



Food Stamp Program (Supplemental Nutrition Assistance Program) Symposium

Business Process Re-engineering

Sacramento, CA
October 2, 2008



Agenda

Introduction

Overview of BPR

BPR Roadmap

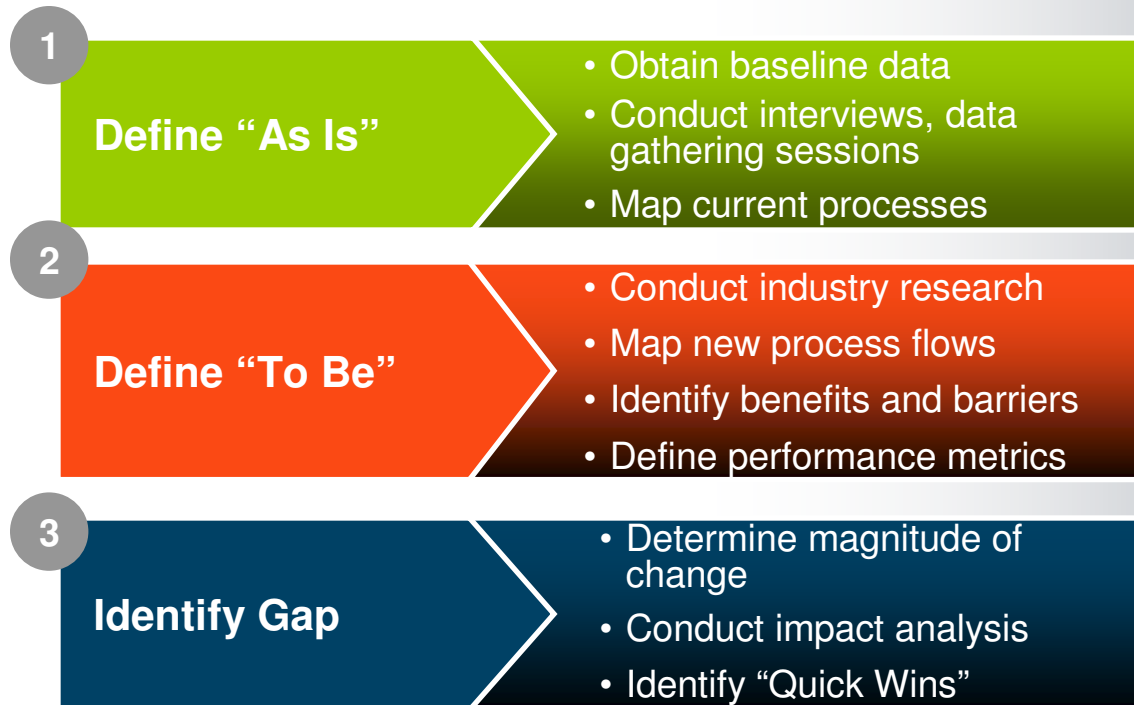
Critical Success Factors

Where to Begin?

Questions

Business Process Re-engineering

Common components of business process re-engineering methodologies:



Modeling Tools

Range from Simple to Complex
Integrate tool into overall strategy
Don't become paralyzed
Stay committed

BPR Process provides:

New automation requirements
Input for cost/benefit analysis
Business case for funding requests

Proven methodologies performed in complex, large scale environments help ensure the right business model, not just the completed business model.

