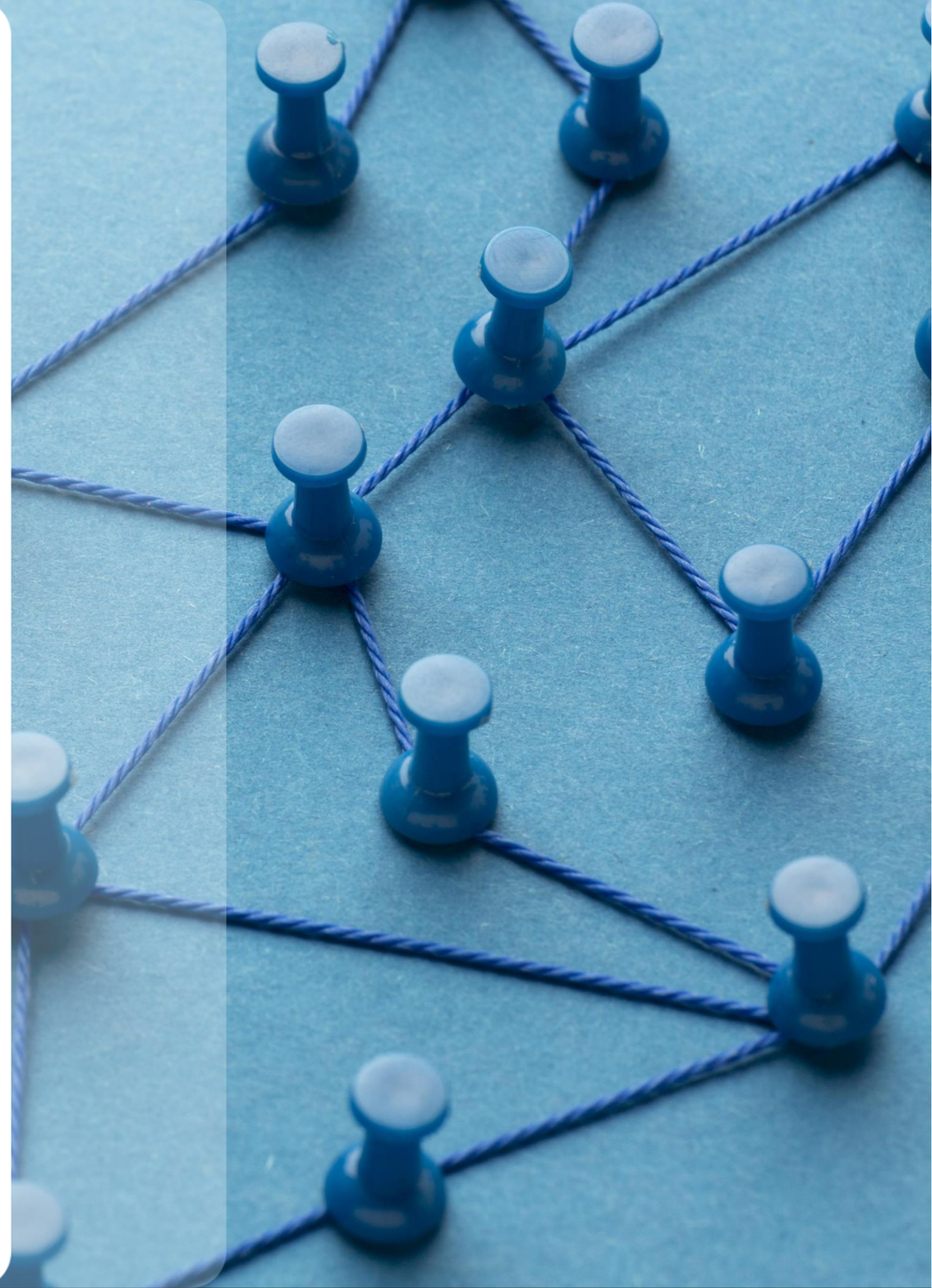
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APPLICATION OF FUNCTIONAL ANALYSIS FOR DESIGNING BUSINESS SYSTEMS



