

Current State Process Analysis and Requirements Gathering: Preparing for a Major System Implementation

The Client

One of the US's largest public utility companies, provides Phoenix with two types of currents: electric and water.

The MSS Advantage

By **identifying the right problems for the client.**

MSS was able to help the organization define requirements to fulfill their business needs.

Doing whatever it takes to meet the client's need, MSS integrated Organizational Change Management principles into their Business Process Management Methodology to ensure success.

The Challenges

Mike Lien, an MSS Consulting Services Manager, began the project by speaking several times with the generating site about what had gone wrong in the past. Understanding the pitfalls of a “one size fits all” deployment and not listening to the end users, Mike developed an approach to create current state business process diagrams for key processes that would be affected by the coming implementation. This consisted of 5 major steps:

- Utilize a process framework to categorize each process area and focus discussions on key areas
- Conduct current state process modeling sessions
- Review finalized documentation with end users to ensure accuracy
- Create requirements documentation for ERP system
- Help transition and disposition requirements to technical implementation teams

The generating team was by the approach and ability to document over 37 discrete business processes within a two week period. The client stated, “I was pleasantly surprised how easily they took unstructured verbal information, organized and documented that information **as it was being shared** into a process flow diagram. Now, I am able to discuss my business processes clearly because my efforts are organized and based on a number referenced in a document and mapped back to the original context. That structure is portable and now is the framework for our efforts in creating additional documentation.”

The process models were sure to capture the following pieces of information in addition to the traditional flow of process steps: actors performing each step and handoffs between them, major system interactions, reports and key data elements being viewed or updated on a regular or ad hoc basis.” This information allowed for clear & concise requirements to be written that could be implemented by the technical team. By working with business users closest to the process, information was more accurate and credibility was established between the implementation team and the functional users. This bridged the gap between the functional and technical sides of the business and built trust that helped the project through the entire implementation cycle.

The Project

The client is in the midst of a major ERP implementation, and faced a significant knowledge gap between what they knew about business processes across their generating sites and what they needed to know to deploy successfully. In addition, they had a significant “credibility gap”, as the generating sites had been left out of requirements gathering for previous software implementations and was distrustful of the ERP initiative. MSS provided a consulting services manager to address these issues.