon the client, and the customization decisions have to be taken up jointly by the client, the implementation partner, and software owner. Do not try to perform the customizations in the mapping environment.

Each coded question on the “current business baseline questions for all modules” is categorized by process, performance, setup, or metrics. You can extract all setup responses and use this information as the baseline setup for mapping (Table 3.6).

The goal is to prepare the environment with the basic setups that allow the project team to begin the mapping and the client to understand and appreciate the mapping results.

For multisite replication, after one site has configured the mapping environment, capture or export the configuration of the application database and import the data to other site environments.

### Map Business Requirement, Business data, and Identify Gaps

Mapping a business process means:

- Proving designs through demonstration
- Identifying gaps in the application
- Proposing feasible bridges to gaps

The following list includes some broader connotations of the term mapping:

- The basis for establishing application fit to business requirements, identifying gaps, and proposing alternatives
- The formal linkage of future process models to application features

**Table 3.7** Mapping process

Process	Core process analysis
Ref No.	Task
1	Train all assigned team members in the use of the methods and tools for mapping
2	Check out the prerequisite deliverables and become familiar with business requirement scenarios for the target process in need of mapping
3	Conduct mapping sessions to assess detailed application fit and create or revise alternative to business requirements. Map future business requirements to application features, programs, reports, and other standard modules
4	Perform online prototyping and deliver a prototype demonstration
5	Perform process research; look for and document alternatives
6	Identify current versus proposed process steps and assess the feasibility of proposed alternatives
7	Document alternatives. Record possible alternatives for application gaps
8	Document major operating and policy decisions

In this regard, mapping describes the evolution of process design for a business process. The business requirement definition will continue to evolve and be supplemented and improved throughout all mapping tasks (Table 3.7).

The formal mapping task, however, is very specific in that it documents key business requirements and proposed alternatives in much more detail.

When mapping, keep the following steps in mind:

- Address critical business processes identified by the organization before seeking resolution to minor issues that crop up in business process designs and maps.
- Use standard system features, functions, and reports whenever possible.
- Use extensibility features, such as descriptive flex field.

New business requirements could emerge during a mapping session. Verify that these new requirements fit within the scope of the project before adding them to the business requirement list. Set aside time to finalize these requirements.

Make sure to identify differences between true business requirements and a wish list.

It is important to involve business line managers in the mapping development process. This provides an excellent opportunity for leaders to gain practical experience configuring and testing the applications. As soon as possible, encourage the business line manager to take responsibility for driving mapping sessions, thus allowing the application specialist to facilitate and provide guidance.

Consider these prototyping tips:

- Quickly devise and show an essential alternative (not necessarily complete the first time).
- Focus on core processes and characteristics that drive business objectives.
- Create just the major components of a working model.
- Do not worry about cosmetics.

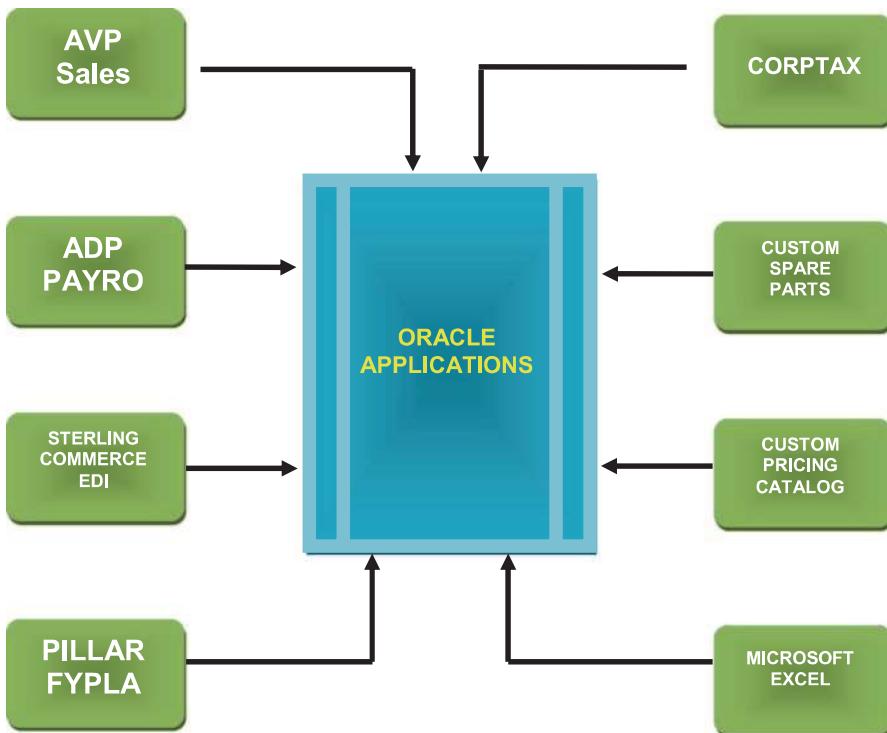


Fig. 3.3 Integrated fit analysis

### Business Data Mapping

- Identify the legacy source file and field/data elements that are being converted and record this information.
- Identify the target application, business object name, and attributes that the legacy files and fields map to and record this information.
- Record the field that the legacy system stores but the application does not, and record the attribute that the application stores but the legacy system does not

The integration fit analysis describes how to identify and use integration points.

