Proposal to change the existing business process mapping solution at Hurunui District Council

Business Case

Himamsu Dhungel – Business Analyst
HURUNUI AND KAIKOURA DISTRICT COUNCILS

Purpose of this document

The purpose of this document is to build a business case highlighting the need to change the existing process mapping tool currently being used at Hurunui and Kaikoura District Councils.

The business case is built on four major aspects.

1) Identification of the business problem
2) Identification of the alternative solution
3) Recommendation of a preferred solution
4) Detailed implementation approach – change management plan

Contribution	Role	Name	Date
Prepared by	Business Analyst HDC & KDC	Himamsu Dhungel	21/06/2024
Reviewed by	Information Systems Manager – HDC & KDC	Scott Linton	24/06/2024 02/07/2024
Approve by	Chief executive officer – HDC Chief executive officer – KDC	Hamish Dobbie Will Doughty	

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1. Identification of Business Problem

1.1 Background

Nintex Process Manager formally known as 'Promapp' is currently being used as the Business Process Mapping (BPM) solution at both Hurunui and Kaikoura District Councils. The application is administered by IT department which is a shared service across both councils.

Both the councils have been a user of Nintex Process Manager for several years but following the lack of effective training program from Nintex, loss of the business champion for process mapping over the years has shown inconsistent practices in mapping the departmental processes across both the councils. Primary reason being "**Not easy to use**" platform, several rules around process creation, and confusing terms for the end users are identified as major reason that employees have distant from using the platform.

Nintex Promapp is not one of the affordable SaaS available in New Zealand market. With CPI adjustment to come in place, **licensing cost** for Promapp is likely to increase even more. Considering the expensive licensing cost and the feedback from end users, it was necessary to explore the alternate option available for NZ market.

As such, the department that is responsible to administer the Business Process Management (BPM) tool felt the need to know if the Nintex product is still the most appropriate to meet the current business requirements?

1.2 Key Business Problems.

a) Ineffective Training	• Long virtual trainings conducted remotely. • Less exposer to hands on training experience in the initial phase of the deployment.
b) Implementation challenges	• Lot of restrictions around developing the processes - causing less buy-in from end users. • Continued COVID impact during initial rollout. • Lack of continuous commitment from organisation's leadership team. • Lack of Prioritisation on mapping the process at the department level. • Champion staffs leaving the organisation. • Lack of executive buy-in (Top-Down approach missing!).
c) Complexity in overall usability	• Difficult for end user to relate to the governance structure of Promapp due to the use of overwhelming terms like Promaster, Group Champions, experts, owners – This distant the end users instead of attracting them towards the product. • Restriction creating multiple decision paths consecutively, limited option to divert and emerge various steps of the process. • Time consuming to plan out when mapping cross functional process. • Not easy for everyone to grasp the concept easily
d) Support and Costs	• Nintex have not been effectively providing the support as promised. Cost of providing support, is expensive which is delivered by third party (desktop imaging!)
e) Expensive Yearly Licensing Fee	• Nintex is expensive product! And the cost is likely to increase more in 2025!

2. Identification of alternative solution

While searching for potential alternative solution for "Business Process Mapping" Some of the key questions needed to be answered.

a) What are the other available alternatives in the market?
b) What are other council using? For those using Nintex Promapp, how successful have they been in implementation?
c) Should council find suitable alternate, how do they compare to Nintex Promapp and how can it be implemented successfully?

Desktop analysis using secondary source seem to be a viable option for conducting market research. Fortunately, Association of Local Government Information Management (ALGIM) had conducted the Process mapping product review, the report was published in April 2023. This research conducted an in-depth analysis of 33 business process mapping products and a nation-wide local government sector survey. The recommendations were based on the key findings from application comparisons, sector research and a change management perspective. This saved a lot of time and paved a pathway to focus on niche area for further analysis.

Detailed Process mapping product review report can be found in the link below.

Report Business Mapping Process Tools (wildapricot.com)

3. Recommendations of Preferred Solutions

3.1 Selection of the Preferred Solutions

ALGIM report narrowed down the selection to 4 different products as below:

Product	Flowingly	Lucid chart	Nintex Promapp	SAP Signavio
Most Essential Features	1st	2nd	3rd	4th
Customer Rating	9.4/10	-	8.8/10	8.5/10
Overall Rating	64/120	60/120	31/120	26/120

The research primarily focused on the number one rated product available in the market – **FLOWINGLY** and the main areas of analysis were as below.

