

RATS and KnowledgeBankERP

- Benefits -

Overview of the Role Accountability Tool Set (RATS)



Knowledge
BANK ERP



“An organisation, or project, should have a clear purpose and objectives but the key to success lies in the extent to which every employee is able to align their individual day to day Functions and Behavior to these same goals”

- John Baggott

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Benefits of implementing Business Improvement initiatives using the Role Accountability Tool Set (RATS)

The Role Accountability Tool Set (RATS) is a combination of methodology and web-based technology that brings about effective and sustainable improvements in the implementation of ERP systems, business improvement initiatives or projects requiring the alignment and coordination of large numbers of people or systems.

Value Proposition Statement – Target Organisation’s perspective

In the short term, the Role Accountability Model provides the Client Organisation with a clear visualisation of their current Functional Business Model and how and where the intervention will impact it. In the long term the dynamic Business Model can be used as the foundation for corporate understanding of purpose in order to align and coordinate planning and performance management to Strategic Goals.

The Question every business leader must ask themselves... *“Do I want to see every resource focused on achieving the strategic goals of the organisation?”*

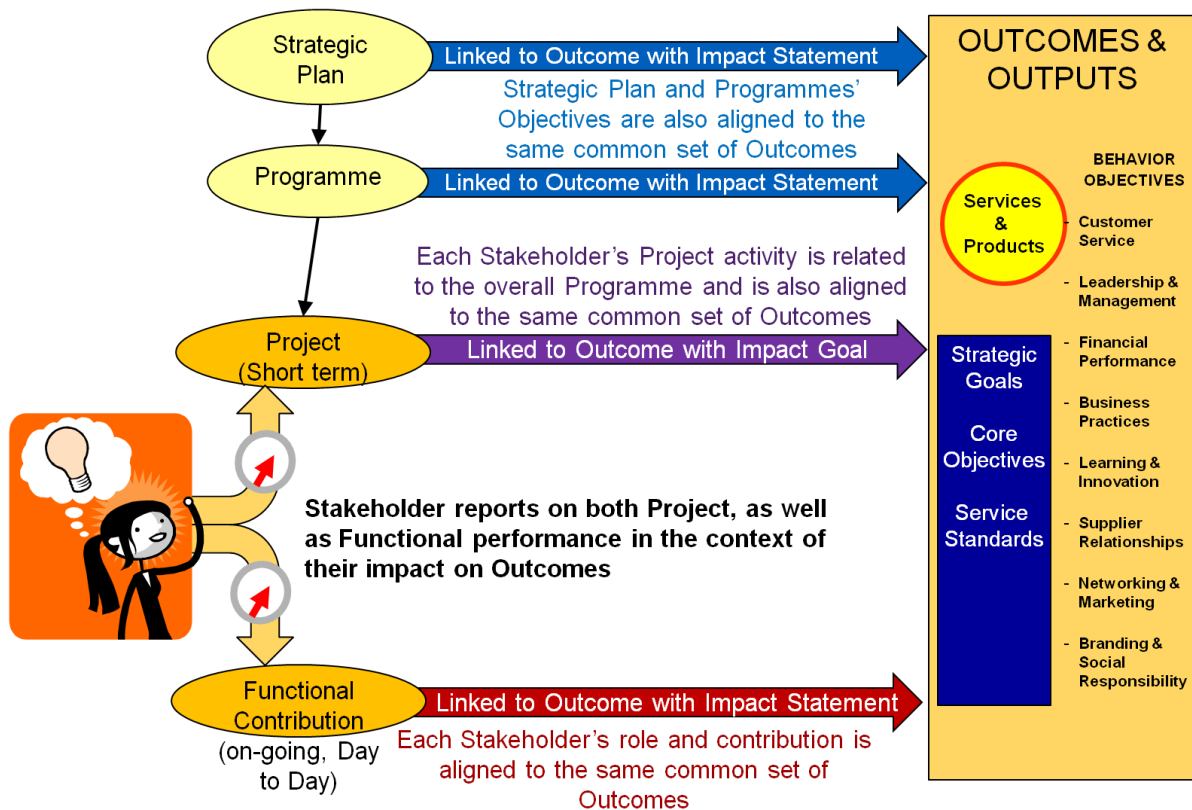
The unique approach of RATS captures and aligns the minds of individual key employees as to how their day to day activities and systems must change in order for the project, or implementation of Strategy, to achieve its overall goals. The combination of the technology and methodology achieves this with a remarkably low impact on the organisation in terms of time and effort.

