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TRANSCRIPT FOR SETTING UP FOR RFP SUCCESS WITH BUSINESS ANALYSIS WEBINAR

[00:01:36:01]

Kia ora, good morning and thanks for joining us.

Amanda and I have as Steve said been working in this profession for quite some time and we've had experience working on both sides of the of the market engagement process.

So both from organisations going out to market and looking for information or responses and solutions as well as being on the vendor side of things where we've been responding to different requests to the market.

What we know is as more and more organisations move into Cloud-based software solutions, having really good vendor partners is a really good vendor are coming in kind of hot demand.

The things that we've seen that can really create confusion in that process, whether it's just going out to get a market engagement through just sounding out the market or through a full blown proposal process is generally ambiguity and and the lack of clarification around the things that matter.

You'll all, I'm sure, be aware that market engagement is an expensive exercise and it's expensive for all parties, for both the agency going out and the vendor agencies they might be responding.

These things take quite a bit of time, effort, and energy and it's useful to set some really good context for the context that you're going to market for, and this will become a little bit clearer shortly.

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So today we're going to talk through a couple of different areas but we're really going to focus on some areas that we believe are often under-invested in the lead up to or the activity required beyond market engagement.

A focus in these areas before entering a market will support a more successful outcome.

It'll give greater context that matters.

Give greater clarity of expectations, reduce business stakeholder and vendor assumptions.

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We'll talk a little bit more about assumptions and we'll talk about assumptions and some of the ways to reduce those as we go through this.

Overtly agreeing your business priorities is something that there's always room for improvement.

So, we think we've got some ideas for you there and then enabling greater people participation.

So, recognising that when we engage the market, whether it's for sounding or just impartial, whether it's looking for a solution or purchase something, it's people who are involved in this.

So actually, creating something that more people can relate to.

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So Amanda here, so what do we mean by clarifying your business context?

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It's something that we're referring to you, as the work that needs to be done by the business before going out to market.

And often it's either done not very well or just on very at speed, so things are missed.

So the timing of going out to market is important and there are many different reasons for when.

But one of the key consideration should be that, you know, you're clear on your business context and you're able to communicate this.

So some of the areas that Yvonne and I are going to talk about is, you know, knowing and communicating the direction of your business, being prepared but not only going out to market, but for the next steps after that, because they come very quickly once you've made your decision.

And myth busting, ensure that your business stakeholders understand the reality of what is needed and know what matters most to your business.

And in structuring your market request to create that clarity and ease of respond sorry ease for respondents and make it easier for your business stakeholders to assess and compare the responses.

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So a common mistake that we see often is going to market really underprepared with insufficient context or worse, too much information that causes a lot of confusion.

And this this can prove really costly in the long run.

So understanding your outcome, what you need next and why often the trigger for going to market, particularly if you're going to market for a solution and you're looking at a software solution something that allows you to kind of digitise and get some automation and or efficiency in your business, often the thing that kind of triggers that as a burning platform, you've got existing services.

They're running on technology that's old and expensive to maintain.

And actually it's not usually one burning platform. It's usually many, particularly large organisations or organisations that have that have grown over time and done some interesting things to be more efficient in the moment, like extending technology to do things.

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It's probably not really built to do, or having to use multiple different capability to get an outcome.

So over time, these things become expensive, hard to change and really do create quite a roadblock.

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But as I said, it's generally not one. It's generally multiple.

The challenge is not so much you know, this might instigate the go to market for either information or for a solution option.

The challenge with that is that's kind of where you're running away from and getting really clear on where you're going to is much more relevant.

Every organisation has its legacy of skeletons and systems and all the rest of it, but actually getting really clear on where you're going and why, as you know, these things are pretty obvious them.

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And as we said. We're going to share with you some things that we think create even greater clarity for where you're going and why. And setting that context within the context of what you're going to market for not setting that context for your whole business.

So when we're talking about business direction and engaging the market, the kind of things we're talking about in terms of direction is this a wholesale transformation or is it a lift and shift, so there's no opportunity to interrupt any services. And there's kind of a need to maintain that very current state for whatever risk mitigation reasons or is it a transition to new capability that gives you a small shift, a small forward, and then that kind of continual iteration from there.

This can be a really costly thing to not set up from the beginning.

[00:08:02:22] And without naming any names, I'll give you an example of some work I was involved in.

So the decision by the organisation was to do wholesale transformation and put in place a new capability that was software as a service, new digital capability to allow the business to leverage a kind of a core and common use and reuse.

So rather than having these three completely disparate technical environments to manage the things that were at a kind of at least a level 3 of process, they were the same thing as you're stepping onto one platform and consolidating the kind of investment maintenance overhead.

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The challenge is that the setting the future direction was from a kind of a business outcome, wanting to have more efficiency and more room to move and more room to take advantage of new tech.

It was reasonably well communicated.

The devil was in a middle layer of detail.

So the RFP completed, a great vendor came on board.

They came on board with all of their Config and Dev teams ready to go. And instead of kind of having a clear future direction of this is the capability we want to build out and why it needs to build out like this.

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The vendor had some pressure to show progress quickly and so rather than kind of building what was probably a little bit more conceptual, they grabbed it as, I guess human behaviour, they grabbed one of the product service areas and started working directly with some of the subject matter experts in that space and built out that product service area.

Unfortunately, by doing that, yes, there was a demonstration of progress, but unfortunately they hadn't appreciated that a part of that that process for delivering that product service was actually a very critical core, common and reusable piece.

And what needed to happen is that needed to be built independently so that every single product service that transitioned onto that new platform, an environment could actually integrate and use this core and common piece.

And so instead of it being built as a standalone core and common reusable piece that was built as part of the kind of end-to-end product service, that created quite a headache for the rest of the transitioning product service areas and resulted in having to unpick some of the original build to make that kind of realisation available.

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As I said that's kind of a middle layer of detail that was lost in the clarity of communication.

And there are some things that even back then, I think lessons learned and all that kind of thing.

There are some things that I if I was to go back and do that work again, I'd certainly be approaching some of those things differently.

We are going to talk about a couple of those things today.

And alongside, knowing your direction as well as that, it's really being prepared to go out to market, you know your direction.

And now we're really pulling together the market request.

So the information that you're going to put in there, you need to have that prepared and make sure it's clear and easy to understand and there's transparency and people can respond in the right way.

So, you know, when I'm talking about preparedness, we talk about either too much detail information in a market request.

You know, if you're not prepared, you often put too much information in because we haven't had the time to refine it and make sure absolutely clear.

And that's going to create confusion. It might mean that, you know, possible great partners, or vendors may not respond because they don't understand what you're asking for or when they respond back they come back with an over complicated, or an overpriced response because they're having to make huge assumptions and they truly don't understand what you're trying to achieve.

