

OUTSIDE IN

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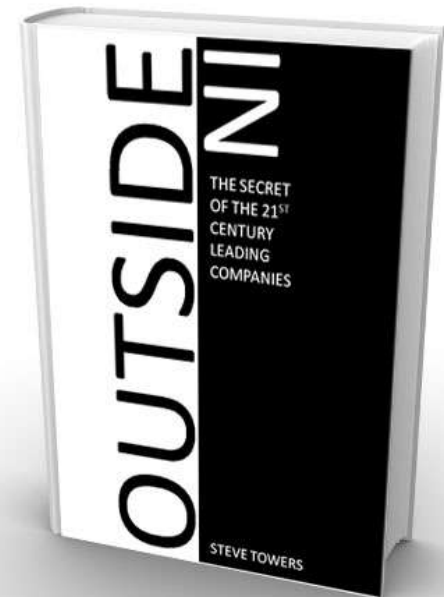
Steve Towers

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BUSINESS ANALYST  **WORLD™**
WORK SMARTER. PLAN HARDER.



OUTSIDE

IN

THE SECRET
OF THE 21ST
CENTURY LEADING
COMPANIES

STEVE TOWERS

Moments of Truth
Perth, BAW Sep 09

BUSINESS ANALYST  **WORLD™**
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Thursday September 17 2009

Our Agenda

- Changing circumstances
- Example
- Evolution to a dramatically different place
- The results
- How to (best practice)
- Resources (places to get this stuff)

One helluva pile

128,000

Business books
published since 2005

10.8 billion words

81 years to read

101 storeys tall



Outside-In process – what is it?



An **outside in process** is one which has been created to successfully deliver a customer outcome and has been designed from the customer's perspective.

This process is likely to reduce the number of moments of truth or interactions with the organisation and is "doing the right things", in terms of delivering the process as part of an overall customer success strategy.

An inside out process may be thought of as one which also provides the goods or services to the customer, but the process to provide these are viewed from the organisation's perspective. It may be "doing things right" but not necessarily "doing the right things".

It may seek to improve the customer's experience, but not necessarily aligned with delivering a successful customer outcome, or what the customer really wants.

Drivers towards Outside-In – A Call to Action

Confluence of **THREE** major factors

- People
 - Rebellion and Customer Promiscuity
- Technology
 - 81% Americans Online, 73% Australians (2008)
- Online Economics
 - US\$19.6 Bn online advertising sales (2007)

These three trends have created a new era.

Examples



NORDSTROM





Perception

80% of CEO's believe
their brand provides a
superior customer
experience

Only 8% of their
customers agree

(Bain & Company)

OUTSIDE IN



The World was a simpler place...