MEET ANTON KOZHEMYAKO

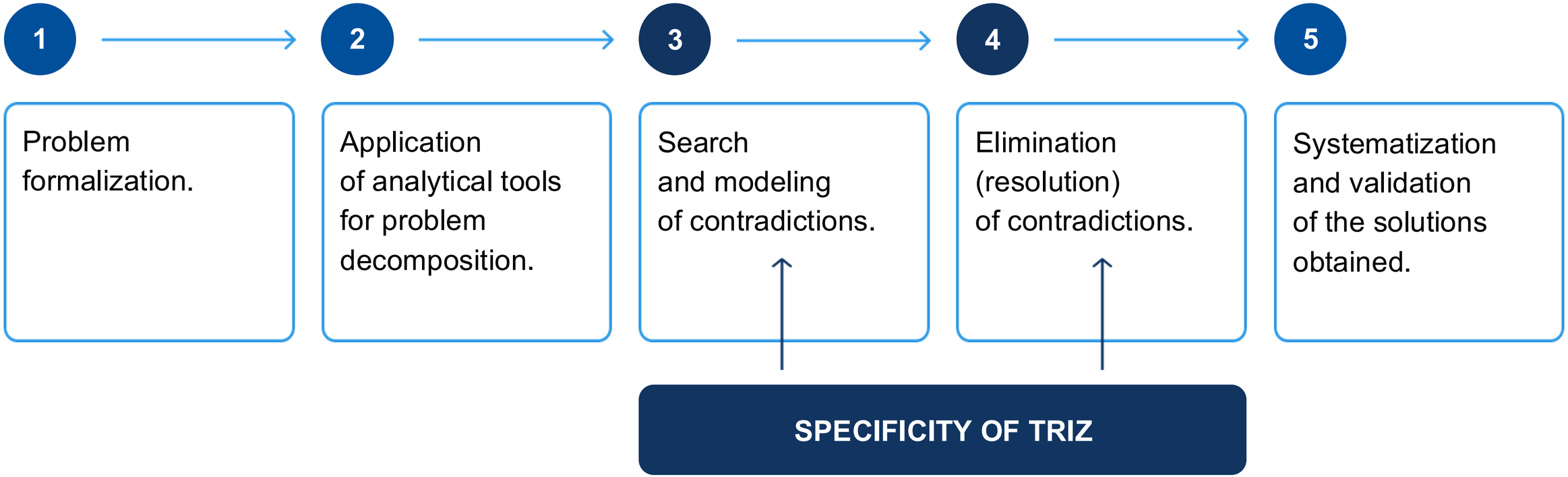
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- Vice President of MATRIZ Official in Russia.
- Author of 6 books, including "TRIZ. Solving Business Problems," "TRIZ. A Step-by-Step Guide to Business in Diagrams," and "Business TRIZ."
- Founder of the TRIZ Business Association, representative of the IBTA Advisory Council.
- Master of Business TRIZ.
- TRIZ Specialist, Level 4.

WORK SEQUENCE FOR SOLVING A PROBLEM USING BUSINESS TRIZ

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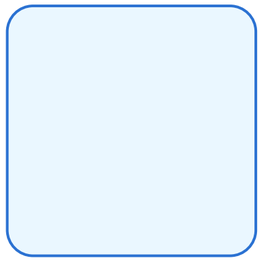


CORE BUSINESS TRIZ MODELS

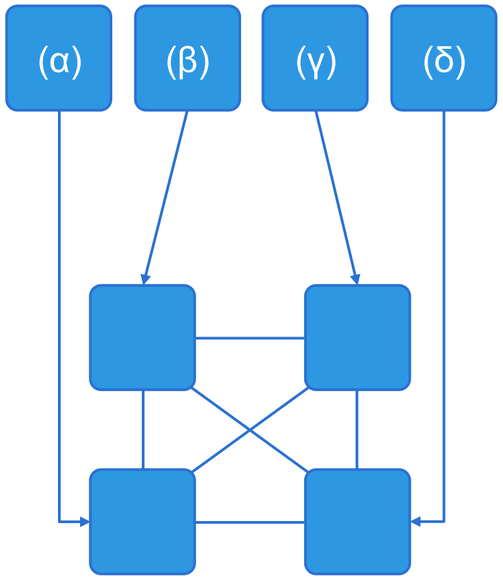
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1. System of the 1st kind.

1. (a) (b)…

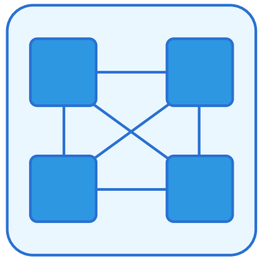


2.



3.

4. (a) (b)…



Technical TRIZ operates with systems of the 1st kind.