What is the logic behind the RATS approach?

1. First of all, in order to change anything you have to know where the starting point is (Status Quo) and also where you want to end up.
2. An organisation consists of a number of individuals , supported by systems, each carrying out activities on a day to day basis which result in the organisation achieving its overall goals and purpose.
3. Any Business Improvement Project seeks to bring about change in Systems and Organisational behavior in such a way as to improve the extent to which these goals are achieved.
4. This could apply to a short term focused project, to the Organisation-wide implementation of the Strategic Plan or the ongoing maintenance of sound practice in Systems or activities.
5. In practical implementation terms this would necessitate a change in Systems, Processes or the way each individual employee carries out their day to day activities in order to bring about permanent and effective change.
6. Therefore, if the individuals who are going to be changing the way they work do not have a clear picture of how their present day to day activities impact or contribute to the organisational goals the project is seeking to improve then:
 - you do not have the practical starting points for implementation,
 - the individuals involved **will not be able to relate** to what activities or behavior they must change, why and how or where to,



- change management becomes the control of fires instead of the measurement of coordinated behavior change.
7. RATS captures the minds of each key employee, working with them to map how each individual's behavior and systems impacts the Key Project Objectives or Strategic Intent of the Organisation - building a comprehensive, Outcomes-focused dynamic Business Model based on Role Accountability of the individual.
 8. The implementation goals of the Project (or Strategic Plan) are related to the same set of Key Outcome Objectives that the Role Accountability Model is mapped to.
 9. The responsibility for change is cascaded down through the organisation to the level of the individual who can now relate how their day to day activities must change in order to positively contribute to the overall change required by the project or implementation of Strategy.



10. Each key employee is then able to understand and report their performance in terms of the impact it is having on the Key Outcome Objectives and these comments and Key Performance Indicators can be monitored by management or investors.

Internationally it is now widely understood and accepted that employees only become empowered and motivated when they can understand, and measure, how their day to day activities and behavior impacts the efficacy and strategic intent of the organisation as a whole.

The Business Model produced in RATS clearly defines the Organisation's Goals and Purpose in all areas, and each employee is able to relate their daily activities and



performance to these same Goals and understand how their behaviour must change in order to work as a team to achieve them.

The Tool Set can also be used to provide a clear picture of the Systems within the organisation and their productivity (the extent to which they contribute to the Strategic Intent – Systems Productivity Audit).

The RATS web-based technology enables visualisation of this dynamic multi-dimensional model and provides the organisation with a purpose focused view of their business' Functionality and Systems both from a corporate, as well as an individual employee's, perspective.

Business model and Systems innovation and the introduction of Service Delivery Outcome-focused behavior change and performance management now becomes a reality and the model also provides a standardized foundation for other business improvement projects to build upon ensuring the alignment of different external Service Providers.

Value Proposition Statement – Project Implementer's perspective

The Role Accountability Tool Set (RATS) provides a Business Improvement Team with a very effective project enablement software solution to decrease risk and boost the efficacy of the implementation. In addition it can also serve as a powerful tool for an external consulting company to deliver their current, or new, methodologies.

Benefits to both external or internal Implementers

- By making use of the RATS product they will ensure:
 - Maximised Buy-in in the client environment, the pre-project participation of role players in shaping the elements minimises Fear, Uncertainty and Doubt.
 - Efficient and Effective management of the Systems or behavioral Change Process – role players understand the value of the change to themselves.
 - Project After-Life (no project funerals when you move off site) – one of the greatest problems plaguing consulting interventions is the issue of sustainability of the business improvements in the long term, the Role Accountability Technology Suite (RATS) addresses this very effectively by leaving the end-user client with a web-based, dynamic business model to manage and report ongoing performance against the Key Focus Areas or Outcomes addressed by the project or intervention.

Benefits to a Business Improvement Consulting Organisation

- By integrating the Role Accountability Modeling Tool into their existing Business Improvement Methodologies they will ensure:
 - Formalisation of the process and approach – the definition and formalisation of the Best Practice Model and methodology using the Role Accountability Technology Suite (RATS) will easily allow future replication of the process without the close management of the original senior consulting resources.