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So they're giving you everything. And that can be really hard to evaluate and understand what the true capability and offering is in that instance, so you might miss the perfect partner altogether.

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But if then you don't put in enough information, if you keep it too simple, then you're not going to they're not going to have the full picture and they're going to make assumptions and you're actually going to get an offering that may not meet your actual desired business outcomes of what you truly want and what success looks like at the end of it.

So that will likely need you'll need to change scope, you'll have to add timelines in and budget will have to increase to actually get what you need. And so it won't match what the vendor is providing.

So one of the first steps, you know, I think to be prepared is first of all, knowing what you want from the market, you know, are you going out there to build understanding of options in asking those questions.

So you can actually make you can create a better market request when you're ready for that.

Are you partnering up?

You know, do you want someone to help you along the full journey or are you buying just a product?

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You've got everything, all the support and resources, you just want the product or are you looking for products and services?

It's really thinking about those key things that are going to better support you and your organisation moving forward.

And I think that the tagline here is, if you're not clear on what you want, then you're unlikely to get back what you need.

So, Yvonne has got a great example of a recent government agency request that we responded to recently.

And it was very challenging and she's going to run you through how through that and how it impacted our response to them.

Yeah, so the the agency was looking for support to do a work breakdown to an understanding of their services and then a work breakdown to help them development effort required to move those things, those kind of processes into a new environment.

The request document that came out was in excess of 40 pages and it was all very from our perspective, there was a lot of information in there, but our take on it was that there was nothing to start.

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This was a clean slate to go in and start by understanding end-to-end the service and all of the data flows through the service, all of the actors and profiles of the different people

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who were involved in it.

All of that, basically everything from woe to go.

It also had a very short time frame for delivery.

So the kind of the total amount of work was about two months.

And given that there was nothing clear in the RFP around what already existed, the only thing we could do was respond as if we were going in brand new and no work had yet been done, or no work had been established.

And so we put out our approach as if that was the that was the position.

We made an assumption based on what we read, that there was not a whole lot of existing collateral to start with.

And so we went back with we think it's in the time frame you're talking about and the kind of level of information that you need to inform your next work.

We think it's going to probably need 2 teams working in this approach and even then it's probably going to be pretty tight.

Now we didn't win that response. We asked for feedback and the feedback we got kind of got us thinking a bit more about this part of the reason for why we're kind of talking about this topic today.

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The feedback we got was they really loved our approach.

They loved a breakdown of work.

They think that this would have been terrific, but the cost for them was, it was cost prohibitive because we were looking at two teams and those teams were reasonably full of different disciplines to kind of achieve the full information set they were wanting.

And so it was really good to get feedback that our approach was great.

But actually if we'd had greater context of what they already had the baseline to start from, we would likely have gone back with a much more tailored response that would have given them what they thought was a really good approach within the context and confined that they were working within.

So that was kind of an area where we put our best foot forward based on what we understood from their request but there were things missing from that request that would have ultimately changed our response quite significantly.

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Amanda, I think we're going to move on to some myth busting.

Yeah. So while we know not all market engagements are technology implementations, a lot of them are that we deal with and some of those segments that you may have heard when a

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company decides to go with a SaaS or a solution it's out of the box, just configuration and it's going to be easy, straightforward configuration is easier than customisation.

Just plug it in, turn it on and we could go or the best one is the vendor is going to provide us with all the best practices and we're just going to align to theirs.

I'm sure a few of you might have heard of those and that makes my eyes twitch and get a bit jittery when I hear all those things because I usually know that we're on a journey, a tough journey ahead.

So for me, I feel like the vendor sells things.

They're great at selling the dream and some of their decision making, business stakeholders who are involved, you know, they might have limited experience within this type of implementations.

And so, you know, they come out with sort of may have unrealistic expectations that need to truly be understood and possibly realigned as early as possible.

And I've seen the consequence of not realigning those expectations because often we get these unrealistic views can have ramifications right through our project.

And, you know, from particularly in the allocation of resources.

So not having the right people at the right time because we didn't think we needed it in the budget in a realistic timeframe for delivery, because they thought it was very easy so we weren't going to have to do much work to configure or design or anything like that.

So often, you know, there's a lot of work arounds at the end because we didn't put enough time in front of it, right?

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So if you hear those words come out of one of your senior managements mouths and maybe it's trying to find the time to talk them through, actually the you know, the the rigour that needs to go into any implementation of software.

So the key message is now, while you want to take advantage of those features and functionality, that is standard out of the box.

And that's the key thing, if you got standard non unique processes and ways of working, use out the box.

But you also need to know and showcase your business knowledge and IP.

You know, it's a differentiator to the organisation, your organisation and the way it delivers products and services.

So you need to ensure that you don't lose that, your business is uniqueness or USP. As the sales team like to call it, you know, make sure that it's still within that implementation.

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An example I've got, yeah it's sort of around the lack of, a bit of misunderstanding of context was, I worked for an insurance company a while back and you know we had for many years worked with a custom built insurance management system which was the end of life

And we needed to change.

And first of all, they thought about rebuilding it themselves, but then they moved on to the let's get an out-of-the-box solution and a vendor and the product was chosen from the US.

And part of that process, it was a discovery which sort of ran through all the key modules and functionality that we needed.

Deep dive in some areas, but not in others, most of which is tick box.

So an example underwriting, yes.

Claims. Yes.

You know, they've got that so that fine and we had our decision makers a lot of them weren't in the I.T. areas so they were from a business perspective which is great, but they, they had a bit of a lack of understanding around some of our uniqueness that we had in those areas.

So as we're working through the implementation of this out-of-the-box solution and we're focusing on the claims area, it quickly became clear that the expectations around the standard functionality within the claim module did not fit our needs.

So the vendor implementation team couldn't understand what our concerns were.

And kept saying, well, it's complete, we've got everything you need.

Why do you keep asking for more, you know.

And we were just saying where is rest of it, like it can't just be that. There's got to be more because we need to do all this stuff.

And it was, you know, we quickly came to the realisation that in America, they pay claims, they approve and pay claims whereas in New Zealand we approve and we manage claims.

So we actually had to have this functionality around managing the claim.

And if it was a house rebuild, we'd project manage that, if it was a car repair, we'd manage that. Sometimes we'd pay a claim, but not all the time.

So there was a complete difference and the way that we worked.

And I know things have changed slightly with the earthquakes.

And there's a lot more payouts than there used to be, but it still is the same, right?

You know, that's how our uniqueness as New Zealand, Australia market is a lot different than the US market.

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And it was a lesson. That was a costly lesson because we had to then change the scope. Custom build those pieces of functionality to put into that area.

So there's a following on from what Amanda was just talking about in terms of getting clear on the context of your business.

The information that you use to engage the market there's also some things that harking back to the example

I just gave earlier around, you know, we responded with some assumptions part of that response was also because the request to the market was very much kind of function based.