2. System of the 2nd kind.

Structural diagram of the object



Layering of the scheme

Initial interpretation of the structural system



Domain of existence of objects

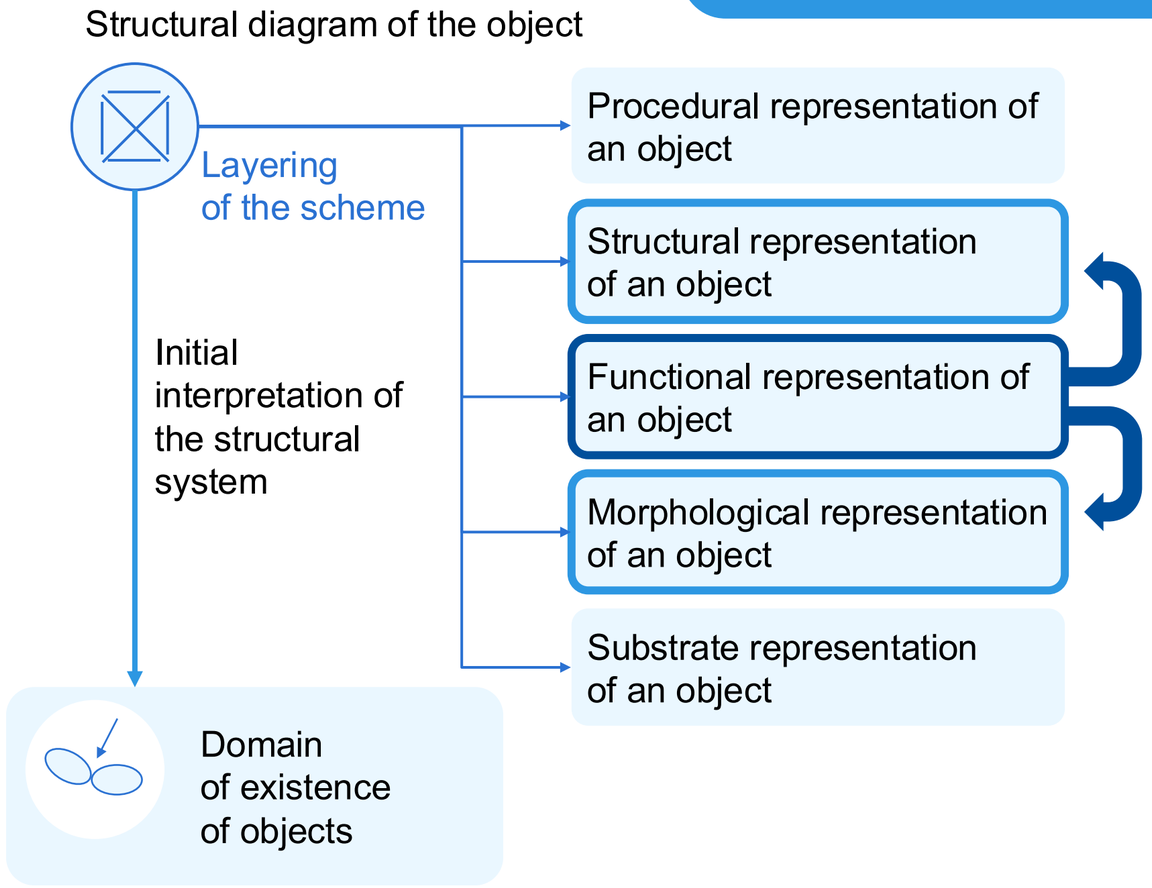
- Procedural representation of an object → Processes as an ideal object
- Structural representation of an object → Relationship structures as an ideal object
- Functional representation of an object → Function structures as an ideal object
- Morphological representation of an object → Organization of material as an ideal object
- Substrate representation of an object → Material as an ideal object

Systematic assembly of a unified representation of an object

FUNCTIONS, INTERNALS PROCESS AND STRUCTURE

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2. System of the 2nd kind.