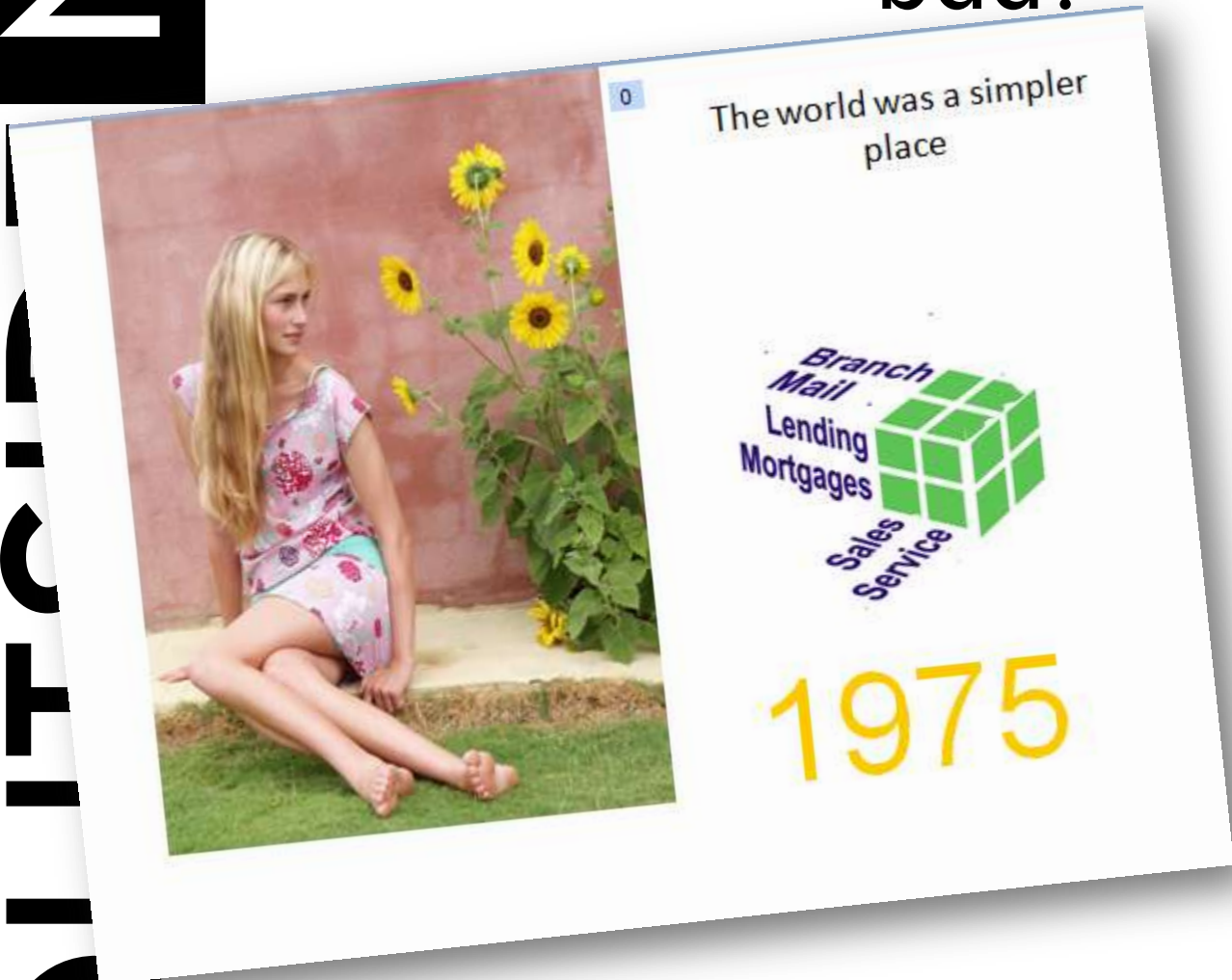


1975

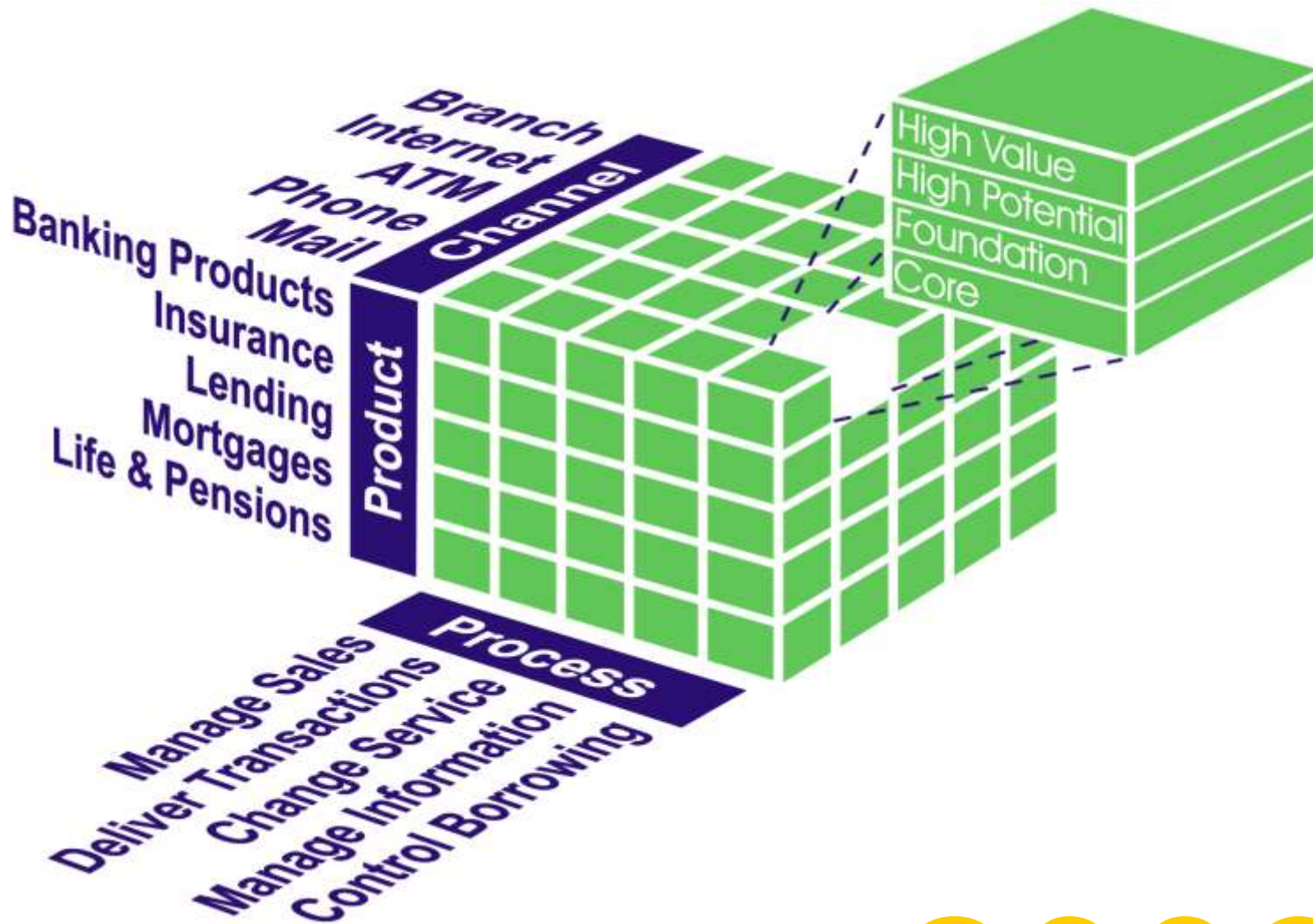
IN

Complexity – how did it go so bad?

OUT
C
F
O



It isn't simple anymore



2009

Think about...

- All those rules
- Those procedures
- The standards
- The systems
- The hierarchy
- Reporting lines

“.. You know things got so complicated we actually decided to structure ourselves along the line of our enterprise software system, so things might work better”

CIO, Global Telco, 2008.

(Source BPGGroup IQPC 08 Survey)



We now have a bewildering array of choice in almost every product and service.