Figure 3.3 is an example of integration points in a business system.

The primary purpose is to map “distributed data external integration” points between standard applications and other third-party applications. Once you agree on an alternative for each integration point gap, this task will result in a complete listing of all new integration points for which you must design and build interfaces.

*The Detailed phases of Interface Methodology are described within the Technical Implementation Methodology*

**Table 3.8** Reporting

Process	Core process analysis
Ref No.	Task
1	Review the reporting strategy to understand the capabilities of placing reporting systems and constraints on designs
2	Decide on an approach for mapping report requirements and assign responsibilities
3	Map report requirements to standard application reports
4	Analyze reports for reduction
5	Prioritize custom reports

### Conduct Reporting Fit Analysis

You may be able to employ the use of special reporting systems to reduce the number of reports you need to design and build. Examples of such systems are:

- Business intelligence systems
- Data warehouses (operational or decision support)
- Online analytical processing (OLAP) systems
- Ad hoc query systems

If the architecture work completed so far during the project has already identified the need for such systems, work with the system architect to understand how you may make use of these systems to satisfy reporting needs (Table 3.8).

The following are some of the typical report mapping issues:

*Flex Fields* Data captured in a flex field will not be part of a standard report; therefore, any report requirement using flex field data will become a *custom extension*. Sometimes, you do not know whether data will be stored in a flex field or another application field used by a standard report. In these cases, mark the report as a match with a note to modify the report, if the data are stored in a flex field.

*Lack of Training* Users are often trained just before the implementation is complete. Unfortunately, mapping occurs much earlier in the project. If users are going to do their own mapping, they will need the following:

- Access to a prototype environment
- Training on future processes
- Training on how to run reports

Some form of reduction process must take place when there are more custom reports identified for development than:

- Are necessary to run the business
- Can be completed in the allocated time
- Are expected, potentially placing reporting development over budget

The following are suggestions for reducing the number of report requirements:

- Eliminate reports with duplicate file names. Do not delete these requirements from the list, since they represent a valid user requirement that is necessary when preparing status documents for the user, user's department, or management.
- Analyze based on function. Resort the master report tracking list (current business baseline) by function. If several reports relate to the same function, you may be able to combine the requirements from one report into another.

*Warning* Track consolidations carefully, especially if they cross departmental boundaries. While initially all parties may agree that the consolidation looks good, changes requested by one group may not be appropriate for others. When this happens, you may need to create another new report and track it separately.

### Gap Resolutions and Create Future Process Model

There are many types of alternatives to application gaps, ranging from large subsystems to localized modifications (configuration, setup, flex field, alert, report, and form), to simple workarounds.

The revised process reflects the approach dictated by the workaround and downstream users, and reviewers of the process are able to use the reasons and support information.

Consider these tips when mapping and creating gap resolutions:

- Design alternatives for the desired state of the business, rather than directly mapping to current needs.
- Always implement workarounds before designing and building a custom extension.
- When multiple alternatives are available, choose the alternative that supports organization goals or broad business areas, rather than satisfying the needs of a single department or user.

In order to obtain rapid implementation consider these mapping tips:

- Get quick closure on gaps.
- Push hard on perceived gaps—up to 80% of the initial gaps identified may actually be found to be unnecessary.
- Ask the question, “What does the application do?” in order to keep the mapping session moving.
- Adjust business processes to fit ERP application functionality.
- Pay special attention to prioritizing gaps in order to manage scope and budgeted resources properly.

Consider the decision flow diagram before arriving at any gap resolution. Each gap needs to be analyzed in light of the decision flow diagram followed by extensive discussion with the key process owners before arriving at a consensus and a collective buy-in of the business, systems, implementation partners, and supplemented by the software owner for a feasible bridge to the gap.