BUSINESS TRIZ APPROACHES FOR FUNCTIONAL DESIGN OF BUSINESS SYSTEMS

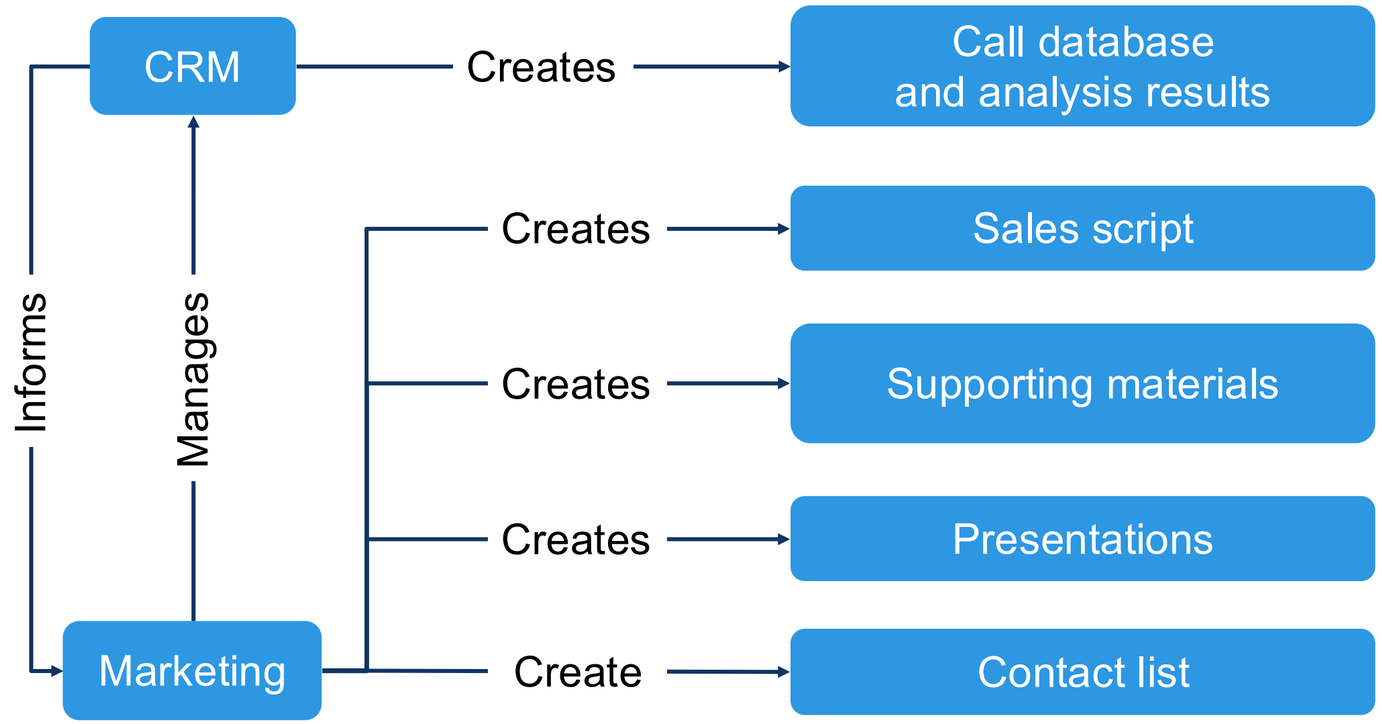
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1. **A functional “as-is” model is created.**
2. **The function’s impact on the unit’s goals, cost, duplication, and over- or under-functionality are assessed. Substantive deficiencies are examined.**
3. **The desired configuration of the functional model is developed.**
4. A process model of the future system (business processes) is created.
5. An organizational chart of the unit is created.
6. The unit’s financial incentive system is designed.
7. Professional role profiles for employees are developed.

FIRST, WE BUILD THE GRAPHICAL FUNCTIONAL MODEL AS IT IS NOW

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A small fragment of the functional model from a sales department design project.

BUSINESS TRIZ APPROACHES FOR FUNCTIONAL DESIGN OF BUSINESS SYSTEMS

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1	№ functions	Function owner	Action	Function object	Function performance level	Importance of the function for achieving goals	Function effort	Functional deficiencies - first pass	Functional deficiencies - second pass	Note
2	1.1	Project Manager	Forms	Application	A			No.		
3	1.2		Informs	Secretary	A			A highly qualified specialist spends too much time on a task that could be handled with a script.	1). Excessive effort: routine communication with the secretary is handled by a highly qualified Project Manager.	The secretary often slows down the process (does not let the communication through).
4	1.3		Informs	Veterinarian	A			Unsystematic interaction.	No clear understanding of what information to communicate and how to deliver it to a specific person.	Uncooperative. Possible competition. Often a direct competitor, involved in kickback schemes.

KEEP THE GOALS MAP IN FOCUS

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Strategic Target (Qualitative Goal)

- Acquiring New Clients
- Retaining Existing Clients

- Overall Commercial Targets: 1.6 billion rub
- Margin (Revenue – Direct Project Costs): 30%
- Overdue Accounts Receivable: no more than 3% of company turnover

New client target: 750 million by June 30, 2027.