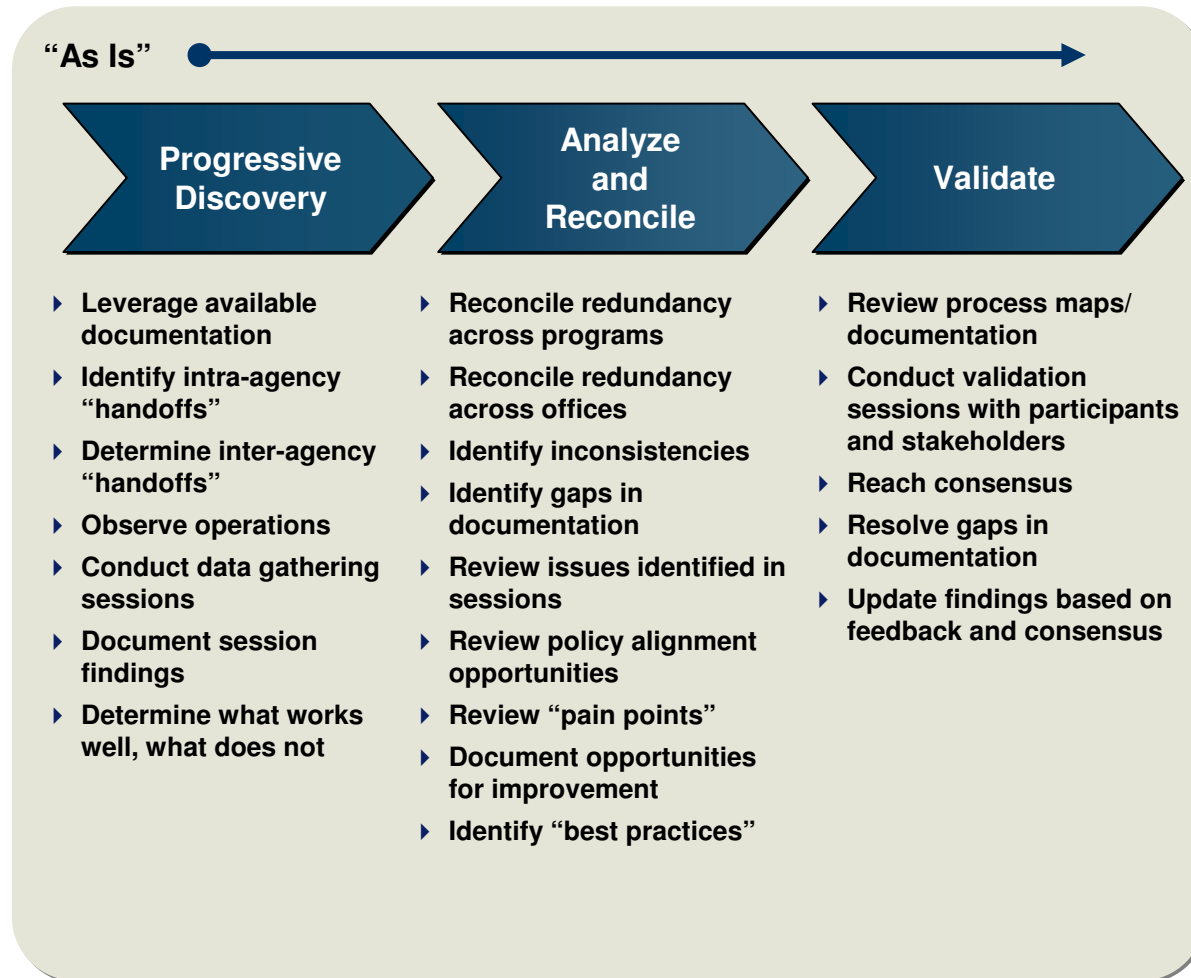
Change Management

Key phases of a successful change management plan:



Proven change management tools will decrease the time and costs for the change assessment and change management plan development

“As Is” Business Process Analysis



“As Is” Business Process Analysis, cont.

Challenges

- Capturing and documenting of existing business processes and systems
 - Complexity
 - Variations
- Capturing the **appropriate** level of detail
- Maximizing stakeholder **participation**