And so it was difficult to apply a lens that we could relate more easily to.

And so what we've seen work really well in market engagement documents is a structure that is actually people-centred.

And, you know, there's a lot of kind of flippant comments around well, not flippant comments.

There is often a bit of a urgh when it comes to I.T. documents should be technology documents, particular to going out to request technology, it should be, you know, it should have a technology lens.

But actually one of the biggest challenges that we see in the market engagement process is very much around the people who are participating.

And a lot of them aren't technology people.

And more and more.

I'm saying it's being integrated, more business focused, business standard roles.

We think that applying a people-centred approach to any documents that you are sharing on the market will stand both you and the market in a much better position to be able to engage anything that's kind of a business function or a list of requirements or a domain model, there's no reason why these things can't actually sit easily underneath a structure that's more like this.

And when we talk about people, there are, for most businesses, these really kind of three key domains of people within the business.

And then for a market engagement, there's a fourth domain.

So when we talk about customers, these are these are for your business.

The people who ultimately are the the benefactor of what you're doing, whether they're purchasing from you or you are serving them a more of a government context.

These are the people for whom your business exists.

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Then it's the people in your business who serve those people who are kind of the the human face, the human aspect of your business. And they have their own distinct and unique needs as part of service to customers.

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And then you've got your business itself, all the people who care about how that service is being delivered.

So people who have roles and responsibilities that include assurance and controls or reporting or financial management, these these people aren't necessarily facing and fronting and needing to manage the relationship and interaction with the customer, but they are most definitely needing to manage across your business.

Now, when you're going to market for if you're going to make up any kind of digital solution, usually there is a context of at least integration with service channels, if not introducing new service channels.

And so having a people first kind of approach to this is something that we think there's huge value in.

That fourth box around partnership, this is something that I've recently had experience with that I can see why there have been challenges through market engagement, but more probably more importantly, after market engagement, when you've got your chosen provider or vendor coming in to join you and that is around partnerships.

So my recent experience, I was asked to provide a review of for a council that was going out to market.

They had their request for proposal content ready.

It was it was broken into what was it was about 47 pages and it was broken into all of the kind of functional areas that they wanted to achieve efficiency on or create new opportunities.

The interesting challenge with this is that they weren't going out to the market to purchase technology.

They had already determined the technology, they were going out to market to find a partner to work with them to implement and evolve their support the enablement of that technology and in that enormous document.

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There were there was less than a third of a page, maybe four or five sentences that referred quite specifically to their expectations of a partner.

And we're going to talk a little bit more about this partner and this partner piece a little bit later in this presentation.

But one of the other reasons why we would be advocating for a very human-centred approach to structuring any engagement with the market is you do yourself a lot of favours. It does allow people to have more participate in the process.

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If you think about particularly going out for RFP and you've got a whole lot of people in your organisation who are going to be on the assessment panel by keeping this very human-entered, it enables greater participation from non-technical people and assessing responses.

It also creates a really good structure for vendors to respond to it.

If you keep the structure in place for their responses and it gets far greater ability for doing, the compare assess, you kind of know you have a much better apples with apples view when you're looking at the responses from the market.

It's a way of doing this that we think not only provides good market engagement and improved people participation, but also if you keep flowing through to post engagement, you've got a vendor on board, you've got a system that's being built out.

This structure also creates some ease and traceability right the way through.

If you're thinking about the way that many organisations work today with features and user stories, you can see how you could trace right the way back from a market engagement, right the way down to the features and stories that are being developed and delivered.

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So key takeaways your responders will be trying to put their best foot forward or if you're a responder, you'll be wanting to put your best foot forward.

So there's some key things that we can do through an engagement process to make it easier for all parties to not only clearly convey the context that matters in the context of the market engagement, but also provide the best opportunity for getting as many people, as many organisations in the market involved, interested in participating.

If the specifics of the specifics of your business context that matter in the context of what you're going to the market for.

So we're going to talk very shortly about how to get some really good clarity on this specific context of your business within the context of going to market.

So that'll help also support what we think are some great ways to get clear and ready to enter the market engagement.

Amanda talked a bit about out-of-the-box.

It's not a myth, but actually once again comes back to being really clear on your business knowledge will give your vendor and you a much better opportunity to understand what you can leverage out-of-the-box and where you have a unique point of difference that is going to require something different.

And this, if you think about how this flows forward, this then goes into a kind of a size cost estimate of effort and of the work to achieve whatever outcome your business is trying to achieve.

And then the last thing here is human and business, not technology centred.

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This is about people and business.

Technology is the enabler.

And so just being really clear, first and foremost for people in business, what's important, what's needed, what's the context?

As I said, technology's the enabler.

So this will create greater room for participation and also greater confidence that you've got people who are not technical but can be fully engaged in the process and do a really good kind of compare apples with apples.

So it just talked a lot about being clear on what you're asking for from the market and making sure that you're ready to enter a market engagement if you aren't clear or in a rush.

This can be where assumptions are made in the creation of the marketplace, which then leads to more assumptions being made by the responders to your marketplace.

So we're going to talk a little bit around in the next few slides around assumptions and that they do matter, the least assumptions that the vendor has to make the better and more on point of response you should get

So the removal or creating room for these to show up clearly should result in a greater confidence for the market, for your business, and for your ability to confidently assess, compare, and complete responses.

How can you reduce the number and breadth of these functions in your market request?

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Well, we think, you know, a big part of it is that clarity, transparency and alignment.

If we can agree and align, if you can agree and align your business priorities, know and document your knowledge anchors and know the sweet spot of detail, you know, how much is enough.

If you can get that right, then you're on the on the right track to making sure that you've reduced the assumptions as much as possible in the clarity as in there for those quality responses that you're looking for.

So we'll kick right into starting from the top and kind of working our way down.

There's a couple of levels, layers to what we're about to talk about.

So this particular slide that you're looking at, this is a project success slider. It was introduced by Rob Thomsett.

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As part of, well in a book that he wrote many, many years ago now around radical project management.

It's something that we think is incredibly powerful for both the preparation for going to

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and the engagement with and then the subsequent implementation from a market engagement.

So Project Success Sliders is a reasonably simple tool.

The way that this works is really a firm hierarchical prioritisation. To start with the best way to use this tool is to get your significant stakeholders, your business stakeholders together and introduce them to this exercise.

As you can see along the top of the table, we've got from least important to most important and down the right hand side, you've got a series of different things.

And most of us sense on the right hand side will look familiar.

Now, often the kind of, to coin a phrase differently, the out of the box of the project success side is from radical project management has a has only six of these, but you can introduce and change these as you see fit your organisation.

But you'll see on the right hand side there are things in there that you've probably seen in market engagements previously or in business case development.

So things like deliver on budget, deliver on time they're kind of pretty standard for any project approach the way that you use this is you have your right hand side.