Revenue Growth from New Clients

- Food Industry Enterprises: 520 million rub
- Agricultural Enterprises: 283.32 million rub
- Other: 48 million rub

Marketing

- A Leads (current conversion rate: 14%; target should be higher) – 15 leads
- B Leads (current conversion rate: 12.5%; target should be higher) – 100 leads
- Develop a unified value proposition and ensure consistent understanding across all company departments and the market

Sales

- A Contracts: min 2 contracts
- A+ Contracts: min 1 contract
- B Contracts: min 5 contracts

Service, sales

- NPS: min score of 4 out of 5 (service quality is assessed based on NPS)
- Response Time:
  - No more than 2 days for complex requests
  - No more than 2 hours for simple requests
- Average Service Quality Rating: min 98%

Sales and Service Support: ENPS – min 4

BUSINESS TRIZ APPROACHES FOR FUNCTIONAL DESIGN OF BUSINESS SYSTEMS

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1	№ functions	Function owner	Action	Function object	Function performance level	Importance of the function for achieving goals	Function effort	Functional deficiencies - first pass	Functional deficiencies - second pass	Note
5	1.4		Informs	Sanitary physician	A			Unsystematic interaction.	No clear understanding of what information to communicate and how to deliver it to a specific person.	Uncooperative. Possible competition. Often a direct competitor. Fear of change.
6	1.5		Informs	Production Director	A			Unsystematic interaction.	No clear understanding of what information to communicate and how to deliver it to a specific person. Lacks the skill to answer tough questions.	The Project Manager often feels lower in rank.

MOVING DOWN FROM FUNCTIONS TO BUSINESS PROCESSES

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№ Functions	№ BP	Function	Process type	Process owner	Management and control	Process name	Process inputs	Process output	Process customer	Tools and resources
		Project Manager								
1.1	1.1	Project Manager prepares a request / informs the company's decision-making center.	B	Project Manager	Head of Sales	Request preparation	CRM report, sales book, technical specification	The request has been generated and accepted by the company's decision-making center	Head of Sales, Technical/Regional Director, HR Department, Project Manager	CRM system, communication tools, request template, portal
1.2-1.13	1.2	Project manager informs the client's decision-making center.	C	Project Manager	Head of Sales	Deal advancement	Client card in CRM, company website, catalogs, contact research	Deal	Project Manager, Head of Sales	Business trips, sales book, CRM

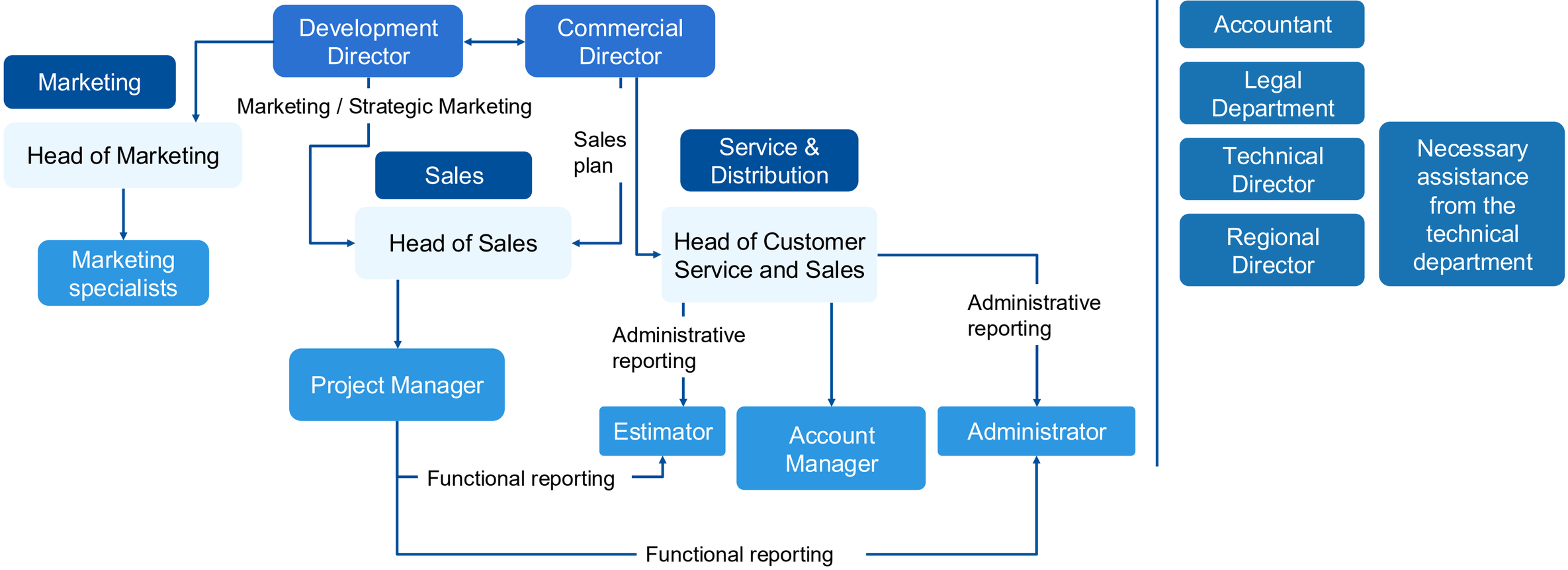
MOVING DOWN FROM FUNCTIONS TO BUSINESS PROCESSES