This facilitates company growth without the normal quality assurance or resourcing risks.

- Quality & consistency of interventions using more junior staff (the Role Accountability Technology Suite (RATS) system acts as Railway Tracks) – this will result in higher profit margins.
- Building of capacity through “on the job” experience in non-senior staff – effective training in a practical environment whilst maintaining quality of delivery
- RATS comes with a suite of Methodologies for the delivery of Scorecard, or Business Excellence, Outcome-aligned Strategic Planning or Business Reengineering interventions into the Public and Private Sectors (KnowledgeBankERP),
- Differentiate their product offering from that of their competitors,
- Leaves a Visual Model of the Business on site as a legacy for future interventions,
- Have a “foot in the door” to sell further “plug in” interventions on the model,
- The Tool will facilitate further Business and annuity income when the client relicenses it annually,
- They will have access to the Knowledge Bank international Agent network to purchase other sound practice methodologies from other Agents or market your own through them.

Value Proposition Statement – Investor’s perspective

The use of RATS by the Business Improvement Consulting Team (internal or external) provides the Investor with a better risk profile and enhanced levels of comfort and control.

Benefits to the Investor or Project Sponsor

- By ensuring that RATS is used as the basis for the Business Improvement initiative that they are funding an investor can ensure:
 - The Project will be effective in terms of addressing Outcome efficiencies,
 - Their Return on Investment will be increased,
 - Risk will decrease therefore higher gain projects can be considered,
 - They will be able to remotely monitor progress in terms of Outcome-based Business Goals and Objectives,
 - Time spent on meetings will decrease,
 - They will be able to spread their time more effectively and increase the number of projects in their portfolio.



Public Sector Interventions where RATS was successfully used

National Department of Agriculture

- Automate Quarterly reporting
- sms performance contracts and work-plans.
- Strategic Planning process and implementation
- Performance management and Role Accountability Mapping
- Internal Support Service Standards
- National M&E Framework
- Service Delivery Improvement Plan
- Forestry Role Accountability Map for Performance Management

National Department of Water Affairs

- M&E Framework to bridge the 3 spheres of Government
- Water Services Role Accountability Model for Local Government
- I.T. Data Acquisition solution into Local Government
- Business Intelligence Data Acquisition Model for the Water Services Sector
- Service Delivery focused Capacity building plan for Local Government
- Knowledge Topic M&E Framework for the Water Sector
- National Regulatory KPI Framework

National Department of Provincial and Local Government

- National ISRDP/URP Poverty eradication Outcome-based M&E Framework
- Inter-Departmental Task Team for ISRDP and URP information systems design

National Treasury

- Infrastructure Delivery Improvement Programme Change Management
- Inter-Departmental Task Team for Local Government Data Acquisition

Department of Land Affairs

- Identify and decentralise the internal Support Services
- Identify and reengineer the Business Products and delivery processes.

Office of the Premier – North West Province

- Service Delivery based Organisational Design

Office of the Premier – Mpumalanga

- Stakeholder Role Accountability Model for the Mpumalanga 2010 preparations

Department of Education – North West Province

- Role Accountability Model for the Infrastructure Delivery Improvement Plan

Department of Education – Mpumalanga

- Support and facilitate the Strategic Planning process

Department of Public Works – North West Province

- Role Accountability Model for the Infrastructure Delivery Improvement Plan

City of Cape Town

- Service Delivery Focused Organisational Design
- Human Resource utilisation audit for the City of Tygerburg



Private Sector Interventions where RATS was successfully used

The RATS approach was also used in the commercial environment to identify behavior and Systems changes required in order to to comply with the Consumer Protection Act and other customer service Outcomes.

