Change Process Modelling using the EKD - Change Management Method

Selmin Nurcan, Judith Barrios, Georges Grosz, Colette Rolland
CRI, Université Paris 1 - Panthéon - Sorbonne

The Seventh European Conference on Information Systems (ECIS’99)

Introduction and Context of Work: The ELEKTRA Project

Managing change in electricity supply and distribution companies due to deregulation rules issued by the E.C.

Public Power Corporation, Greece
- 35,000 employees
- operating as a total monopoly
- 6 million customers

The purpose of the work: to allow the ESI sector companies to deal with change in a controlled manner which would lead to an evaluation of alternative options of possible means to meet the objectives for change.
The EKD-CMM approach to change process modelling

Modelling the alternative scenario for change

Contextual forces imposed by the E.U. on PPC

Current Situation  Alternative scenario for change  Possible Future Situations

The set of alternative scenario for change: the change process model

The EKD-CMM Process Intentions and Strategies

Elicit Enterprise Goal Structure refers to activities that are needed to identify goals and to relate them one another through AND, OR and AND/OR relationships.

Conceptualise Enterprise Business Process Model refers to all activities required to construct a business process model.
Implementing the Goal Deployment strategy: an overview

Contextual forces
- Change PPC distribution to comply to the E.U. rules
- Enter the competition market
- Introduce means for TPA

PPC Distribution requirements
- Achieve higher rate of return
- Develop a customer oriented culture
- Reduce debt
- Improve billing cycle and accounting procedures
- Introduce structural unbundling
- When necessary to visit Distribution offices apply one point contact procedures

The current state
Run PPC distribution
Satisfy customer requests
Supply L/V customers with electricity
A1, A4, ...
A6, A39', A4
Ensure product quality
Minimise operational costs
Ensure safe and continuous electricity provision
Alter characteristics of existing customer installation
Handle financial aspects of electricity

Change Process Model

The change process model

A hierarchy of change goals
- Reorganise the PPC distribution to comply with the E.U. rules
- Improve Serve efficiently non-eligible customer
- Improve Serve efficiently non-eligible customers
- Introduce Introduce intelligent front desk for serving efficiently non-eligible customers
- Introduce Unbundle technical customer operations

The new PPC distribution processes are attached to the leaves
Constructing the change process model

Modelling the scenario for change is based on a goal deployment approach.

Modelling following the goal deployment approach:
1. Reflect CF on CS
2. Take Reqs into account
3. Elicit change goals (CG)

Illustrating goal deployment step by step

Change PPC distribution to comply with the EU rules
Enter the competition market
Introduce means for TPA

1. Reflect CF on CS
2. Take Reqs into account
3. Elicit change goals

The goal deployment approach

Run PPC distribution
Satisfy customer requests
Ensure product quality
Minimise operational costs

Reorganise the PPC distribution to comply with the EU rules
Serve efficiently non eligible customers
Introduce new means to serve efficiently eligible customers
Illustrating goal deployment step by step

The goal deployment approach
(2) Take Reqs into account
(3) Elicit change goals

- Run PPC distribution
- Ensure product quality
- Satisfy customer requests
- Minimise operational costs

Reorganise the PPC distribution to comply with the EU rules

INTRODUCE
Introduce a customer oriented culture

INTRODUCE
Introduce new means to serve efficiently eligible customers

IMPROVE
Serve efficiently non eligible customers

INTRODUCE
Introduce a customer oriented culture

Typology of change goals

There are 5 types of impact leading to 5 types of change goals

MAINTAIN
Maintain the safe and continuous provision of electricity

CEASE
Cease offering services to public organisations

EXTEND
Extend current procedures

IMPROVE
Improve customer satisfaction for new installation request

INTRODUCE
Introduce a customer oriented culture
Illustrating goal deployment step by step

1. Change PPC distribution to comply to the E.U. rules
   - Enter the competition market
   - Introduce means for TPA

2. The goal deployment approach
   - Envision alternative scenario for change
   - Run PPC distribution
   - Ensure product quality
   - Minimise operational costs
   - Satisfy customer requests

3. Reorganise the PPC distribution to comply with the EU rules
   - Improve current practices for serving efficiently non eligible customers
   - Introduce intelligent front desk for serving efficiently non eligible customers
   - Introduce one point contact procedure
   - Introduce following up of customer satisfaction survey
   - Introduce special training programs

* Use all available technologies to reduce customers visiting Distribution offices
* Minimise waiting period to serve an application
* When necessary to visit Distribution offices apply one point contact procedures
* Study customer satisfaction
* Define special training programs
* ...
The iterative and top-down nature of the approach

The goal deployment approach

1. Run PPC distribution
2. Ensure product quality
3. Minimise operational costs
4. Satisfy customer requests
5. Supply L/V customers with electricity

Ensure safe and continuous electricity provision

Offer services to Public Organisations

The PPC change process model: overview

Reorganise the PPC distribution to comply with the E.U. rules

Serve efficiently non eligible customer

Improving current practices for serving efficiently non eligible customers

Maintain the safe and continuous provision of electricity

Maintain the safe and continuous electricity provision

Cease offering services to public organisations

Maintain financial aspects of electricity installation to customers

Maintain agricultural electrification handling

Cease supply of installation to M/V

Maintain current practices for stopping electricity supply

IMPROVE

IMPROVE

IMPROVE

IMPROVE

IMPROVE

IMPROVE

IMPROVE

A1*, A4*, A17**
The complete change process model

EKD-CMM Guide Book Objectives

- To represent multiple ways of working and to guide the selection of most appropriate route to the situation at hand
- To help selecting the task to be executed next in the route
- To guide the task performance
Helping the Selection of the Task to be Executed

Each route identifies the set of tasks to be performed and suggests their ordering.

Follow the Bottom-up Route

The bottom-up route comprises six steps, namely B1 to B6. The guidelines to perform each step is accessible by the name of the corresponding modelling strategy (like blue underlined statement in the following table):

- B1: Conceptualise Current BPM from Start following Strategy
- B2: Ellicit Current Goal Structure from Current BPM following Strategy
- B3: Ellicit Future Goal Structure from Current Goal Structure following Strategy
- B4: Ellicit Change Goal Structure from Current Goal Structure following Strategy
- B5: Ellicit Most Suitable Change Goal Structure from Change Goal Structure following Strategy
- B6: Stop from Change Goal Structure following Strategy

Guiding the Performance of the Task

There is a guideline for each task providing advice and recommendations on how to carry out the task.
Conclusion

**EKD-CMM**: a structured method of handling organisational change.

The **goal deployment** approach allows the generation of the alternative scenario for change:
- a systematic approach focusing on the discovery of alternative scenario for change
- pinpointing the impact of change on the current practices

The **EKD-CMM Guide book** provides support for:
- Route selection
- Task selection
- Task performance

**Current and Future work**:
- Definition of means for scenario evaluation
- Definition of reusable change process patterns
- Enactment of the change process model