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№ Functions	№ BP	Function	Process type	Process owner	Management and control	Process name	Process inputs	Process output	Process customer	Tools and resources
1.14	1.3	Project Manager develops the deal advancement strategy	C	Project Manager	Head of Sales	Development of the deal advancement strategy	Project Manager regulations, sales book, CRM, discovery scripts, technical specification, meeting minutes, estimate, commercial proposal for a decision-making center, contract	Strategy tailored to the specific client	Project Manager, Head of Sales	CRM, communication tools, deal regulations, sales book, knowledge base
42.1 42.2	3.13	Marketing creates the lead list / informs the Project Manager	B	Marketing	Head of Sales	Creating a lead list for the Project Manager to work with	Lead-generation service, online catalogs, online directories, contacts from exhibitions and conferences	Lead database prepared for processing by the Project Manager	Project Manager	AMO CRM, lead-generation service, online directories, conference contacts
33.1	3.3	CRM organizes the procedure for cleaning / updating the CRM database	B	Marketing	Director	Regular cleaning and updating of the CRM database	AMO CRM, duplicate/outdated contacts, new contact lists	Clean, up-to-date database	Project Manager, Head of Sales, Director	AMO CRM, Specification for database cleaning/updating

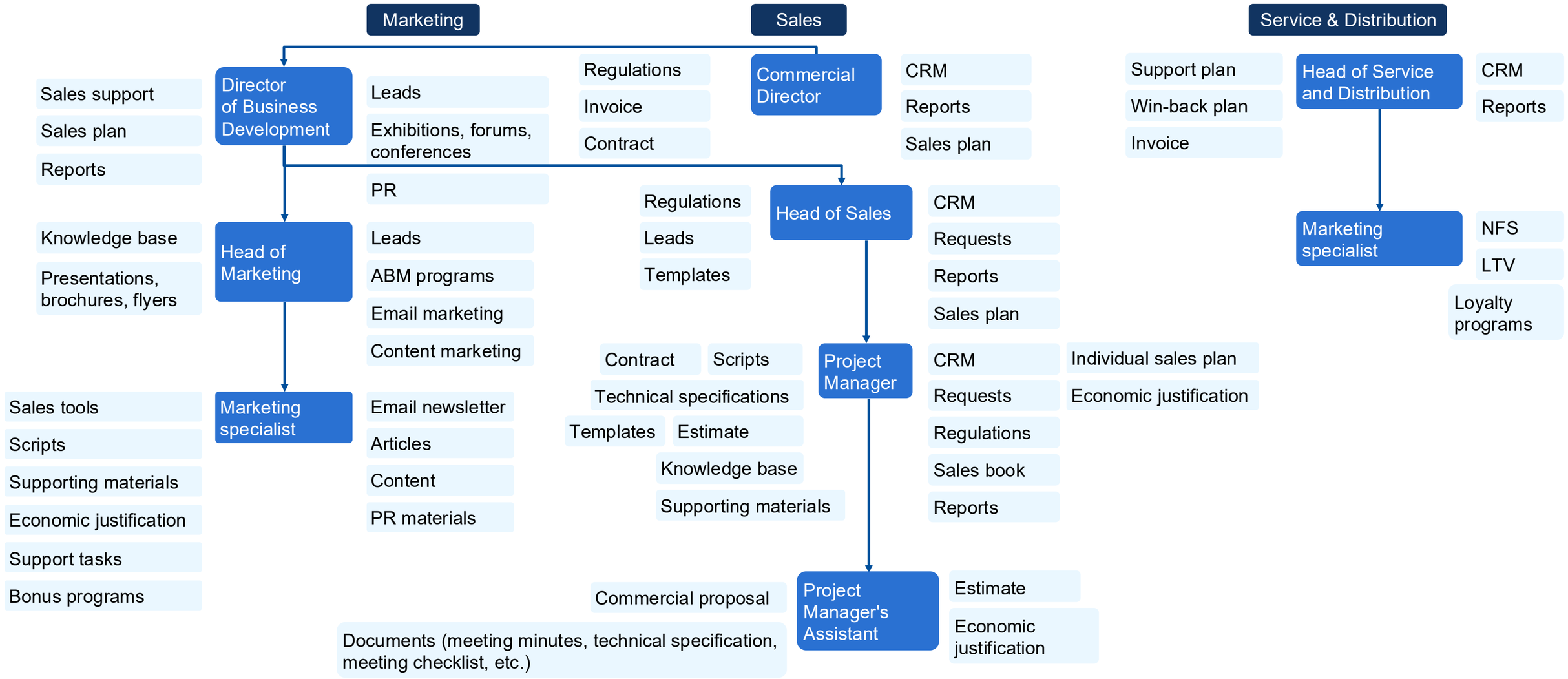
MOVING DOWN THE STRUCTURE
HOW IT SHOULD BE

