

Operations Technology Projects Aligned with Operations Road Map & Objectives

Operations Department



Contents

Overview and Department Road Map

Portfolio Scoring Description and Outcome

Implementation Structure and Framework

Overview

The purpose of this briefing is to provide an overview of the technology road map for operations and how it aligns with overall operational objectives. The process for prioritization was completed using a portfolio prioritization tool that provides for the setting of impact weights based on categories and then scoring projects based on those weights.

The document begins by providing an outline of the department road map and key goals and objectives. It then transitions into prioritizing key technical initiatives that support the road map. The outcome produces a matrix that serves as a guide for then prioritizing and linking initiatives together. Finally, it outlines the organizational alignment being established to support the implementation and ongoing execution of this model.

Operations 12 Month Road Map

Operations Roadmap (2016 - 2017)															
01-Jun-15	Priority	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Department Level															
Core Financials -- Inventory Management/Workforce Mgmt	High														
Budget Implementation	High														
Document Management/Workflow	Important														
Super Agent Model	High														
Service Catalog	High														
Regional Distribution	High														
Issuing															
Improve Station Performance/Utilization/Inventory Mgmt	Urgent														
Improve Station Management	Urgent														
Improve Station Output	High														
Improve Verification Acceptance Rate	High														
Training	Important														
Critical Projects															
Post Enrollment	High														
Ministry of Education	High														
Pre Enrollment	High														
Acquiring															
Improve Merchant Performance	Urgent														
Increase Merchant Acquisition	Urgent														
Increase Terminal Replacement	Urgent														
Improve UAT Procedure	High														
Specialized Maintenance	Important														
Training	Average														
Critical Projects															
Farah Card	Urgent														
MasterCard	High														
Support															
Improve CO/BB Performance	High														
Improve Customer/Merchant Experience	Urgent														
New Outreach Program	High														
Merchant Onboarding/Support Packaging	Important														
Improve Service Levels	Important														
Create Facility Maintenance Program	Average														
Critical Projects															
IVR Implementation	Average														
Trouble Ticketing Implementation	Average														
CRM	Important														

Departmental Key Objectives

These were provided as guidance in lieu of an operating plan, but they are closely aligned with the CEOs stated vision and objectives.

- 1 Increase Beneficiaries
 - Reduce time from acquisition to card usage. **A** From current 3-9 mo's to 2 mo's.
 - Increase service availability (Add 1000 Merchants) **B** Add 1000 Merchants certified to issue and acquire
 - Improve Service Levels (Reduce response times by 50%) **C** Current response times on all services to be reduced by 50%
- 2 Increase Transaction Volume
 - New Merchants **D** Increase Gold/Platinum 20%
 - Franchise Merchant Model **E** 4 Franchise Merchants in 2016
 - New Service Introduction **F** 20% Tx from non-Cash out
 - Customer Service w/ Upsell services **G** 4% of Revenue from Upsell srvcs
- 3 Increase Gross Margin
 - Decrease footprint **H** 10% Cost Optimization
 - Automation of service delivery **I** Workflow, Ticketing, Asset Mgmt

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Project Prioritization Description

Project Prioritization Tool

Instructions

1. In the "Weightings" tab weight the importance for each prioritization criteria. Be sure that your total weight equals no more or less than 100%.
2. Note that Over-Team, Over-Budget and Technical Risk are negative criteria. Therefore, if cost/risk is high, rank low, and vice versa.
- 3. In the "Project Scoring" tab below, rank each Project (Green, Amber, Red cells) on a scale of 1-10.**
4. In the "Rankings" tab, sort the results to assist in making project go/no-go decisions at key project process checkpoints.
5. View the automatically generated "Bubble Matrix" which provides a visual representation of the data from the prioritization exercise.
6. Prioritize projects & initiatives and provide resources for projects that have the best fit, attractiveness, feasibility and lowest risk.