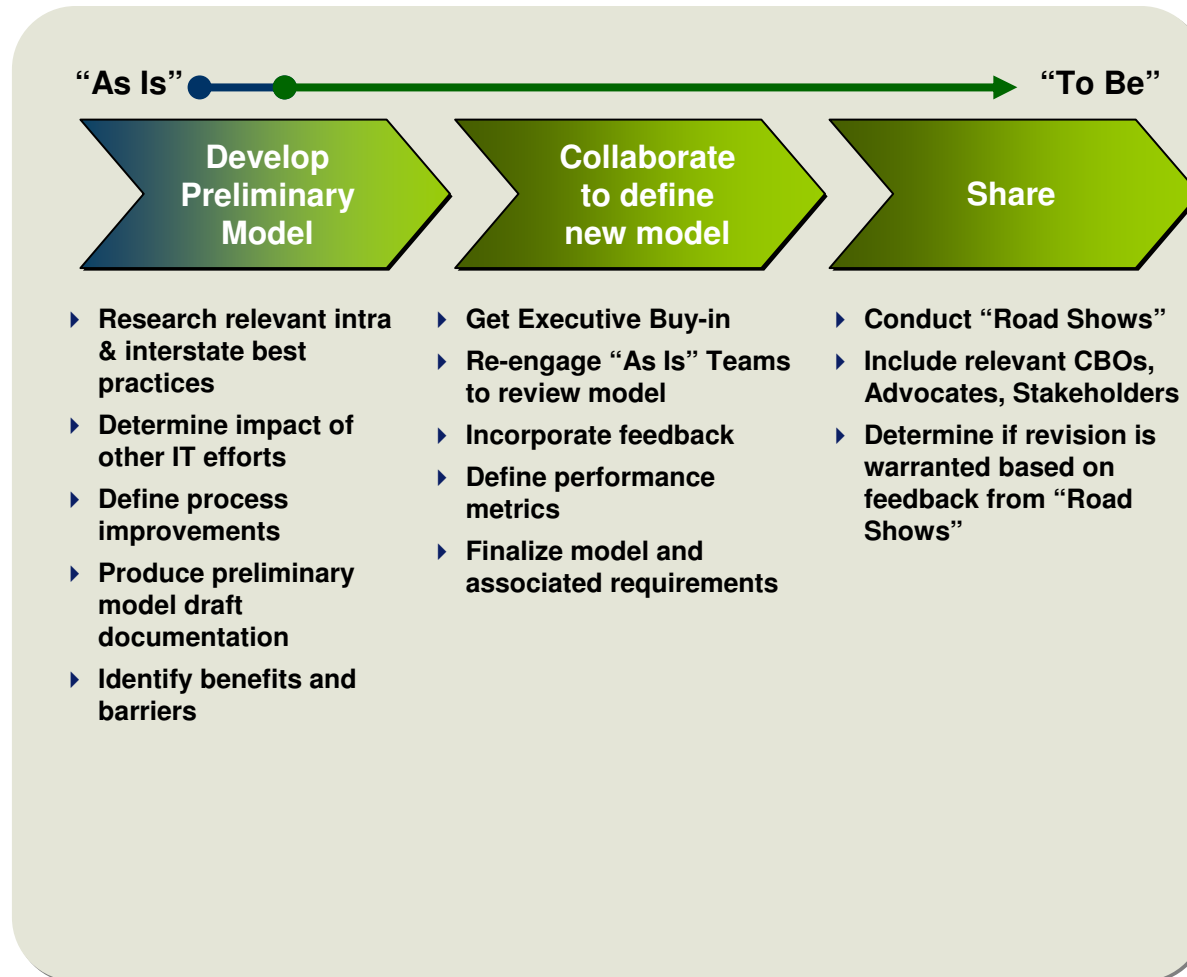
Best Practices

- Respect the **time commitment** of resources
- More **accurate baseline** = better building block
- **Expanded participation** improves likelihood of success

Lessons Learned:

- Too much detail bogs down the progress
- Workshop setting stimulates thought and participation which leads to a better result

“To Be” Modeling



“To Be” Modeling, continued

Challenges

- Identifying a **flexible** model
- Providing the **right level of detail** – the “what” not the “how”
- Maintaining interest and **commitment**
- Identifying the **best value** solution(s)