Waltons (Pty) Ltd (on National CPA systems roll-out and training) - “The intervention has given excellent initial results, is practical and proved to be one of the most effective large scale interventions we have introduced.” - Gerard Mavian | HRM

Nampak Tissue – “Their training approach has been a major factor in our CPA compliance plan, helping us to improve our customer service. I can confidently recommend them as a solid and reliable supplier and experts in their field.” - Nkhakha Nzimande - National QA Manager

Other clients include:

- | | | |
|------------------------|-----------------------|--------------------------|
| Acdoco SA | G4s Care and Justice | Nampak Carton and Label |
| Adendorff Machinery | Germatic Auto Body | Nashua |
| Altec Auto Page | GO Advertising | Nokia |
| Altech Cellular | GTZ German Agency | Office National |
| Assa Abloy | Dev | Pharma Natura |
| Bidvest Premier Lounge | HiSense | Planet Fitness |
| Calgan Lounge | ITC | Sandton Tourism |
| Cape Town Fish Market | Johannesburg Chamber | Association |
| Carlton Hair | Law Society NP | Scoin Trading (SA Gold |
| Club Leisure | Lexisnexis | Coin) |
| Continental Oil Mills | Louispasteur Hospital | Shneiedr Electric |
| Crazy Store | Mannys Built-it | Total Union - Mpumalanga |
| Delta Autoland | MassMart Head Office | Toyota Forklift |
| First Tech Group | McCain Foods | Waterlink |
| | Milk SA | Willards |
| | | Zululand Chamber of |
| | | Commerce |



Features of the RATS Technology solution

KnowledgeBankERP Software Features	Standard Features	
Web based, browser operating system, full Web 2.0 compliance	✓	
4 dimensional visual model - Establishment (OD), Functional Structure, Strategy and Outcomes (Programmes)	✓	
Service Delivery Focused Organisational Design with Role Accountability	✓	
Formulation, Delegation and Implementation of Strategy	✓	
Establishment Structure and Functional Value Chain Structure views	✓	
Strategic Outcomes view (contributions of the structural elements to impacting outcomes)	✓	
Functional, Strategic and Programme performance management	✓	
Coordination and performance management of multi-organisational programmes	✓	
Monitoring & Evaluation Dashboards	✓	
Collection and reporting on Key Performance Indicators	✓	
Live and immediate availability of information	✓	
Service delivery focus replaces silo view	✓	
Coordination of geographically dispersed role-players	✓	
Automated Service Delivery Improvement Plans (SDIP)	✓	
Service catalogue with Service Standards	✓	
Association of Process maps to Functions	✓	
Performance Management Systems and project tracking	✓	
Gantt chart representation of project progress	✓	
Personalised Performance screens	✓	
Strategic Planning - APP's – Work plan implementation	✓	
Automated instant, up-to-date reporting (Quarterly Report)	✓	
Aligned Service Delivery Reporting (cross-cutting priority programmes)	✓	
Knowledge repository (lessons learned)	✓	
Ability to attach proof of deliverables for internal audit purposes	✓	
KnowledgeBankERP Customised Reporting Features	Basic Extended Reporting Module	Full Extended Reporting Module
	Report Content Building for End-users	Reporting and Web Report Design for Power-user
Reporting Styles and Features		
Summary and Crosstab reports	✓	✓
Pivot Table style reports	✓	✓
Drill-down	✓	✓
Data grouping	✓	✓
Interactive charts and graphs including bar, line, spline, area and pie charts	✓	✓
Scatter, Radar/Polar, and Gantt Charts		✓
Flash-animated Charts, Various Graphs and Gauges including Pyramid charts and Animated Needle and Bar Charts		✓
Web 2.0 Style Text Clouds		✓
Interactive sorting	✓	✓
Interactive paging	✓	✓
Statistical calculations	✓	✓
Virtual views		
Ability to join views and tables	✓	✓
Conditional styles	✓	✓
Run-time parameters	✓	✓
Interactive cell bar and color bar sliders in columns		✓
Show/Hide columns capability	✓	✓
Report layout templates		
Ability to design reports in Excel, or PDF	✓	✓
Ability to design reports in Word		✓
Automated business processes		✓
Interactive Analysis Grid		✓
Interactive Data Viewer		✓
Heat maps		✓
Dashboarding and scorecarding		✓
Geographic mapping and visualization of data		✓
Enterprise Search		✓
Report Delivery		
Standard Web Browser	✓	✓
Automated report scheduling and delivery		✓
Export to Excel, Word, CSV, HTML and XML among others	✓	✓
Ability to attach and send reports via email		✓
Alerts and notifications		✓
Data Connectivity		
Automated interface to existing systems - mines data from any ODBC or OLEDB compliant database	✓	✓
Advanced data retrieval (SQL, Stored Procedures, XML and Web Services)	✓	
Ability to include multiple tables or charts from multiple data sources in a report	✓	