

# The benefits of stepping back, before diving in.

## EXPERTISE

Business architecture. Business capability modelling. Roadmap development. Business process mapping. System analysis. Enterprise analysis. Strategic thinking. Project governance.

## Context.

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### INITIAL ENGAGEMENT

Paymark were undertaking a strategic review of their business support systems, to support their business transformation goals. Redvespa were engaged to provide requirements for the proposed new CRM.

During Paymark's CRM workshop, the Redvespa team identified challenges currently faced by the organisation:

- legacy, siloed systems
- maturity of some organisational capability
- culture change required for future state

## Approach.

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### DELIVERABLES

Redvespa proposed an 8-week engagement with two resources, that would provide Paymark with two key deliverables:

### CHANGE IN ENGAGEMENT

Reflecting on the CRM implementation and the current challenges within the Paymark team, Redvespa decided to have a courageous conversation with Paymark - that the CRM would not necessarily solve all their business needs.

It became apparent that a preparation phase would be highly beneficial to the organisation and Redvespa recommended an approach using Business Architecture techniques.

### 1. BUSINESS CAPABILITY MODEL

Identify current capabilities within the organisation, including:

- scale / rating of capability maturity;
- identification of gaps and pain points.

## 2. BUSINESS INITIATIVE ROADMAP

Identify a body of work that can be:

- prioritised;
- completed in iterations;
- recognised dependencies;
- assessed as an opportunity evaluation;
- assessed for cost / benefit;
- considered with Paymark's existing OPEX and BAU activities.

The overarching objective for this engagement was to align the deliverables to Paymark's vision of a transformed way of working, that delights their customers and future-proofs Paymark's position in the market.

## Results.

### A CLEAR UNDERSTANDING

Paymark received a full capability model of their organisation, with a maturity model heat map, that assessed the current fit of processes, resources, systems and information that was available to support the organisation activity.

Redvespa also provided a product execution lens to the capability map, highlighting the different ways that customers are provided products and services. This enabled Paymark to include upsell and onsell activities within their business processes to directly increase their revenue stream.

### WORKSTREAMS

To provide value to Paymark in a timely manner, we allocated resources into two streams:

#### STREAM 1: BUSINESS ARCHITECTURE

One consultant was responsible for creating the Business Capability Model (BCM), allocating heat map lenses and building the programme of work items.

#### STREAM 2: BUSINESS & PROCESS ANALYSIS

Our second consultant was tasked with capturing high level business / operational processes to understand what activities were occurring across the business and if the process and systems were fit for purpose.

### A CLEAR WAY FORWARD

As part of the analysis, we identified three key programmes of work for the business. One of the streams was, in fact, a need for a CRM. Using the capability map and business analysis, we were able to provide a clearer scope to the leadership team to enable the business case to commence.

The capability model continues to be in use today, enabling new starters to understand multiple facets of the organisation and provide enterprise context to decision making.