You actually give a copy of this tool to every single one of your stakeholders and you ask them to complete it based on what their view is and whatever they determine to be most important.

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You ask them to provide their rationale.

So you can see in this example, the most important here is being selected as improved quality data.

And the rationale for quality data has been given.

You give it to each of your senior stakeholders.

You get them to independently do it, and then you bring them back to the table and they just work through it until they can agree one common position so that's where some of the best conversation happens because you get the different perspectives of the different senior stakeholders who all have a very strong vested interest in what happens here.

You get their input, you get them to agree on one position, and then it can be helpful to share this as part of your engagement with the market.

But it most certainly will be helpful for whatever the project or business group is going to be working on, focused on whatever the change or the work is.

So from the very beginning of a business investment case, a market engagement and subsequent project activity, this is a really great way of declaring the priorities that the business has.

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If they had to do a 1 to 6 of these things.

This is also so if you think about market engagement, this is a really good signal for people in terms of when they're responding. Where would they be best spending their time, effort and energy, what are the things that matter most?

Because when we go out to market, we have great vision, mission kind of outcomes that we're looking for and we need all of those things.

But if we have to make a trade off, what's the trade off?

So having that clarity around what the business position is on trade offs is really helpful in terms of energy investment.

Take that down into we've gone through the market engagement activity, made a selection.

You're actually now doing some change work.

The project teams that are working in that change area, particularly if they're working in more of an agile delivery methodology, there's an expectation that those teams have a level of autonomy in decision making.

They are doing things like creating, maintaining, refining their backlog of work.

This position it won't be granular enough to deal with all the nuances on that kind of project sorry product backlog.

However, as a really great starting point for a product owner for example, to look across all of the optional work or stuff on their backlog and start to apply a bit of a prioritisation lens on it based on this.

So as a start position, it's terrific for getting your business on the same page.

It's great for helping your market understand if they have to trade off on things.

Here's what the business believes it looks like.

And then it's also great to help the decision making and prioritisation of work post introduction of whatever project you're doing.

I'm going to talk a little bit about Knowledge Anchors.

[00:36:25:13]

So this is kind of the next level down. So the project success side is that's kind of setting a priority view that your business agrees to.

Knowledge Anchors are that there's quite a few different ones.

We're going to start with terminology without context.

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So what this means is that so almost every every time we go out to market, every time we see documents that have been put out to the market, the document will have a glossary of terms.

And that glossary of terms will cover terms that are used in that document, which is what a glossary's purpose is.

If you take that glossary of terms a step further and talk about it as this is the terms that are in use for our business in the context of the solution, we're looking for that.

That's a, that's a different layer of detail and we often say we will often say terms used and engagement documents that are business terms that have a description for them, which is great, but a very small shift can create a far greater value.

And thus. So I'm just going to I'm going to show you one thing and then I'm going to show you this.

This work is outstanding.

[00:37:39:00]

So so my question is always, does it mean this is great work or is it not finished yet?

And so if you're if you're a human and you're having a conversation, even the nuance of inflection and your tone could probably answer this.

But if you're moving to a digital context, your machine isn't going to hear any inflection and tone.

Your system isn't going to understand that there's some other really, really dumb but good examples of we understand this because we're human.

Our systems won't understand us and basically our explicit and end and make that kind of absolute.

So there's a role Gyrus as a business role specialist.

And if you want to go and search on some of his stuff, there's a raft of stuff out there.

But he uses this really cool little cartoon that is Dog Barber.

And for for all of us, we're all people.

We know that, you know, dogs don't cut here.

Dog Barber is someone who grooms dogs.

But actually, if you're a machine, you could you could be sitting here thinking, not thinking.

You could be sitting here with a context that is like we're looking at a dog who comes here.

So isn't this a really dumb example?

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But there are lots of things like this and perhaps more on the areas that business analysts work.

And we see this turn up a lot with things like was a product or service.

When we say client, what do we mean?

There's a whole lot of things that need some absolute clarity of definition.

I want to give you an example of how we can take that glossary and turn it into something much more meaningful and much more powerful in terms of context and understanding.

[00:39:22:08]

So this is a once again very basic example.

Don't worry about whether you call it a concept or a context map.

It doesn't it doesn't measure concept.

Model is as a specific modelling technique, and that Mt. Vernon relationship is the same as what is portrayed in a concept model.

A concept model is generally built around a domain, a domain.

If you think about your business domains, it could be finance, it could be it could be one of your product and service areas.

But just for a kind of a short example.

So this list of things that you can do to list the things you can see on this page, the PMO strategy, capability, benefits, budget, money, optics, these are all terms that you would expect to hear if you were working in a project management office.

And I've just realised, looking at the screen, I haven't actually stated project management office anywhere, so my apologies for that.

So these are terms that you'd hear in a project management office.

And if you are sitting in that office and working in that space, you should have context because this is your environment, you're familiar with it, you've heard the different connotations and contexts of use.

But if you're coming in here new, this is just a list of words. And those list of words, they may well have descriptions, but it doesn't give you the next layer of context.

So, so a business analyst and the construct of a project management office.

One is that so a very short step to introduce the noun, verb noun.

And you can see that same those same lists of words PMO projects, business analysts,

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they're are all represented on the screen.

The difference is there is now a relationship between those things and, and even though you could achieve some of this with the description of each of the terms, actually truly context is possible by creating this view.

So a PMO engagement capability, for example, project management, business analysis, the PMO delivers projects that support governance, governance decides investment.

So so you get the you get the largest amount.

So when we talk about a concept model, the concept model is kind of generally done at a domain level.

You can, you can you can do it as an organisation level.

Absolutely.

But breaking it down to a domain level is really useful.

A glossary of terms.

[00:41:54:11]

If you're thinking about the glossary of terms for your business, as I said, glossary of terms usually exist within the documents to talk about terms that are used in the document.

But if this is trying to create context of a business or the domain that you're wanting to add to affect some change on or get some market engagement to get support with that glossary of terms is highly likely to be derived for government agencies from major policy or service related terminology.

For commercial companies, it's generally the product or service offerings.

They'll obviously be common business domains and I'll touch on that in just a moment.

So the whole reason for promoting a concept model is while it might be a common domain, it allows you to surface the things that might be unique within that common domain.

So a couple of examples I've got on the right here.

So a common domain of finance, for example, finance for the most part, finance is finance.

You'll have invoicing, you'll have jail codes, you'll have payment, reconciliation, you know, then you've got all your financial management and it's reasonably there's a reasonable level of common and standard regardless of business.

But sometimes there are well, in fact there is often very unique kind of attributes.

And so one example I can talk about was an organisation I worked for not long ago and we were working very much on trying to create to them the domain concept for finance, because this was a reasonably complex, existing, very complex area and needing to transition to something that would enable and time more simplicity.

