



# Caledonian MacBrayne

Hebridean & Clyde Ferries

## Transforming CalMac with BusinessOptix Case Study

### Background

CalMac set out on a journey to support their business strategy of introducing Smart and Integrated Ticketing.

The initiative started by looking at the current systems and concluded that in order to achieve the objective an upgrade of ticketing system (used to sell ferry tickets for 4.5m journeys per annum) was required.

The Initial phase of work resulted in a transformation plan, it was obvious that they had limited capabilities to deliver the plan as details of the business model and processes, that would drive the design, were not documented.

### Meeting the Need

Process consultants were brought on board to get the initiative up and running, provide support to capture the process knowledge embedded in the minds of the teams and help design the future state.

BusinessOptix was procured to model the business and its processes. From initiation to final delivery BusinessOptix was used to:

- Create a basic target operating model so the organization could understand the system, process and people requirements across key business areas
- Create an understanding of the 'as-is' and design the future 'to-be' processes and procedures
- Create a specification and IT architecture for the new system including gathering requirements, system design and creating an Invitation to Tender
- Create organization charts and understand skills and resource gaps. All of which are mapped to the SFIA framework, which in turn was used to create and deliver training plans

- Collaboratively create the ITT and share it with internal stakeholders and external suppliers. Activities included content creation, reviews and rating the bids
- Collect and report on employee feedback using forms and questionnaires which were published online and made available to field staff at multiple locations
- Share documents and information in formats that meet the teams varying needs from online access in real-time to Word and PDF formats

### Reaching Positive Outcomes

CalMac's transformation program has been very successful to date and is on track to deliver the £50m enterprise transformation in one year.

BusinessOptix has helped reshape how the organization works and in doing so has replaced siloed work environments with open and collaborative tools that have enabled colleagues to share and the organization to gain a joined-up view across key business areas and systems.

**"BusinessOptix has put us in control of our initiative and expedited our business transformation"**

**Roger Willison-Gray, Information Systems Director, CalMac**

Examples of the changes include:

- Efficient ways of working with major stakeholder Transport Scotland. Previously when sharing plans static documents would have been taken to meetings, now BusinessOptix is used in real-time to explain the project and dynamically capture feedback, comments and requests. This has driven a 20% improvement in efficiency and time saved taking notes and making updates at a later stage
- A centralized and shared view of the initiative. Everyone involved in the initiative can now see theirs and related parts in a single joined-up repository
- A move away from siloed org charts. In the past departments would have each managed their organization charts in silos using different formats that made it hard to create a single view of the organization. Now it takes 4 to 5 times less time to gain a clear view of the organization

When BusinessOptix first landing in CalMac, there was some resistance from people who were used to using a mixture of Visio, Word and Excel. This was quickly overcome as they started using and seeing the value and benefits it brings e.g. ease of creating and updating content, processes, documents and data etc.

Feedback from users is very positive: the BAs find it very easy to use and the team as a whole are gaining benefit from having the support of an onsite consultant plus the flexibility of being able to engage with the BusinessOptix team to request changes to the platform.

BusinessOptix has also saved on the cost of expensive Visio licenses and enabled the team to be 2 to 3 times more productive than when they were using Visio.

In summing up the role of BusinessOptix in CalMac, Roger Willison-Gray commented that “BusinessOptix has put us in control of our initiative and expedited our business transformation”.

## Where Next?

BusinessOptix is now embedded in the business as a strategic tool for hundreds of users. Next up is to complete the transformation initiative and as part of that use BusinessOptix to help quantify the end-to-end and ongoing benefits.

## About BusinessOptix

At BusinessOptix, we help organizations Control Today, Navigate Tomorrow™ to achieve the next level of customer and operational excellence. Our cloud-based Business Process Transformation suite is used by hundreds of global firms to capture and redefine business operating and process models, accelerate transformations across the enterprise, improve operational efficiencies and streamline go-to-market processes.

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