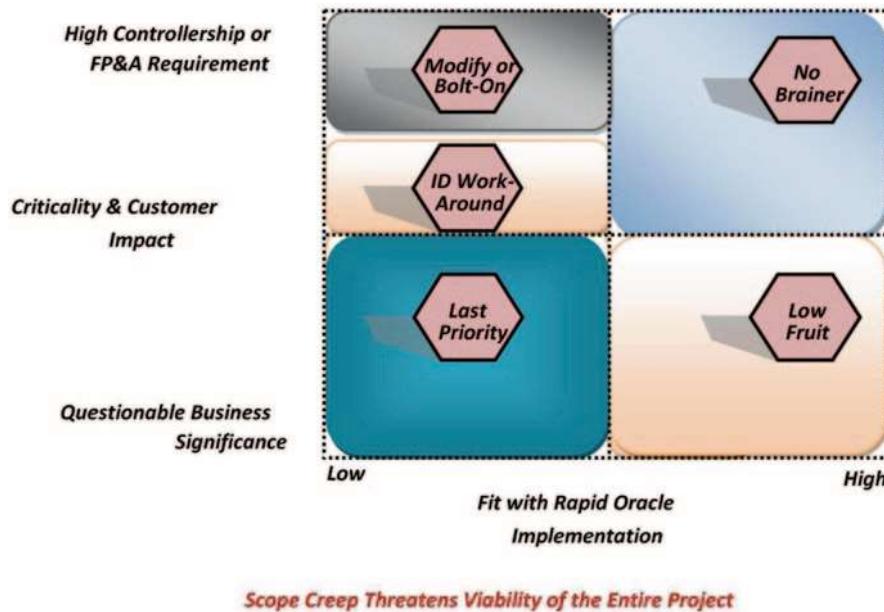


Fig. 3.4 Business flow diagram: core process analysis

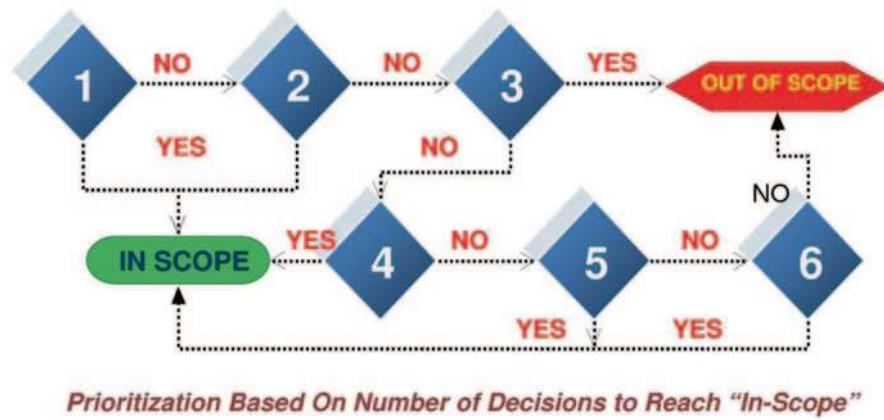


Fig. 3.5 Scope management second pass

Scope Management: First Pass (Fig. 3.4)

Scope Management: Second Pass (Fig. 3.5)

1. Will Oracle be the initial data input so that an interface will not be required?
2. Is this a transactional capability critical to operations, finance, or customer quality?
3. Could the data warehouse provide better “real-time” access to this information?
4. Does Oracle provide this capability “out of the box?”
5. Will modifying Oracle simplify the process and eliminate the parallel path?
6. Is it worth paying extra to automate this process? Is it efficient and clearly rule based?

The various components of a gap resolution are as follows:

- *Workaround*: description of the proposed method for getting around an application gap to a business requirement
- *Application enhancement*: description of the custom modification to the application whose implementation will result in satisfaction of the business requirement
- *Reengineering opportunity*: description of simplification, elimination, or enhancements of the target process
- *Solution/design document reference*: if available, a document number for high-level or detailed design planned to satisfy the requirement
- *Mechanism*: resources that influence the process; people, tools, or machines affected by the BRM proposal
- *Interfaces*: description of system interface requirements necessary to satisfy the requirement
- *Solution technique*: description and type of application feature that will satisfy the requirement (configuration, setup, flex field, alert, report, form, and so on)

### **Custom Reports Prioritization**

As you map reports to standard functionality, custom requirements may develop. Anything marked as a *build* or *modify* is a custom requirement. Sort the master report tracking list by *assessment*, and make sure all custom requirements have a priority (Table 3.9). Print this list and distribute it to the team and users, and request that they make any necessary changes to the priority. This will be an ongoing function.

Priority is the basis for the drive for the entire development process and thus needs careful management. Users should always sign off on the assigned priority to avoid conflicts at later stages.

### **Confirm Integrated Business Solutions**

The confirmed business solutions (Table 3.10) present the business requirement scenarios (modified current business baseline) and the mapped business requirements (future business model) to management for approval.