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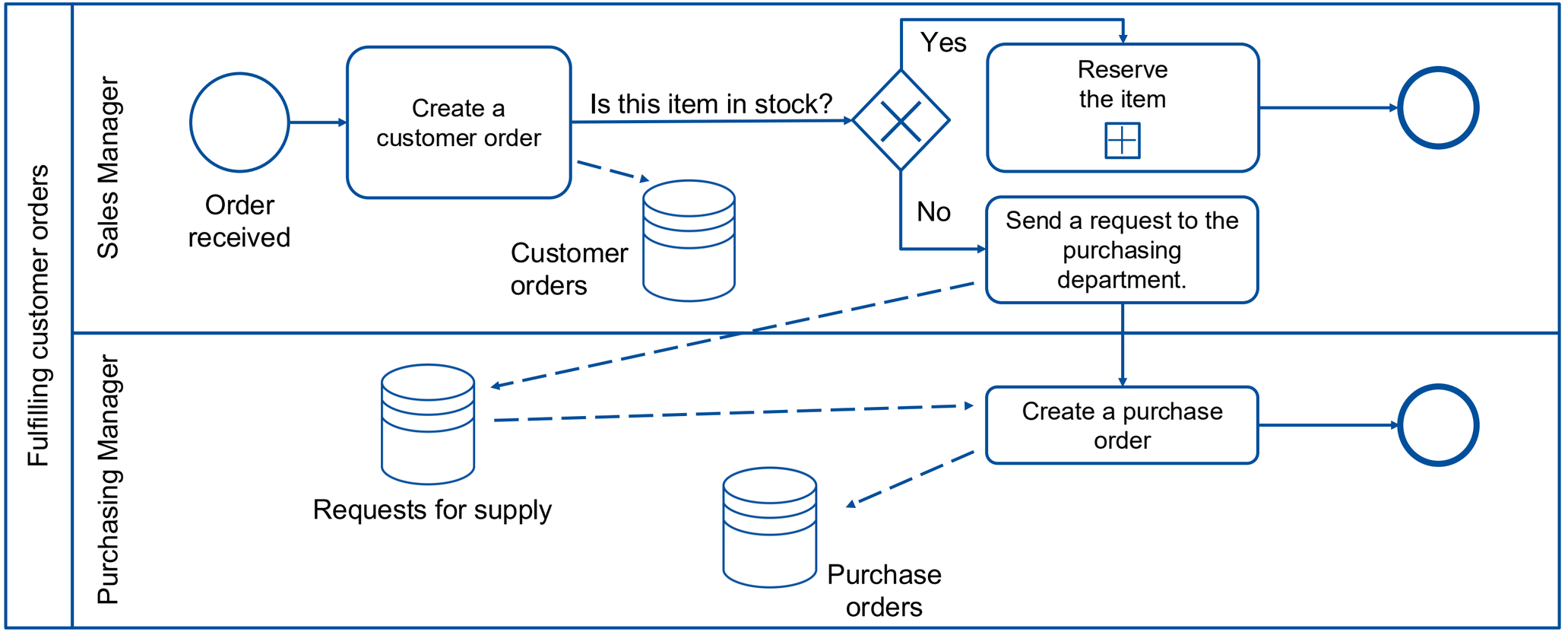
THE COMPONENT MODEL: THE IDEAL STATE