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We needed to take a bit of time to kind of put this through.

And one of the things that was not common was the common chart of accounts.

So most civilisations who have a common chart of accounts, you know, they have multiple divisions and they all kind of reference one common chart of accounts.

There's generally one common chart of accounts.

The particular organisation had three it had a historic one, a current one and an emerging one.

And they the different need that this organisation had was to actually manage and met that.

So the solution that was being sought from the market needed to understand that context.

Another example as the common domain of kind of customer service where there'll be all sorts of things that are common in our channels, that are often common in terms of customer service.

But if you think about the difference that matters in the context of going to market, if you're going to market for a customer relationship management system, for example, think a Microsoft Dynamics kind of environment, that kind of thing, or a salesforce, there'll be things that come out of the box.

Again, hackles should be standing up at this point.

So out of the box will be a couple of options for customer profiles, but it's actually really important to understand your customer service domain and your customers in a way that can reflect to the vendor the kind of need that you have for a customer profile.

And the reason why in a CRM purchase, the reason why this is so important is that it's a foundation implementation.

If you get that wrong.

Your ability to achieve the outcome your business wants could be severely compromised.

A really simple example if you're a company that sells bids, your client profile is likely to be reasonably simple where you have someone who is perhaps a client that you marketed to or someone who's been into your showroom, it might be someone who has purchased a badge and you might want to reconnect with them in a few years time to see they were looking to purchase a new bid.

This is a reasonably simple kind of relationship there.

If you then look at a very different organisation, like a like a regional council for a regional council, that client profile needs to be understood in quite a different context.

So me, I have a regional council that I'm a customer client of.

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I could be a local council, sorry,

I could be a rate payer and that I could be a rate payer customer.

I could be a dog owner customer.

I could be a customer who engages with council to perform building consent activity.

I could be a landlord.

There's all sorts of different things that I might be in the context of that relationship with the council.

So when it comes to sitting up the client profile or the client the client profile and our customer relationship management environment understanding, not only the client, you know, the customer relationships you have, but also how they integrate is becomes really important.

That's going to be quite a critical thing for a vendor in the market to respond, to enable them to respond more appropriately with out of the vote out of the box.

This is here's the additional effort we're going to have to put in to give this to you in the way that you need it.

And so it's really important to take the time to really articulate those kinds of things. And that client profile space within the within running the business, that might be reasonably simple.

So to use them out of the box, but think forward one more step two.

Okay, what are all the self-service channels?

And if I'm if I'm just me trying to engage with my local council, how am I logging on?

What am I doing?

What does this mean?

Because I'll be turning up with the same person but with different headphones.

So getting real context for that will do will put you in a really good position to get far based on information back from your market around what the actual implementation of that is likely to include.

And then there are domains that are kind of your unique domains.

So if we think about health services for aged people, that's kind of a domain that needs the context.

[00:48:00:06]

The same noun verb man that the what's the things that are very important and the relationship between those things.

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What's that domain with those domain concept models?

This is also where we so I had certainly experienced this myself.

I'm sure there's many on the call who have also experienced to put perhaps a less appropriate statement on it.

What we want to avoid is the tail wagging the dog.

We want this to be in every market engagement with every solution that we end up procuring from the market.

Thus, this needs to be business made, business driven business domain concept models are a great way to articulate the what the truth, the fact of your business.

Logical data models are a great way to transition your business concept models into something that is more consumable and translatable to a technology solution.

What I've seen and what I've seen, our technology partners technology come into an organisation and this the first two steps haven't been done, and it's very much a tail wagging the dog because the system has come in.

And here's the physical data model, and now you need to try and reverse engineer that to your business and do it in a way that's going to allow you to have as minimal disruption as possible.

And that's not a great experience for anyone.

Certainly it can create quite a bit of tension and end result and far greater change to your organisation than you had maybe wanted or anticipated.

So this is this should always be business informs technology.

And those first two pieces, the business concept model and the logical data model, and my belief that those things should be things that are information anchored before you engage the market.

It will make life a whole lot easier and create a whole lot more clarity.

So this is something that I think for lots of business analysts in particular, there's a bit of a Well, hang on a second.

[00:50:07:01]

If you're if you're going out to market and you're looking for a solution that is going to enable you to kind of move to software and service as opposed to on prem ten,

it's actually less important to get all your roles sorted.

And I say that I'm not saying that flippantly.

Actually one of the things that's most important is that it's the business decisions that matter.

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Your business decisions are a kind of a constant state.

Those are the things that always need to happen with delivering a product or service to your business customers.

And so what decisions need to be made?

Because when you're doing any kind of transformation or introducing new technology, you're going to have a multitude of options of how you use your data differently, how you might, why you processes differently, and you'll have any number of different opportunities as to how you might satisfy the roles in the new world.

So sticking serious with the business decisions that matter mean that you don't spend a huge amount of time, energy and effort trying to reverse engineer out of legacy systems, for example, roles.

There are obviously there are there are risks that need to be if you don't or aren't able to to reverse engineer roles.

But actually starting with your business decisions is a really good, stable information.

Anchor

[00:51:25:03]

So the way that I kind of look at this is decisions are unique to your business.

They are the IP that matters. Those decisions, as I said, the roles can be satisfied in any number of ways and processes, integrate data and workflow activity and roles, execute within process, so the roles execute within process, but only to enable business decision.

So once again, coming back to business decisions are less, are more stable.

The comments around processes integrate so processes are absolutely a integrator.

And so I just want to talk about this in just a moment.

But what we have seen time and time again is an enormous amount of detailed processes going out to market.

And a process kind of gives a slice some view across an end to end of something.

It doesn't give some of the business context that matters.

And those are those two main models, those unique aspects of your business versus what might be more common.

This is just a very basic view of business decision modelling.

And as I said, if you want to understand a bit more about this, feel free.

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So help me out later and I'm going to stop there and hand over to Amanda, who's going to talk a little bit about the process side of things.

Is that it's often just referred to.

A lot of times we see a lot of process meant is a preparation for an implementation or, you know, going out with a mock or replaced still being prepared for afterwards.

And you know there's an age old question is around current state analysis how much is too much in you know and there is different opinions and I've had experience of different levels and different requests from we're not doing anything.

We'll just take whatever comes out of the box from the implementation and or just enough to highlight the business landscape and specific areas of high risk or value to the business.

Or I've even done with a head complete documentation of current state to a really lower level in the honesty it took about a year to do this, a very costly exercise.

And the key reason for that was that the information that we needed and wasn't, we couldn't get it in.

It was really only how when people keyed in the code of the current system.

So a lot of time was taken to truly pull on wave and pull that out.

And it's something I would suggest that we wouldn't want to do very often.

So it's looking after your data in the future was a very important thing for this organisation, realising that they should manage their information better.