You may request approval for each process area as it is mapped, or you can get approval for an entire functional area (for example, manufacturing, finance, distribution, and so on).

**Table 3.9** Report prioritization

Process	Core process analysis
Ref No.	Task
1	Review the gaps in light of the business requirement and propose solution alternatives
2	Create an impact analysis of each proposed solution on the risk continuum
3	Create an impact analysis of each proposed solution based on incremental change in schedule and cost
4	Review and analyze the impact analysis information with the client management/client decision-making body
5	Analyze each gap through the scope management models as given above
6	Freeze a feasible consensus solution for each gap
7	Review the financial and operating structure, current business baseline including the master report tracking list in light of gap resolution and revise the documents if necessary
8	Create the future process model and review it with the client for acceptance
9	Prioritize the custom reports and custom components

**Table 3.10** Integrated business solutions

Process	Core process analysis
Ref No.	Task
1	Review prototype and mapping documents
2	Revise business alternatives for agreed-upon changes
3	Prepare an acceptance certificate for integrated alternatives
4	Secure acceptance of the confirmed business solutions

If alternatives are not accepted, the reasons for nonacceptance should drive a round of revisions to the affected mapped business requirements deliverable. Another cycle of process modeling, process design, and mapping will be necessary, but unless the future business model and gap resolutions are frozen and accepted by the client, do not proceed to the next phase of implementation.

### 3.4 Deliverables (Table 3.11)

### 3.5 Decision Matrix/Checklist (Table 3.12)

### 3.6 Critical Success Factors

- Dedicated resources for conducting analysis
- Project team's understanding of application functionality and the leading industry practices

**Table 3.11** Deliverable, template ID, and responsibility

Sl No.	Name of deliverable	Template ID	Responsibility	
			Major	Assisted
1	Current financial and operating structure		Consulting organization	Client
2	Current business baseline		Consulting organization	Client
3	Business volumes and metrics		Consulting organization	Client
4	Audit and control requirements		Consulting organization	Client
5	Business availability requirement		Consulting organization	Client
6	Key process owner-training plan		Consulting organization	Client
7	Training course attendance record		Consulting organization	Client
8	Business requirement mapping document		Consulting organization	Client
9	Impact analysis V0.0		Consulting organization	Client
10	Current business reports		Client	
11	Existing reference material related to gain an understanding of the existing practices, processes, and systems that support the organization		Client	
12	Existing reference material for audit and control policy's and procedures within the company		Client	
13	Preliminary business requirement scenarios existing in the company like the sales cycle or the procurement cycle, etc.		Client	
14	Current business contingency plan and procedures		Client	

- Active involvement and support of management
- Active involvement and support of knowledgeable business area specialists
- Full access to information about relevant business areas, their processes, data generation, and use
- Thorough review, feedback, and acceptance of the deliverables within the stipulated time frame by the business
- Definition of clear and realistic business expectations and organizational performance measures from the training sessions
- Visible support and participation of key leaders and sponsors throughout the impacted business units
- Mechanism to listen and respond to top concerns about the new systems
- Early establishment of ongoing communication and feedback/evaluation mechanisms that fit the organizational environment
- Management activities that help employees understand their new performance objectives and expectations, as well as the importance of their job to the change effort

**Table 3.12** Major activities, checkpoints, and weightage

Major activities	Checkpoints	Weightage
Business requirement definition	Are all relevant data and information asked from client available and complete to the project team? Are all the relevant deliverables prepared? Have the deliverables to the client been submitted for review within time? Was the review feedback from client done within the stipulated time frame as communicated? Was the incorporation of review feedback done? Has the final deliverable been prepared? Was the submission of final deliverable done with clear communication of the acceptance time frame? Is the client acceptance of the deliverables complete?	
Key process owners training	Is the attendance according to the plan? Was the training held according to the schedule? Were all training materials distributed to all the respective participants? Were client feedback and response collected? Has necessary plan of action thought of according to the client feedback? Is the hardware/software in place?	
Business requirement mapping and gap analysis/resolution	Is the business process-mapping document prepared? Did the client review the deliverable? Was the closure and consensus on gap resolution from client reached? Review feedback from client is within the stipulated time frame as communicated Was the review feedback incorporated? Was the final deliverable prepared after freezing the future process model according to the business requirement-mapping document? Is the final deliverable submitted with clear communication of the acceptance time frame? Is the client acceptance and sign-off of the deliverables complete?	

- Consistency of team composition across process design, mapping, narrative writing, and approval activities
- Consistency of team approach across business areas or process groups
- Project team's understanding of primary and related applications and industry practices