Scoring and Prioritization Description

Project Prioritization Tool

Weighting Scale									
Strategic Fit			Economic Impact			Feasibility			Total
Alignment w/ Company Goals	Market Positioning	Core Capabilities	Quality Enhancement	Improved Throughput	Cost Optimization	Technical Risk	Resources - Financial	Resources - People	
5%	5%	10%	10%	15%	40%	5%	5%	5%	100%

Ranking Criteria & Definitions:

Alignment with Company Goals - how aligned is this project to corporate goals & objectives?

Market Positioning - how well does this initiative position us ahead of our competition?

Core Capabilities - does this initiative leverage our internal core capabilities (technology, operations, sales & distribution)?

Quality Enhancement - what direct or indirect affect this has on quality of service?

Improved Throughput - how will this affect the output and productivity

Cost Optimization - what is the anticipated affect on cost of operations?

Technical Risk - what is the probability of overcoming the technical challenges of the project?

Resources - Financial - do we have the financial resources to execute this initiative?

Resources - People - do we have the skills & bandwidth to execute this initiative?

Prioritization Tool

Project Prioritization Tool

Projects & Initiatives	Strategic Fit			Economic Impact			Feasibility		
	Alignment w/ Company Goals	Market Positioning	Core Capabilities	Quality Enhancement	Improved Throughput	Cost Optimization	Technical Risk	Resources - Financial	Resources - People
Weighting	5%	5%	10%	10%	15%	40%	5%	5%	5%
Customer Service Processes	9	8	7	9	9	9	9	8	6
Inventory Management	9	7	6	8	10	10	5	6	5
Document Management/Workflow	7	6	7	8	10	7	4	8	4
Forms Integration	8	7	4	8	10	7	3	8	4
Ticketing	8	7	8	9	10	9	3	7	3
Field Force Management	6	7	4	8	9	10	2	8	1
Information Portal for Business Intelligence	9	9	9	8	8	6	4	8	4

Project Priority Scoring

Project Prioritization Tool

Note: Sort by selecting all cells then click "Data" in the navigation menu and "Sort". You can sort by Project Score (Largest to Smallest).

Project	Project Score	Strategic Fit	Economic Impact	Feasibility
Customer Service Processes	7.0	1.8	4.4	0.8
Inventory Management	3.3	1.1	1.4	0.8
Document Management/Workflow	3.1	1.0	1.3	0.8
Forms Integration	3.0	1.0	1.3	0.8
Ticketing	3.2	1.2	1.4	0.7
Field Force Management	2.8	0.9	1.4	0.6
Information Portal for Business Intelligence	3.3	1.4	1.1	0.8

Bubble Matrix of Scores



Contents

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Decision Support Unit

Primary Role:

The decision support unit's primary function is to facilitate the implementation and execution of the Operations Road Map.

