



# E-Business Success Model (E-BSM)

*“a component based methodology for defining the essential ingredients required for an effective E-Business service delivery”*

## Introduction

Mosaic’s E-Business Success Model (E-BSM) is a component based methodology for defining the essential ingredients required for realisation of an efficient E-Business service delivery, namely:

- ❖ Business Case Component (BCC)
- ❖ Appropriate Technology Component (ATC)
- ❖ Process Improvement Component (PIC)
- ❖ Stakeholder Engagement Component (SEC)

Plus, the overarching

- ❖ Benefits Management Component (BMC)

which identifies and monitors Performance Indicators (PIs) to measure the impact of the E-BSM Components and their comprising Stages, see Figure 1 below

Whilst the Components and Stages of the E-BSM have been designed to operate together, each is entirely capable of standing-alone for deployment at the relevant juncture of an E-Business transformation project

## Business Case Component (BCC)

All business transformation projects must be built upon the bedrock of a sound business case; defining the reasons for the project, outline costs, potential risks and the benefits expected from the investment decision

The objectives of E-BSM BCC can, in most cases, be met by a pre-existing business case, which may be augmented/complemented by

the E-BSM BCC to accommodate the requirements for subsequent E-BSM Components and comprising Stages

## Appropriate Technology Component (ATC)

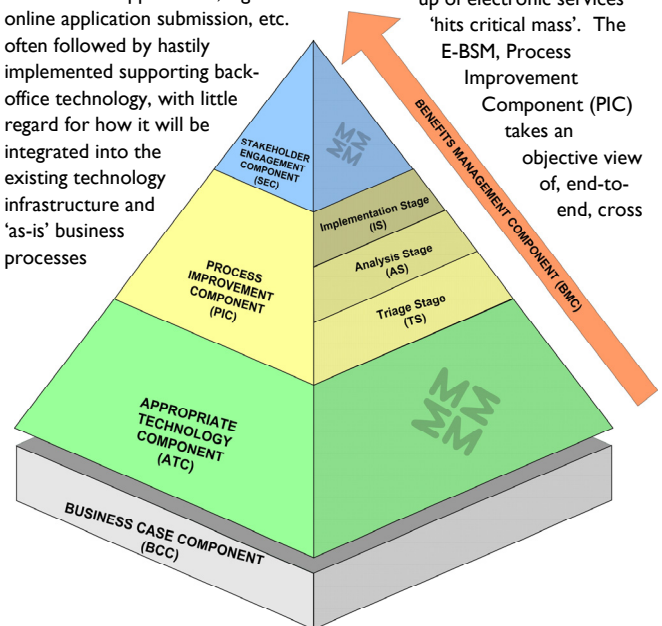
Having established a sound Business Case on which to authorise the introduction of ‘appropriate technology’ to meet the needs of its users. The Appropriate Technology Component (ATP) provides a firm foundation on which all other components contribute to the overall E-Business solution

Technology is typically introduced into E-Business transformation projects at the customer-facing front-office, perhaps in the form of Internet web applications, e.g. online application submission, etc. often followed by hastily implemented supporting back-office technology, with little regard for how it will be integrated into the existing technology infrastructure and ‘as-is’ business processes

Mosaic’s approach to introducing ‘appropriate technology’, with early input from the E-BSM Process Improvement Component (PIC), ensures the technology will be compatible with both strategic and end user needs, and is sufficiently flexible to support reengineering of current/future business processes

## Process Improvement Component (PIC)

‘Appropriate technology’ alone may in-fact deliver a range of potential benefits; however, experience has shown that without thorough consideration for the impact on ‘as-is’ business processes, unexpected inefficiencies and other dis-benefits can quickly undermine any positive outcomes, particularly when take-up of electronic services ‘hits critical mass’. The E-BSM, Process Improvement Component (PIC) takes an objective view of, end-to-end, cross