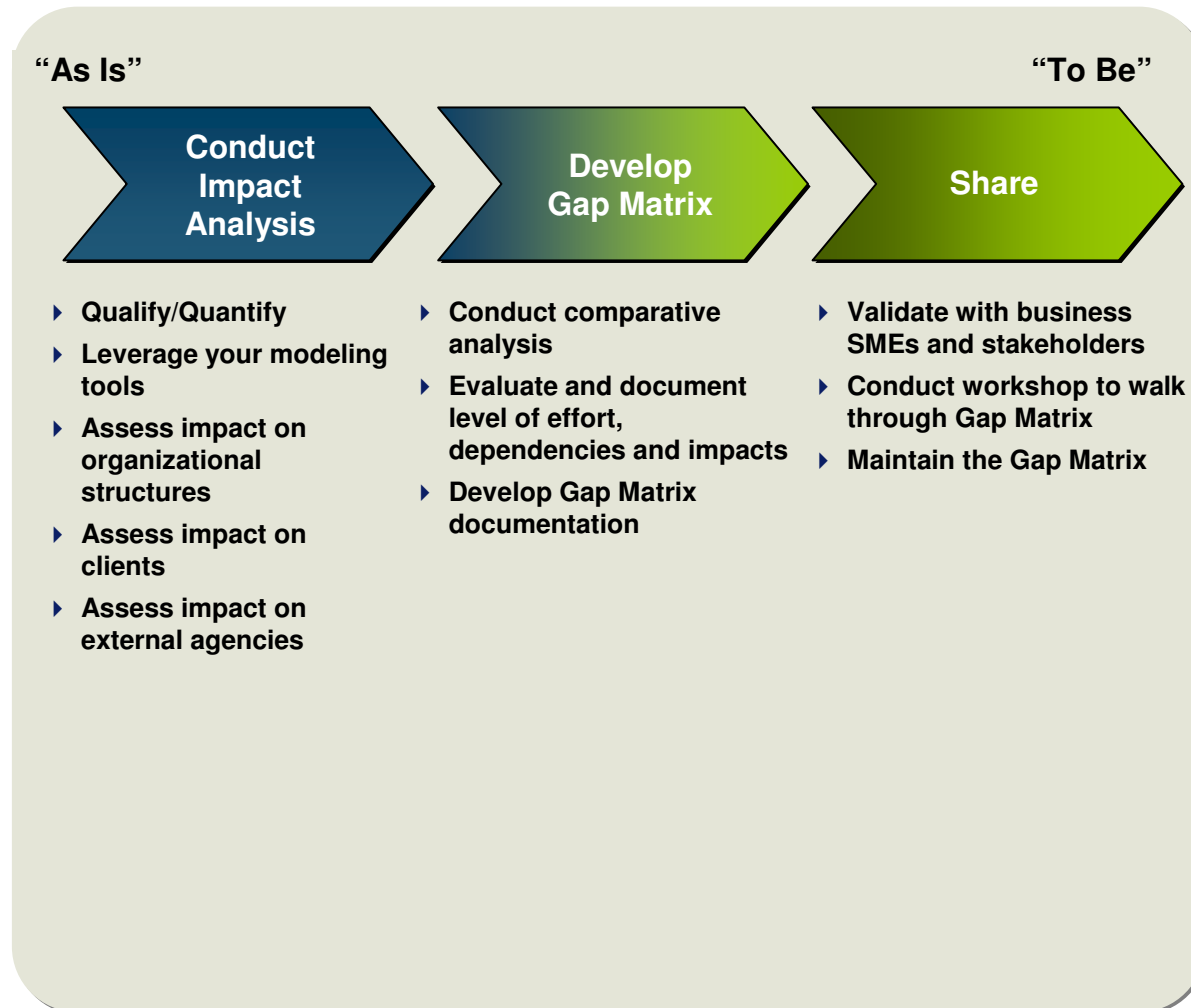
Best Practices

- Do your Homework. **Research** different solutions.
- **Buy-in** and consistent **communication** reduces risk of schedule/cost/scope overruns
- Increase likelihood of success – **change happens at the end user level**

Lessons Learned:

- Requirements that are too prescriptive may inhibit viable, cost effective solutions
- Involving end users in new model design enhances buy-in and eases transformation

Gap Analysis



Gap Analysis, continued

Challenges

- Defining and **prioritizing** change
- Identifying potential **impact and risks**
- **Qualifying** the potential solutions

Best Practices

- Base decisions on accurate and well-documented information
- Identify potential **“Quick Wins”**
- Document **justification** for prioritization
- Strategic allocation of resources

Lessons Learned:

- **Quick Wins** allow everyone to see that change can happen and be good
- **Quick Wins** increase the confidence of Senior Executives and Stakeholders

Critical Success Factors

Effective Project Management

Clear Project Definition

Executive Sponsorship

Effective Scope Control

Engage and solicit buy-in at all levels and with all stakeholders

Understand best practices and identify value in applying them

Capture complexity and variations that exist

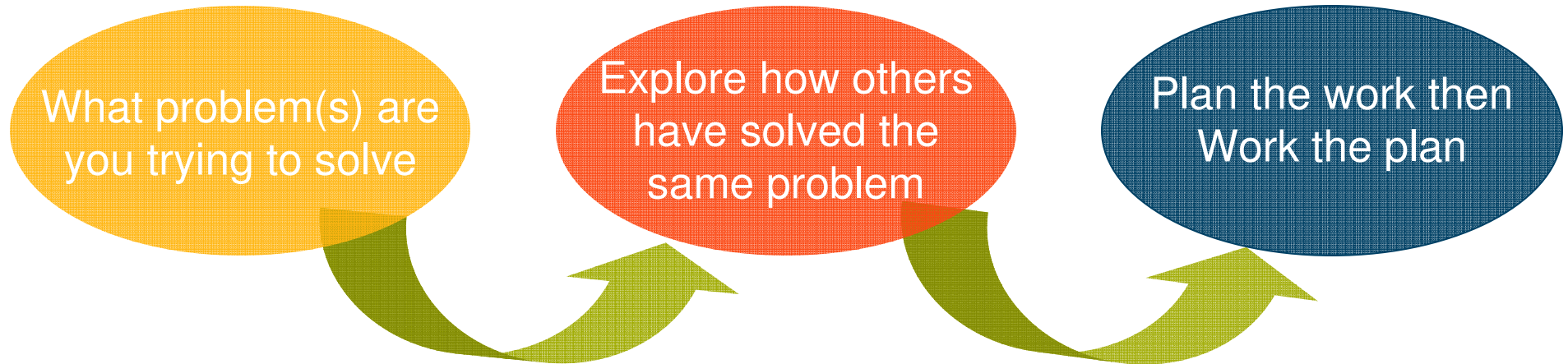
Define success measurements

Apply lessons learned

Communicate, communicate

Build these success factors into every strategy, methodology, and process.

Where to Begin.....



- Do your Homework
- Clarify the Vision
- Meet with Stakeholders, Legislators, Advocacy Groups, Client Forums

- Do your Homework
- Take advantage of opportunities to network (Your State and Federal partners, CWDA, APHSA)
- Collaborate with other Counties
- Meet with Vendors

- Do your Homework
- Be realistic about:
 - Resources
 - Time
 - Scope
- Make Decisions
- Stay focused
- Share, share, share