So the amount of detail that I think we really need is it's truly dependent on your business levels, level of uniqueness and complexity, you know, within business decisions and directions and data that you need and that needs to be understood and communicated to the vendor as part of that request. So it's really just making those decisions around, you know, to provide that clarity and truly understanding your businesses.

What we what we see often as I see the process in the use, I'm saying that current but the state on the business knowledge and it's finding that sweet spot and not in going too far into the detail.

So what we often talk about the level three is for people to innovate based on the code will understand this.

[00:54:42:11]

The level three gives you enough information to understand, you know, with this decision points and things like that you can dig into.

And what I said is that the key message here is the key thing around these processes.

What you're doing is you're not really going to focus on the flow.

You're really trying to I'm the business information that's captured within and hidden within.

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So there are these flow.

So you don't necessarily need to model or make the processes and the flow diagram, making it an obvious and different ways to do that.

And I use a technique called the support, which is the length Six Sigma technique.

And that and it has enabled me to capture that the information within the process processes very, very quickly.

But focusing more on actually the information that's enabling those processes activities rather than the flow itself.

So you know, with the support, it really showcases that the information that's flowing into there.

And in this example, as you know, I couldn't do the work myself.

It had to be done because the business unit was in a different and different setting and we didn't really have the technology at the time to really connect so well as we do today.

So I had a wonderful person me, that I was able to really teach the technique to quite quickly, and she went out and captured a huge amount of information very quickly that enabled us to pass over to our communities that were they could immediately see there was a lot more use of spreadsheets for data capture and things like that in systems that we hadn't even talked about and interfaces that would have to connect to all figure out what they were doing as part of these processes that they were about to implement.

So you know, it is it's something that you can use very quickly and get the information you need to help with that future.

Take design.

And I think the key thing here we've talked about is really don't waste your time on getting those detailed current site flows unless you really want to build the current state into your new technology.

All right.

[00:56:38:09]

So key takeaways from this section.

So as certainly a growing business, prioritise that that decision making knowledge.

And so as I said, starting from your most senior stakeholders right the way through all of this journey to teams working on implementing business concept models, the what the facts, the what of your business and the relationship between those facts, you know, taking, taking a glossary and transforming that into something much more contextually rich and meaningful is a great way to, you know, a very small amount of effort to create something far more meaningful and resulting a greater level of understanding business decision models, our knowledge anchors for digital innovation.

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So if you if you're clear on your business decisions, it's much easier to understand the opportunities you've got and a new world to have the information available to satisfy those decisions at different points and approaches.

So at or reuse different data or this just to better understand the opportunities.

If you're looking at business decision and not just roles.

And what we have seen are roles that get, you know, that exists in a current site and they get implemented and a future site.

And I want to start to question why do we even run that role?

And when they do, they realise that actually the only reason that they're in that role was because the old technology couldn't do something.

And as a matter of course, Facebook creates collates, technology and solution context. And so rather than kind of modelling out a whole lot of details of process, creating that kind of information view of the things that are relevant for the different processes that you need to be delivering.

I just want to stop for a second.

[00:58:35:10]

Will state are there any questions that have been called out so far?

Yeah, absolutely we had one that came in reference agencies that needed to work.

Breakdown

Was there an opportunity to ask the agency for clarification on your assumptions?

So that's a great question actually.

And we did we did ask some questions through that.

So this is through the government Electronic tendering service.

We did raise some questions.

The responses we got were helpful for some areas, but certainly didn't give us enough of the understanding that we needed.

So yes, there was an opportunity, but we couldn't ask.

Well, we tried asking for something that sounded like a write down and were directed back to the detail of the RFP.

Great. Thank you.

I hope that answers that question.

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[00:59:33:03]

We had another one, which was what is the ideal time that should be taken to develop and review an RFP before releasing to the market?

I thought, I'm going to use Amanda's favourite response.

It depends actually, in terms of creation, I think creation depends because it really does depend on how big a chunk of your business is. Is it likely to be changed as a result of what you're going to make it for?

But in terms of reviewing the RFP before it goes to market, I would I'm I would really encourage that agencies allow any organisation that's going out allows at least two weeks and is really careful about who they bring in to do the review.

So bringing in people who are totally fresh pair of eyes who haven't had involvement and behave as if they are going to respond to this is a really great way to kind of sanity check and work out whether you've got whether you've miscommunicated something or whether there are gaps or whether there are assumptions that person is making or those people are making that you can actually clarify before submitting it out into the public domain.

[01:00:45:09]

So I'd suggest allow allow to for a review and have that review by people who are independent of the creation process.

It's a great way to just do a kind of a sanity check, almost to use a test before you go out.

Can I add to that? Yvonne?

I think something we forget often is the language we use in a business.

While we think it's common and standard and actually is relevant to the business.

So even in assumptions, it comes from within the language, the language we use.

So if you can get somebody that doesn't understand that language and if they can understand what you're saying, then it's all good.

But if they're asking, what do you mean by that, it may mislead us, but then actually that can showcase that you're actually you're the words you're using are not clear.

So you need to make it clear for everybody.

So it's just adding to the vorticity.

Brilliant.

Thank you, Amanda and Yvonne.

[01:01:40:01]

And a final question that's come through referring to the page, which was the same

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page Business priorities.

Slide 17

Can these business goals be converted to KPIs to measure the success post project implementation?

Absolutely, they absolutely can.

So some of them, of course, would translate more than others.

But I think the key thing here is so these could actually start from existing KPIs, if that's where you wanted to kind of focus things.

But for each of those things, yeah, there's no reason why you couldn't take the, the project success.

I think that's the project.

Satisfied as you're talking about why you couldn't take each of those business areas or, or ideal outcomes and translate those into KPIs to then allow the rest of the program to not only structure and implement but measure against that.

I think that's a hit thing.

I have seen it done with some of those areas, things like that, things like managing on time and on budget.

Those things are perhaps a little bit more black and white in terms of evidence assessment, but deriving KPIs for the other things will create and KPIs for the other areas.

You can absolutely get to have measurable effect to enable those things to work in that way.

That's great. Thank you, Yvonne.

[01:03:09:17]

So those are the questions we have so far at least.

I would encourage people to submit questions.

We will have a Q&A session at the end.

So back to you. Yvonne Cool.

Thank you.

All right.

[01:03:22:13]

The last section that we're going to talk through is around partnering roles and responsibilities.

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And this is an area that that we've seen all sorts of interesting challenges surface and for lots of different reasons, some of which will cover off. So many of you have probably seen this before, and this is a very kind of level loose slide to kind of look at it.

If you are the person going to the market, your role of making sure that the right thing is understood, that your business is understood, and there's some things that every single market engagement will include.

And generally you say good information around customer reviews and you generally see some good information about the problem.

That for the business analyst on the call, I'm sure this won't come as any surprise.

What we often see are a request for a solution that is describes the solution as described.

The problem is not.