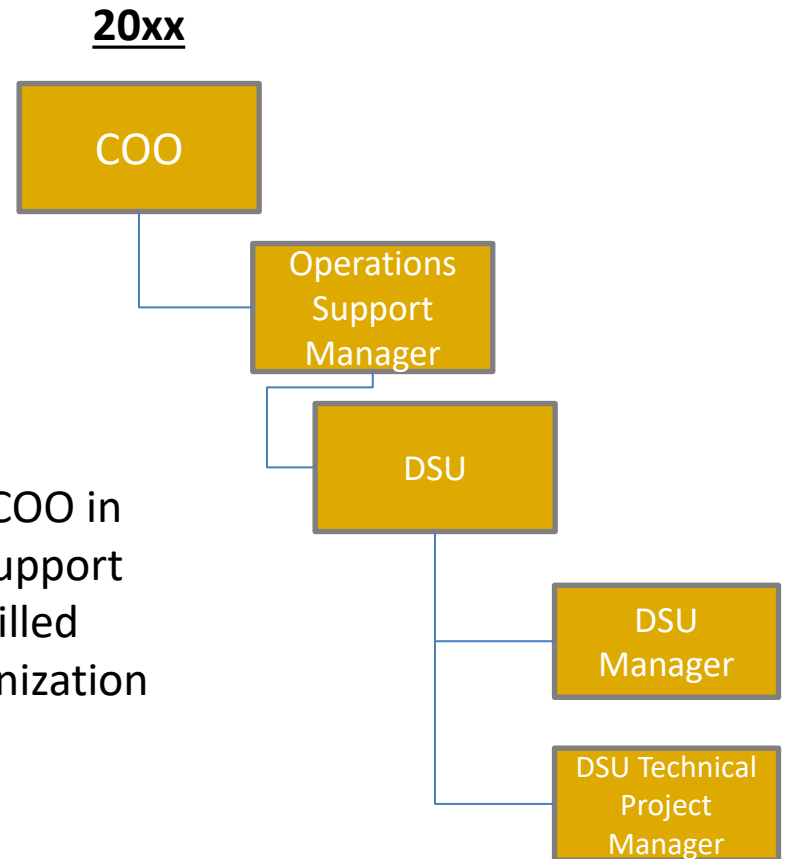
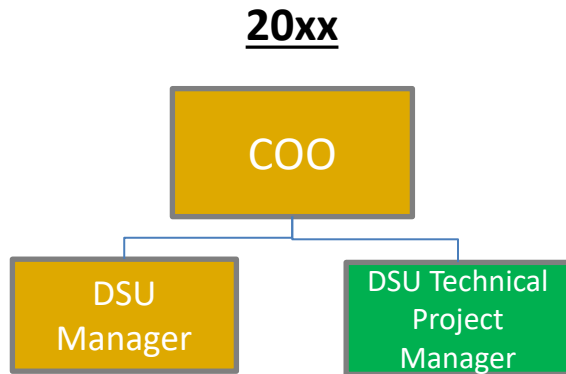
Program Execution and Analytics:

The DSU will support Operations in the execution of its key strategic programs and initiatives as defined in the road map. Typically the DSU will operate against pre-defined 90 day work plans provided by the COO and based on critical path initiatives. The DSU will also provide critical analytics to operations to assist in proper and informed decision making and implementation.

Technical Automation Support:

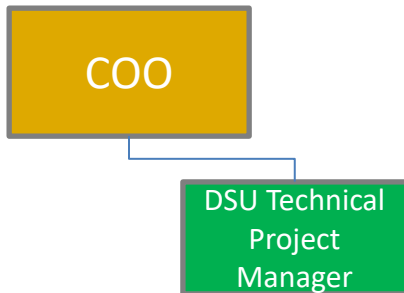
Many of the Operations needs both today and going forward will require and be leveraged by the application of technology. This technology will be provided by and supported by the technical team. However, to meet specific requirements and to rapidly deploy enhancements on top of this technology, the DSU will provide both business requirements development and customization support.

DSU Structure



Both positions will report directly to the COO in the interim period until the Operations Support Manager post is filled. Once this post is filled the DSU will be as per the approved organization structure of May 20xx.