A) Cost of Licensing per year for the product
B) Ease of Use for the end users
C) Customer Rating for the product
D) Support system in place and

3.2 Analysis Approach

Flowingly is one of the most affordable options currently available in the market. Below table shows the Promapp Vs Flowing comparison.

Promapp Vs Flowingly

PROMAPP	FLOWINGLY
COST - Current License Price per year	**COST - Current License Price Per Year**
NZD XXX	**NZD XXX**
Features	***Features***
• Lacks multiple gate ways and consecutive decision paths – This feature is very essential for cross functional processes and Useful feature to better capture resource consent processes	• Capable of multiple gate ways and have consecutive decision paths
• Process modelling is offered just recently with limitation on what can be done	• Process modelling is the way to map the processes in flowingly
• Limitation & restrictions on how you write down your procedure (instructions). Example, it can be captured in specific ways like as a task or note or activity only!	• Flexibility in the way you write down your procedure (instructions). Example, you would normally write the instruction the way you would write down in a word file.
• Do not have option to Emphasis the word in Promapp. (Example, cannot bold, highlight the font of text, when drafting detailed instructions in a process)	• Do have the option to Emphasis the word in flowingly.
• Bit restrictive when it comes to ease of use	• Easy to use, simple screen and drag and drop feature when mapping the processes
Support	***Support***
• From personal experience, I haven't found the support to be great.	• Early to say - however, ALGIM report shows the product has been rated high for their support and ease of use. • NZ based company.
Ratings and Score	***Rating and Score***
• For "Most Essential Feature" = **3**rd Ranking in New Zealand • **8.8/10** Customer rated product • Overall Score = **31/120** (Process mapping Product Review by ALGIM)	• For "Most Essential Feature" = **1**st Ranking in New Zealand • **9.4/10** Customer rated product • Overall Score = **64/120** (Process mapping Product Review by ALGIM)

Cost comparison between two products and Savings over 10-year period for Hurunui District Council.

Promapp		Flowingly	
	$XXX		$XXX
Total per year	**$XXX**	Total per year	**$XXX**
		Implementation costs	$XXX
Year	**Promapp**	**Flowingly**	
1	$XXX	$XXX	
2	$XXXX	$XXXX	
3	$XXXXX	$XXXXX	
4	$XXXXX	$XXXXX	
5	$XXXXX	$XXXXX	
6	$XXXXX	$XXXXX	
7	$XXXXX	$XXXXX	
8	$XXXXX	$XXXXX	
9	$XXXXX	$XXXXX	
10	$XXXXX	$XXXXX	
Difference Ten years			**$XXX**

In summary:

a) Flowingly is cost effective.
b) Have easy to use features – anyone with limited knowledge of technology can use it.
c) Is number 1 Rated Process mapping tool available in NZ.
d) Is currently collaborating with ALGIM to settle on National standards around key processes and make in accessible to all local governments which is powered by Flowingly.

3.3 Recommendation on preferred solutions

Various analytical approach was taken prior to reaching this conclusion in finalising the product of choice.

1) ALGIM Process mapping product review report
2) Webinars on Flowingly SaaS.
3) Trialling an interactive demo at flowingly platform
4) Several numbers of meetings with Flowingly Team
5) Software trial - number of processes were migrated to Flowingly to see how the migration process works.
6) Meetings with other council who have switched from Promapp to Flowingly

Flowingly is recommended as preferred solution for Hurunui and Kaikoura district councils as 'Business Process Mapping' SaaS. Major decisive factors to reach this conclusion were.

a) Cost of Licensing
b) Ease of use
c) Feedback from Councils that have switched from Promapp to Flowingly
d) Customer ratings for the Product

