# 2WIRE, INC.
## PROCESS CENTER OF EXCELLENCE

### CONTEXT
In 2009, 2Wire, a designer and manufacturer of modems and gateways based in San Jose, California, began conversations with BusinessGenetics around their business modeling methodology (BLM™). They were specifically interested in how it could serve as a method for creating business requirements for SAP®, a regulatory compliance management tool, a process documentation standard and communication vehicle between the business and the IT development team.

### THE CHALLENGE
The overall purpose of this initiative was to support the client in defining a new way to look at their business from multiple angles. The challenge was to explain the benefits of the methodology in a way that was powerful enough to convince the project stakeholders that BML would meet their multiple needs; thus creating a standard way to capture, document and analyze their business.

### THE SOLUTION
It was determined that the best way to demonstrate the power of BML was through the execution of a Pilot Project. The results of the Pilot would exemplify how to apply BusinessGenetics to an actual business case of 2Wire's choice. A successful Pilot would prove to be the catalyst for the training, adoption and the launching pad for the new Process Center of Excellence. For the Pilot, 2Wire selected a team of Subject Matter Experts (SMEs) to work with BusinessGenetics to improve the process of managing Return Material Authorizations (RMAs).

With a team of two (Business Modeler and Modeler Support), the project was scoped, planned and scheduled. The schedule called for two weeks of modeling and validation and one week of analysis and deliverable preparation. The goal of the Pilot was to model the end-to-end RMA business process and highlight improvement areas that included waste, cycle-time reduction and training opportunities.

The team worked together and identified the process areas they believed had the most potential for improvement and savings in the RMA process. These areas included: Authorizing the customer return, processing the customer return, repairing the returned product and shipping the replacement product.

**Project Planning–** BusinessGenetics utilized their project planning framework to define the project which resulted in a project model that outlined all of the necessary project activities, deliverables, responsibilities, resource estimates and timelines to achieve the project purpose.

**Models Developed from Existing Client Documentation** – Existing client documentation (Visio flows, procedure docs, etc…) was used to build the initial set of models (What, Who, When, Where, Which and How). This technique reduced the total project duration by several weeks and kept the SME interaction to a minimum (approximately 90 minutes per SME, on average, over the two weeks).

**Current State Business Modeling –** BusinessGenetics modeling specialists facilitated work-sessions with the SMEs to validate the current state business models and gather related issues, performance/cost metrics and short/long term 'wins'.

**Opportunity Analysis –** By analyzing the current state business models, business issues, metrics and opportunities; the modeling team reported significant improvement opportunities, findings and recommendations to leadership. These business improvement opportunities were grouped and prioritized according to cost of implementation and the associated benefit/value.

**Future State Business Modeling –** Utilizing the current state business models and identified opportunities for improvement; BusinessGenetics produced a rendition of the recommended future state of the RMA process. The first item during implementation will be to validate the future state with the business SMEs.

**Develop and Execute Solutions –** SMEs were able to immediately implement some of the 'quick win' business improvement opportunities and by doing so, realized time savings and improved process efficiencies. The client also modified and consolidated their existing standard operating procedure documents to reflect the activities defined in the new process.

## Success Criteria

| 2Wire's RMA "Pilot" Success Criteria | Qualitative Metric |
|---|---|
| Improve communication between functional areas that enables consensus and decision-making that is consistent and efficient | If SMEs agree that work is more unified, better understood making communication easier |
| Enable more effective collaboration between the business and IT. Leverage the universal language of xBML to reduce confusion and meeting time and accelerate work products. | If SMEs agree that meetings will go smoother and there will be one version of the facts that everyone can agree upon |
| Ability to capture all five (5) business dimensions in a software tool | If SMEs understand the value of the dimensional relationships |
| Ability to capture linkages/hand offs between activities & systems | If SMEs agree that Linkages and handoffs of information and process steps are more visible and understandable |
| Ability to capture SOX controls within xBMLi software tool | If All control points are transparent and awareness of process risk is increased |
| Ability to re-use model | If Clarity of the models highlights re-use opportunities |
| Ease of use and comprehension of the xBML™-based business models | If SMEs agree that the methodology is simple but supports complexity |
| Ability to demonstrate flexibility within the software tool | If SMEs understand how metadata can be tailored to add value to the models |

## The Result

A total of 18 business improvement opportunities were identified, of which a majority were low cost to implement, yet yielded a medium to high ROI. These improvement recommendations not only met the client's goal of reducing the number of man hours to process an RMA; but streamlined and simplified the process, shifted work to where it was done more effectively, and highlighted a services business opportunity.

Further, the client contracted BusinessGenetics to begin a call center business improvement / compliance management project.

## Project Facts

The elapsed time of the BML modeling effort was nine business days. The client's resources (SMEs and the internal business modeling resource) each contributed an average of ninety minutes to the effort. The SMEs stated that without the structured, rigorous process for information harvesting that they would not have develop such a rigorous understanding of the RMA process with such limited effort from each person involved.

In just nine business days 2Wire and BusinessGenetics created the following:

- A comprehensive set of re-usable business models that clearly depict the complexities of the RMA process in five dimensions (Activities, Responsibility, Data, Locations, Timing & Composite HOW models)

- Consensus that the BML methodology is an efficient and effective way to harvest knowledge, collaborate and communicate
- A deep, cross-functional knowledge of the end-to-end RMA process
- A roadmap of improvement recommendations by area and impact
- Decision data for validating in-progress strategies

## CURRENT STATE OF THE EFFORT

Today, 2Wire has staffed a Functional Analyst Team and maintains a Process Center of Excellence using BusinessGenetics BML as the foundation.

The first phase of the RMA project has been implemented with two additional phases scheduled. All the recommendations from this analysis will be implemented in the coming year.

The call-center project was completed using the recommendations based on the evidence created by the process models in the pilot.

2Wire was also the first organization to utilize BusinessGenetics' *BusinessGenetics for SAP Solution Suite*. This will enable 2Wire to unload processes from their SAP configuration directly into BusinessGenetics Business Modeler software. The SAP information is turned into BML models once unloaded and provides the as-is process for analysis and the basis for future-state modeling and business improvement.