And so I'm getting really clear problem statements clear and a great problem statement is also a great way to keep both the engagement on track, but the subsequent project activity on track.

So so fundamentally, what is the problem that is trying to be solved?

Business like pay.

We've talked a little bit about some ways to kind of create greater context and clarity and have your business IP really anchored and some knowledge out effects that can be referenced.

So building the right thing is very much around your ability to describe the thing, right?

The vendor and partners role is around building that sign, right?

And so often what we see, particularly in software implementation software, is we see that whole kind of responsibility and role of the partner or vendor is to put in place the hygiene factors for, the establishment and ongoing evolution of whatever the product it's now.

There you'll see that and that efficiency space creating efficient engineering practice is just an example.

But basically the hygiene sector associated with us, you'll see that speed to deliver changes, ease and confidence to a depth.

I'll think she instructs us on both of those and this and I haven't actually put the reason for that on the slide.

So speed to deliver changes and ease and confidence to date, they are absolutely something that you can and should expect your vendor partner to help you with.

However, ease and confidence to adapt or speed to deliver changes.

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A lot of that is going to be dependent on your ability to understand impact.

So as we move more and more into digital environments where we automate a lot of process, we move from people doing the doing to our systems doing the doing. And when you've no longer got people doing the doing, you haven't got someone you can call on to say, how does it work?

And if I change there, what happens?

And if you haven't documented role models that anywhere, then only really exists under the hood of your your new solution.

So in terms of your your speed and confidence to change the vendor and their kind of hygiene and practice should give you confidence to deploy a change that it's ultimately your responsibility to understand and have clarity around how this thing is working.

And so that's where when we shift from people doing the doing to systems, doing the doing the, the people who were previously the capability of processing, for example, ideally them or some of them would be transitioning a capability that as much more maintaining the knowledge of the doing.

If you don't maintain the knowledge of the doing, you're not spinning repeatedly spending money on on current stage analysis.

But as you move more and more and so technology systems where the majority of things are automated, that maintaining that information becomes a job in its own right or it becomes a roadblock that actually gets in the way of your ability to change confidently and quickly.

So what we've called out here that speed to deliver change, ease and confidence to a date should absolutely be things that your vendor supports you with, with whatever technology solution that's coming with.

Ultimately the ability for your business to understand and be confident to change will rely on you, knowing that doing where do you want your vendor?

So there'll be a couple of terms I'm about to share that will be quite familiar for most of you that I think it's worth getting really clear on these positions because this goes a little way towards answering them.

How much time do you spend on this and reading some of the it depends can be understood in this context.

So if you go out to market because you know you've got a challenging environment and you know that you need to, you know that you need to change and you're looking for help to understand how to change, then you're looking for someone can come in and work with you to identify and design a future site for your business.

There are there are lots of projects that, lots of market engagement that isn't overt about this.

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They go to market and they're looking for someone to help them because they want to introduce an app or a CRM or, you know, some new digital capability and the background work and the business to kind of design its future state hasn't really happened.

What has happened is there's an articulation of vision, mission outcome, but not actually future state business.

And so I just made reference before around from people moving from doing the doing to knowing that doing that to people capability.

If you're moving into a digitised environment.

You probably want to increase, at least either increase or improve the maturity of that capability so that that capability and a change or an introduction of it becomes part of your future state business design.

This is what's your what's your business look like?

And how does it work and who does what after you've actually transitioned? So having a vendor come on with you, they may be bringing on their technology solution, but if you want their help to understand all the different capabilities, then you want to make sure that when they come in, they don't come in with their data tanks.

They come in first to help you do this design focused work.

And that also lends itself to being a little bit more clear on the journey to onboarding different types.

Now, if you're looking for a partner who's going to help you with business integration.

So that's I just talked about kind of designing the future side of your business.

The integration is actually standing up those capabilities. So if you're wanting a partner to help you with business integration, then the kind of things that might include that you should be really deliberate about talking through your engagement with our we know we're going to need to introduce capability X, So maybe capability X is more of an integrated knowledge management practice.

Maybe that's something that's part of this.

So your expectation would be the vendor is not only bringing in people capability who can do that, but they're going to do it in a way that they can grow your own people so that when that partnership changes shape as it does when things move on to kind of you, you've got the capability and running in your business.

So through whatever implementation program, you're actually also building up the people process capability.

This becomes important because the last one is often what we see where there are market engagement and it's positioning a partner.

And that partner is focused on their role and responsibility as system integration.

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So implement technology that enables us to change.

Now this is often what we see and market engagement for software solutions.

The one thing to be aware of and this is this is going to sound like a throwaway, and I don't mean it to if a partner, a friend, a partner has been engaged as a system integrator, almost anything that happens, the boundary of that system is not their problem.

They don't they're not they're not paid or engaged to do anything in that space.

What that means for the business who is working with a system integrator is they need to have all of they all of that people process and capability for doing all of the rest of it.

So the features like business design, the business integration, that is all the responsibility of the business and the system integration is the cab off the rank.

So there is generally going to be a need if you're bringing in a vendor partner for system integration only, there is generally going to be a need to stand up parallel program and project activity to identify the full range of people, process and capability implications and get clear around how your business will manage those.

Because as I said, your system integrator partner is really going to be caring about the system they're bringing in and possibly the integration points for that system button, but not much beyond that.

And so as you've brought them in and they are rocking along and they're tuning out the functions and capability that you need them to, you're not going to be able to go live with those things unless you've got the business integration activity well understood and invested in and moving to at least run in parallel.

It's not a hit.

This is I mean, this is just a really simplistic view of kind of business enterprise.

But the reason for sharing this particular view is talking about features like business design.

We're talking about that design piece when we talk about the system, it's generally more in that deliver space.

So the system integration looking much more at what's the capability we're building within this new technology environment, how we building it, how we being smart about the way that we're building out the new technology and defined space.

This is this is the area that my opinion as that defined space is not something that you should ever look to outsource this is your business.

So the knowledge, the IP of your business, the standards that you are expecting to have.

So this is always an interesting discussion. And certainly it's been my experience with different working with different organisations in the past.

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When you talk about standards, there are all sorts of things that come up.

So people confuse standards with methodology, people confuse standards with approaches.

But actually what we're talking about is information that the standards that are applied for documenting different information.

And if you have a or fellow or different practices, so if your business has standards, they should be communicated through a market engagement.

If they don't have standards or not at not a grade standards, then you want to do that before you go out to engage your market.

And through the process of market engagement, you want to be quite deliberate and making sure that where you have articulated standards, you want to be sure that your vendor is not a vendor partner is not only going to not only understand it, but is going to be able to work with that.

And then finally that standards space is when there is subsequent to a market engagement, you've now got your partner on board and your program running who's actually making that the standards are adhered to.

And so when we talk about standards, this could be anything from a decision that they put in the business process.