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THE PROCESSES CAN THEN BE FURTHER DETAILED USING BPMN NOTATION

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TRANSITIONING TO THE DEVELOPMENT OF A KPI SYSTEM, A FINANCIAL INCENTIVE PROGRAM, AND CANDIDATE REQUIREMENTS

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Svetlana Arakelyan's "Reforma RF" methodology.

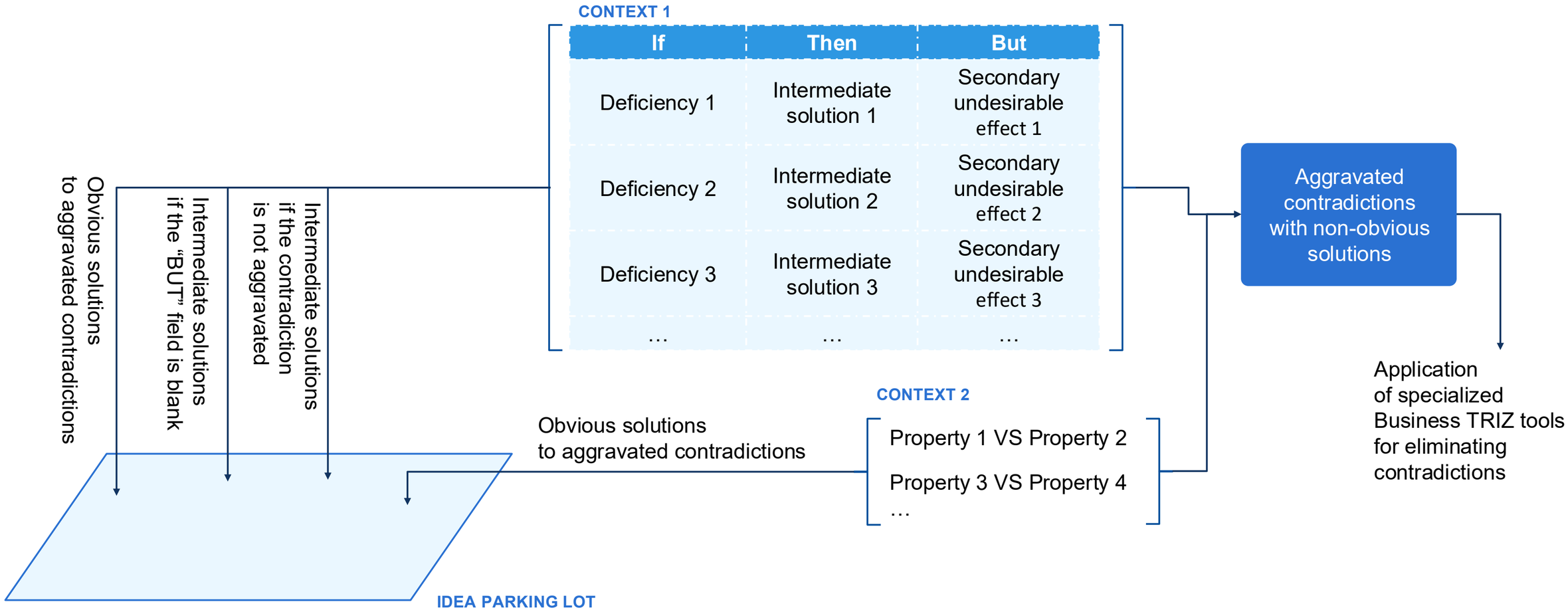
A professional role is a stable way of performing professional activities acquired by a professional, enabling them to deliver a meaningful result within a specific context.
A functional role, by contrast, is defined by the organization and describes the required way of performing activities within a specific organizational context.

The process involves reconstructing key professional roles shaped by past experience, analyzing potential new contexts of activity and functional roles, selecting the optimal context and target functional role, and then designing a new professional role.



BASIC BUSINESS TRIZ APPROACHES FOR PROBLEM SOLVING

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GOOD LUCK
IN APPLYING BUSSINES TRIZ!

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