4. Detailed implementation approach – Change management Plan

Effective change management plan is vital to ensure the successful implementation of the product within both councils. Considering the above identified key business problems in both organisations, it can be related to Maurer 3 Level of Resistance to change.
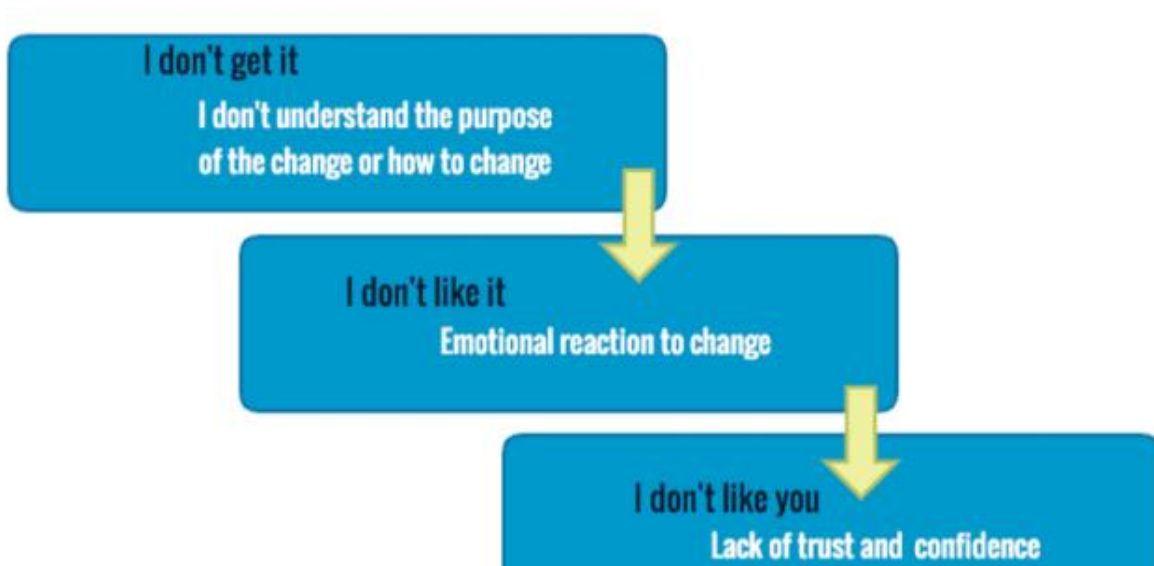
Level 1 – I don't get it!

Most common and known scenario where people are prone to rejecting what they do not understand. Despite process mapping is now relatively established concept, however, using mapping tools to map the current business processes has not been a matured practise in most of the organisation in the context of New Zealand.

Level 2 – I don't like it!

A scenario driven by employees' frustration. This shows the unpreparedness towards the proposed change making it difficult to challenge the status quo. Organisation's ability in preparing for and managing this expected roadblock is key to moving forward with change.

Level 3 – I don't like you!

This is when employees do not feel informed thus lacking confidence to understand the need for change as well as process of implementing it within their respective departments/roles. Effective communication and a business confidence with proper implementation plan will bring better receptiveness among the employees.

4.1 Proposed model of change management and implementation plan

ADKAR model of change management has been adopted to ensure suitable strategies are in place to better manage the likelihood of resistance towards the proposed change.

In this model, greater focus has been placed on the people behind the change. It is a collaborative approach where each letter in the acronym represents a goal to be reached as an organisation.
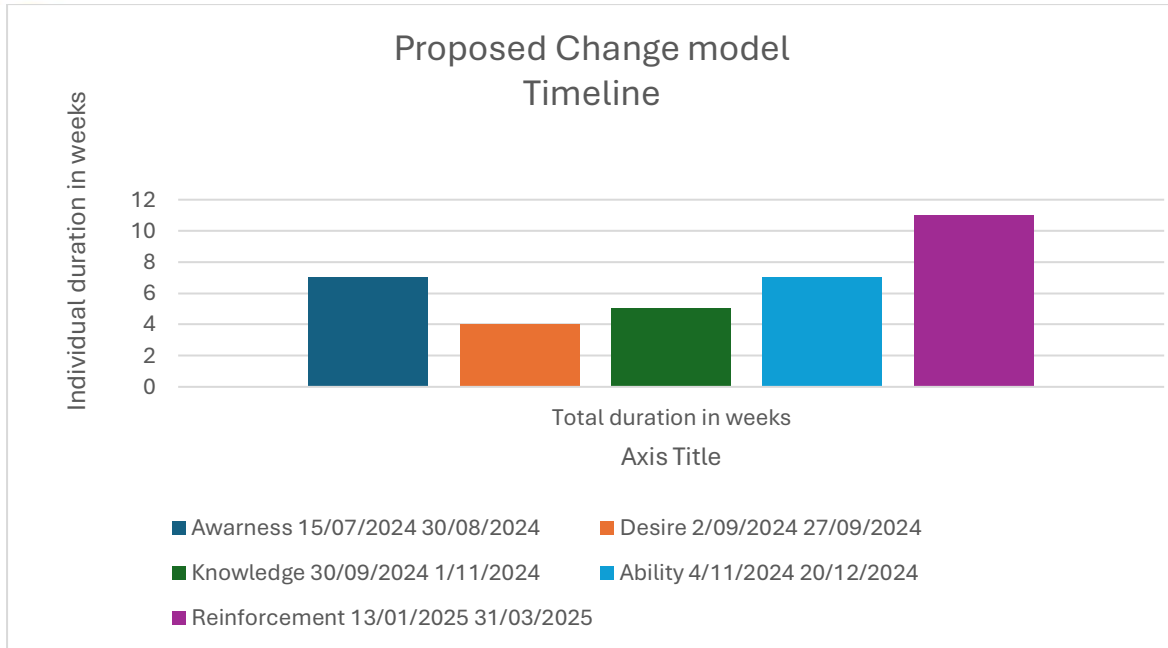
A = Awareness (of the need to change)