Modeling notation is the standard for any process models.

Who is actually monitoring that?

Who's the who's making sure that there is compliance?

The reason why I'm calling this and why I think this is an area to focus on is because if we think about the journey of knowledge management date, go back not that long ago when we were still talking papers, paper files and Iron Mountain recall kind of environment of managing and document management, we moved into more of an electronic document management environment where same kind of deal, but it's now electronic files and then has also been the emergence of knowledge bases, which kind of take a lot of the information that might exist across different documents and bring it together for the purpose of see this generally the next iteration of this is integrated knowledge management.

And if you think that there's a term, it's faded about quite a bit and I think it has different connotations for different people.

But digital twin, so a digital twin is basically integrated knowledge of your business so that you have the ability to understand any attribute that you want to change or remove and where is that being touched and any part of your process, any part of your business.

So what if, what if you're talking about removing an attribute?

What reports consumer, what processes that part of what roles rely on that to begin as part of excuse me, what roles rely on that as part of the execution of the role?

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So when we talk about integrated knowledge management that that's what we're talking about, that you can't get to integrated knowledge management if you haven't applied standards to the knowledge that is being documented.

It's really important.

So when you think about the things we've talked about for Domain concept model, that is a standard, that is a noun verb, noun relationship.

There is a standard around how you, how you create that decision management.

There are decisions, this decision modeling notation, there she goes and cue charts.

There are different ways to model decisions for your business and be clear on what standard you want to have applied.

The same will apply a whole lot of other areas.

And so you as a business, this is this is your IP, this is your quality control position.

And so getting really clear on that before you engage overtly, taking us through the engagement process and then ensuring and consciously kind of checking compliance to this will seek your business out for moving beyond that kind of beyond digitization.

So actually enabling, enabling you to in future grow your capability to have confidence, to understand impact and confidently and quickly change what's going on under the hood.

And so these two standards, in my opinion, become incredibly important as we keep moving to more and more digital under the hood, support and technology.

So get really clear on what you want from your market engagement.

We've talked about this a few times, but what you want your vendor partner in particular want them to help the future state business design.

Are you wanting them to actually help grow your capability to manage the new product that's coming in?

Or are you just wanting them to implement the new product?

Those knowledge anchors, they reduce assumptions, they create ease the decision making, and as I just talked about, they create a foundation for you to move into, along with the kind of documents and information management evolution, to move into integrated knowledge management, that that kind of digital twin environment.

But they also make it really easy for people to engage.

[01:20:05:02]

These things are all visually, they're all generally quite visual, quite easy to consume, and they're not a massive amount of effort to put on.

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And then the last thing is very much around that when you're going to market in that kind of vendor and partner engagement, what's your role and responsibility?

So coming back to what I talked about earlier, your business domain concept models, so that's how you identify and clearly communicate what's unique about your business, the things that are going to matter

In terms of a market response, getting really clear on whether you're going to be holding responsibility for the future site business, design the business, integrate and working with your partner on system integration.

Just getting really clear on your own responsibility.

The case and that I would leave you with in terms of your role and responsibility, really your first and foremost focus should always stay on your business.

I take that the vendor and partner responsibility is to help you create an environment to allow your business IP to land and to safely manage and deliver your services post change.

So I talked about the assessment, you know, doing a sanity check before you go to market.

This is just a bit of a plug for us.

[01:21:24:21]

We do this, we have done this quite a few times and the feedback we've had from different clients that we've done this with has been really positive.

So I do take that that short period of time to a fresh pair of eyes, make sure that you bring someone on who can be within your business.

Doesn't have to be it doesn't have to be an external party.

But do take that small window of time and sanity.

Check with your content.

The market engagement is going to have the expected response that you want.

And yeah, if you want to talk to us about it, we can obviously help you with that.

Amanda And the final and the single plug.

We do run BA courses throughout the year and we've got a few coming up and then in the early in the 2024 and the New year, it's theory.

It's a great course.

It covers sort of right through in the end for those people that may have just joined doing the by profession without actually having any formal training.

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But you have got it may knowledge and things like they'd want to get it for more understanding formal training or young BAs who are growing and evolving and wanting to move more just maybe to the trade street area and understand what the lifecycle of the way it covers off a lot of those things.

So if you've got any yourself or anyone that you see, let me know, contact me and maybe we can look at special deal.

Thank you Amanda And thank you, Yvonne.

Really conscious of the time and luckily we have a great question to end with.

Absolutely.

Because I think it sums up the last 90 minutes and I offered it to both Yvonne and Amanda.

What would you say are the top three must do's when developing successful recipes?

All right.

[01:23:18:22]

So I think the **top three must those make sure your investment stakeholders are on the same page.**

So that I think that's the first master.

If there is any doubt that there might be a difference of opinion.

So get your investment stakeholders, your business investment stakeholders to agree the page that they're on.

It'll make your life a whole lot easier by going through the process and beyond.

The next thing would be taking the domain concept models doing that piece of work, because that will very quickly highlight the unique attributes of your business that the market needs to understand.

It's the keep in mind this is over and above kind of sitting out the story around where you're trying to go.

This this is beyond the story of where you're trying to go and actually very, very clearly how will what are you and what matters in that content.

So this would be the first two things.

And then the third thing that I would be suggesting is, once again, from your business perspective, being very, very clear around how around your role and responsibility and whatever partnership you end up on and making sure that you created visibility of the work that you are going to need to do as part of that responsibility.

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So alongside project with that might be being stood up for the vendor to come in and start doing their thing, just being really, really clear that you've got the direction for creating the, the, the business IP to support whatever changes is coming.

Thank you, Yvonne.

Amanda Because I think because of some of the thunder I think is pretty much the same as Yvonne.

One thing I would add in there is, you know, when you're writing these are people, creating them I'm make them transparent, like give the vendors the answers, like make sure you're not hiding anything or being tricky things.

I think sometimes we feel like we shouldn't be that clear because they're just going to tell us what we want.

But exactly that is what we want.

We want them to tell us what we want and we want to make it.

And we do this in the testing mode as well as in it's actually test driven development as you're giving the taste to the developers.

So they build what we want to test.

This is the same thing.

We want to tell them in very clear words what we want and what's the key for us so they can come back and provide us with or ask the right questions and what we need.

So clarity, transparency and don't hide things.

Don't be tricky. Sorry.

That's great.

Well It's 1031, so I think we'll call it through.

And I'd like to thank Amanda and Yvonne for sharing their knowledge, their expertise, and doing it enthusiastically and holding our attention for the last hour and a half, which is fantastic.

The slides will be available as well.

The record and I think we just need to just edit it.

Definitely take my dog out of one of the shots at one stage, which should fantastic.

But please, if you have any other questions you can use slido to put them down there.

We will get round.

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We will answer them and we will get back to you.

So that's it from me.