**Figure 1 - E-Business Success Model (EBSM), Process Improvement Component (PIC)**

organisational business processes, constantly looking for opportunities to rationalise incongruities, reduce waste, and commend where 'as-is' best practice is already contributing to an efficient operation

The E-BSM, PIC consists of the following Stages:

- ❖ Triage Stage (TS) – 'first pass' analysis to identify 'quick-wins' and define the scope and extent for the following 'Analysis Stage'
- ❖ Analysis Stage (AS) – 'thorough' analysis, and potential reengineering, of those functions identified in the previous 'Triage Stage'
- ❖ Implementation Stage (IS) – implementation of change recommendations specified in the previous 'Analysis Stage'

Mosaic's multistage approach to Process Improvement (PI) provides the client with clear, early, insight into the scope of work required; hence giving full control over commitment of resources to the Project, see Figure 2 below

## Stakeholder Engagement Component (SEC)

Undoubtedly, the introduction of new technology and supporting business processes will unsettle the most robust of organisations

Paramount to the adoption of any organisational change requires buy-in from the users of the end solution

The Appropriate Technology Component (ATC) initiates Stakeholder buy-in, during the Stakeholder Requirements Capture Stage, and is continued throughout the life-cycle of the transformation Project

The Stakeholder Engagement Component (SEC) specifically deals with ensuring the readiness, of all impacted Stakeholders, to embrace the new E-Business solution and Improved Processes. The actual method by which this is achieved will depend on their respective role, but could include: training, workshops, publicity, etc

## Benefits Management Component (BMC)

The E-BSM Benefits Management Component is an overarching activity intrinsic to the delivery of all Components and their comprising Stages

Cashable and Cashless Benefits will be identified initially within the Business Case Component (BCC) and then further developed throughout successive Components and their comprising Stages; eventually resulting in the identification of quantifiable performance indicators (PI's) for performance monitoring during live operation of the 'improved processes

This Component concludes by managing the realisation of the stated benefits underpinning the business case for the E-Business Transformation Project

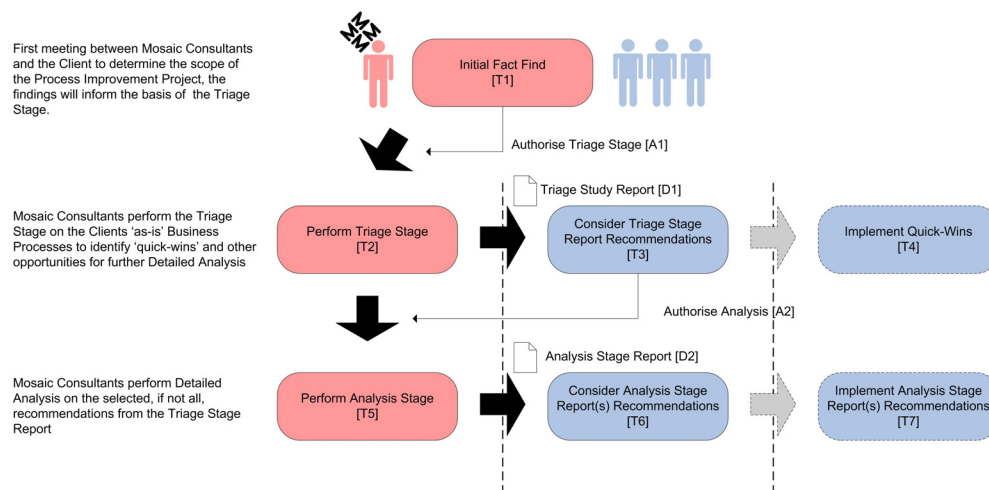


Figure 2 - Process Improvement Component (PIC) Engagement Workflow

MCA's E-Business Success Model has been honed through diverse customer engagements within public, charitable, private and defence sectors. Our consultants have a proven track record of successful delivery of 'accountable' business benefits through innovation and managed change.

For further information, contact us today to arrange your free 'Initial Fact Find [T1]' meeting.



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