D = Desire (to participate in and support the change)

K = Knowledge (on how to change)

A = Ability (to implement required skills and behaviours)

R = Reinforcement (to sustain the change)

Following the **ADKAR's** change management model below is the planned action to implement the proposed change.

Proposed Change model Timeline

- Awarness 15/07/2024 30/08/2024
- Desire 2/09/2024 27/09/2024
- Knowledge 30/09/2024 1/11/2024
- Ability 4/11/2024 20/12/2024
- Reinforcement 13/01/2025 31/03/2025

Detailed implementation Plan

Project Name	Flowingly Process mapping SaaS implementation.
Date	15th July 2024
Project Client	Hurunui and Kaikoura District Councils

Project Overview	Timeline
STAGE 1. Awareness	15th July – 30th August 2024 • Promapp review and brief introduction to Flowingly to the department managers and the process Champions • Objective of these meeting and catch-up is to raise awareness of the need to change.
STAGE 2. Desire	2nd September – 27th September 2024 • Facilitated workshop to department managers and process champions. • Objective is showing the basic functional difference between two products.

	• Focus on "ease of use", thus creating a desire to participate and support the change.
STAGE 3. Knowledge	**30th September – 1st November 2024** • Identification of the departmental process to be migrated from Promapp to Flowingly • Listing of the processes and reviewing the expired process (process that are due to be either reviewed or updated) • Induction and webinar from flowing on how migration will work and how the migrated process will look like in Flowingly. • Objective is to ensure the key drivers of the change have the foundational knowledge on how the change will be effectively implemented.
STAGE 4. Ability	**4th November – 20th December** • Stop using Promapp. • Induction Program kick off for flowingly. • Induction Phase 1 – Department managers and process champions • Induction Phase 2 - end users induction carried out in a group (details to be communicated month in advance) • Objective is to ensure end users gain the skills set required to use the software.
STAGE 5. Reinforcement	**13th January 2025 – 31st March 2025** • Continued in house induction program. • Review and feedback on processes. • Weekly newsletters – celebrating success and highlighting process improvements. **1st April onwards** • Ongoing support and continuation of mapping departmental and cross functional process • Objective is to ensure adequate reinforcement is kept it place to sustain the change.

Goals and Objectives	Stage 1: To be completed by ***30/8/24.*** Stage 2: To be completed by ***27/09/24.*** Stage 3: To be completed by ***1/11/24.*** Stage 4: To be completed by ***20/12/24.*** Stage 5: To be completed by ***31/03/25.***
Project Scope	Processes that are currently enacted by HDC & KDC employees.
Target Audience	All HDC and KDC employees
Success Criteria	The quality and accuracy of process maps will be determined by their persistent accuracy and replicable validity in the undertaking of daily tasks and duties in pursuit of HDC and KDC business, on behalf of its rate payers and constituent stakeholders.
Budget	Percentage of Flowingly license as share between Hurunui and Kaikoura District Councils. The undertaking of process identification, recording and Process Map creation will be contained within existing budget for council employee provision of service.
Timeline	TBC for each stage.