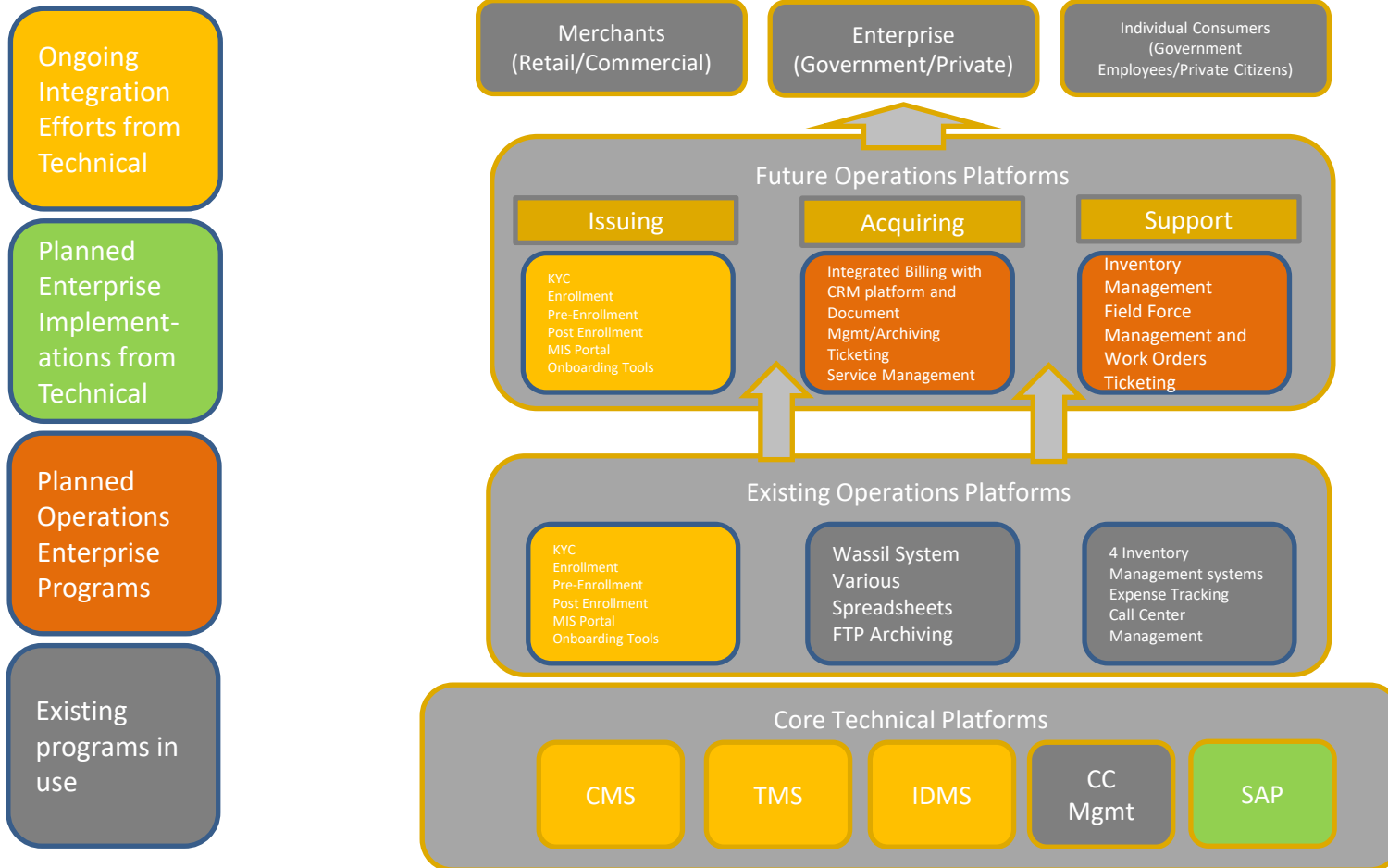
DSU Technical Project Manager



Main Responsibilities

- Develop business requirements, process maps, technical specifications aligned with Operations Framework.
- Coordinates key technology initiatives as defined by the operations roadmap or directed by the COO.
- Provides customization support for applications deployed in Operations by the Technical department in support of automation.
- Provide required standards and guidelines for requirements gathering, planning, and coordination with the Technical department.
- Develop and maintain all policies and procedures related to the governance of DSU as it relates to technology initiatives.

Operations Technology Framework Alignment



Conclusions

Road Map:

The operations road map has been designed to guide the operations functions towards a self-sustaining and leveraged business model. In parallel it focuses on key organizational and infrastructure requirements necessary to meet business needs both today and in the future.

Decision Support:

The DSU will be the champion of executing the road map which will include the technology infrastructure supporting the business model and transforming the way operations does business.

Technical Automation Support:

There are many elements of the technology infrastructure that require significant requirements gathering, mapping to business needs, and incremental implementations. This is all in alignment with what the Technical team is putting forth as a framework and will not only adhere to the governance model, but actually become an example.