Customers – we don't
take **it anymore

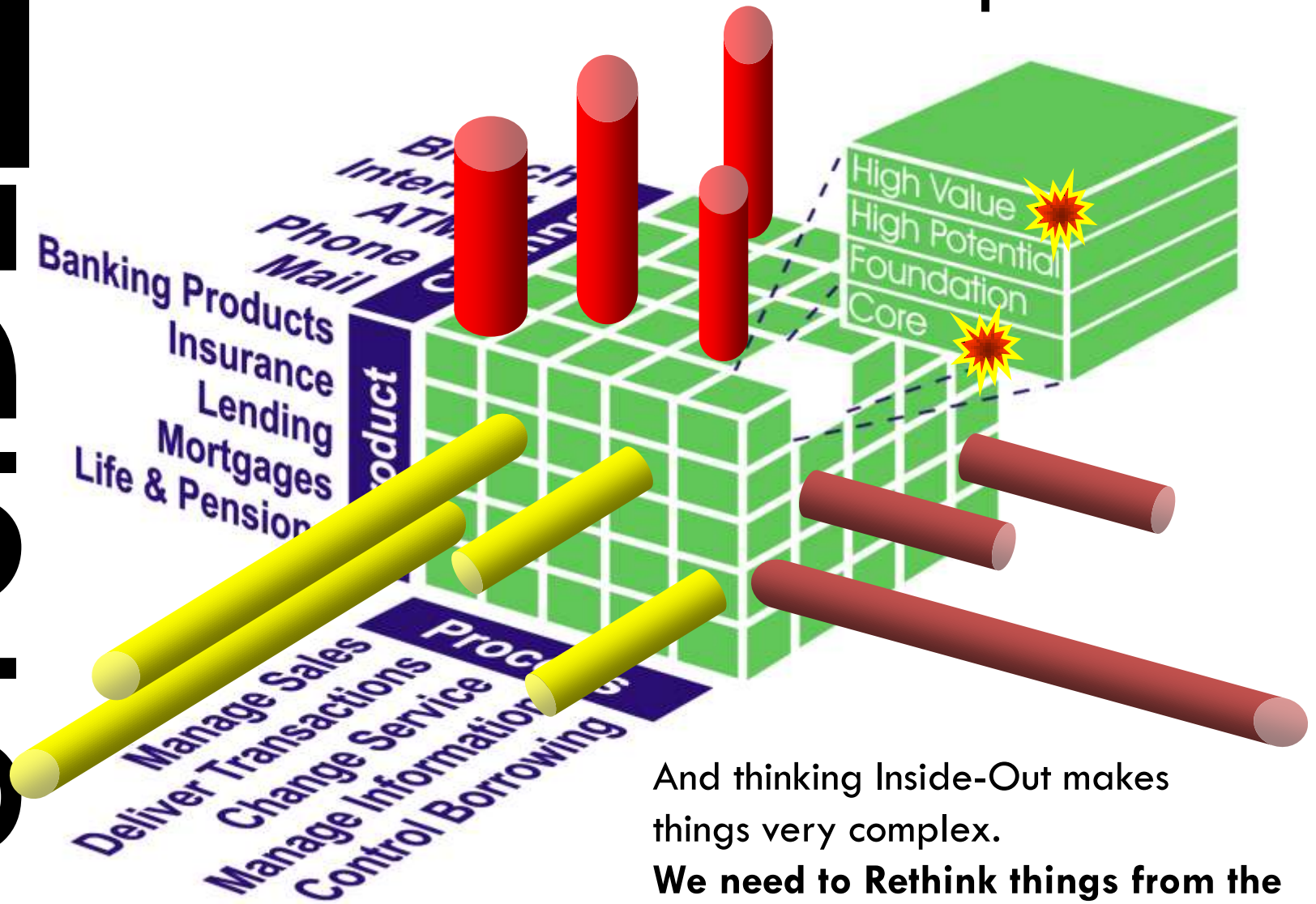


Let's review...



OUTSIDE-IN

One customer relationship with us



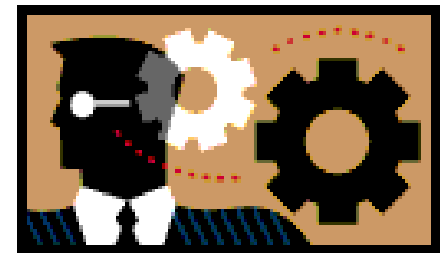
And thinking Inside-Out makes things very complex.

We need to Rethink things from the Customers Perspective, that is OUTSIDE-IN

Complexity causes is to do the wrong things

- Over 100,000 possible interactions
- Every interaction must be **designed, implemented, codified, trained, maintained, controlled, audited, reported, managed, changed, evolved** against a backdrop of **legislation, control, competition, market forces, technology, strategy, skills, capability** at the same time **trying to make money**.
- **Key Question - Where is the Customer in all this?**

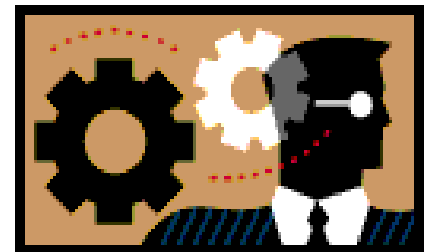
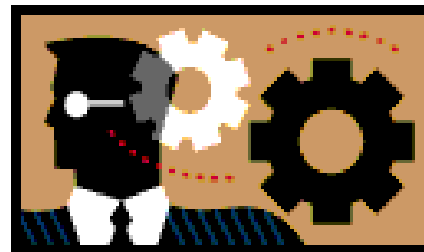
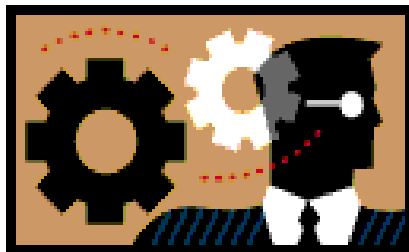
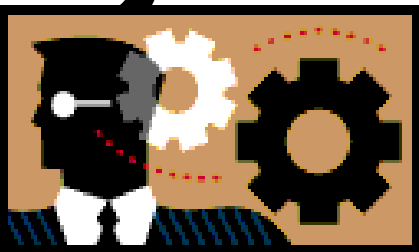
and then we say we need to manage variance?!?



IN E D S T S E

We need to manage variance??

- Is it any wonder that many organisations are drowning in a sea of complexity and 'impossible' demands on structures created with out of date thinking more *appropriate to the Victorian era?*



We need to manage variance??

- Complexity is the reason **why things fail, why stuff is expensive** and often why businesses fail.
- **Complexity results when products and services become convoluted AND organisations** do NOT understand the ultimate Successful Customer Outcomes (SCO's)

And how do we eradicate complexity?

- Make sure we really do have the customers we want
- Articulate the Successful Outcomes for these customers
- Ensure all our processes are aligned with the Successful Outcomes
- Eradicate the Causes of Work - Use Process diagnostics

OUTSIDE IN



The World was a simpler place...



1975

Moving to a new perspective

- Evolution of business
- Doctor Analogy
- The Tools & Techniques to achieve success

Houston, we have a problem

A black and white photograph of an astronaut in a space suit floating in space. The astronaut is wearing a white helmet with a dark visor and a white suit with an American flag patch on the shoulder. The background shows the Earth's surface with clouds.

**90% of businesses are
unable to execute the
strategy they have on
paper**

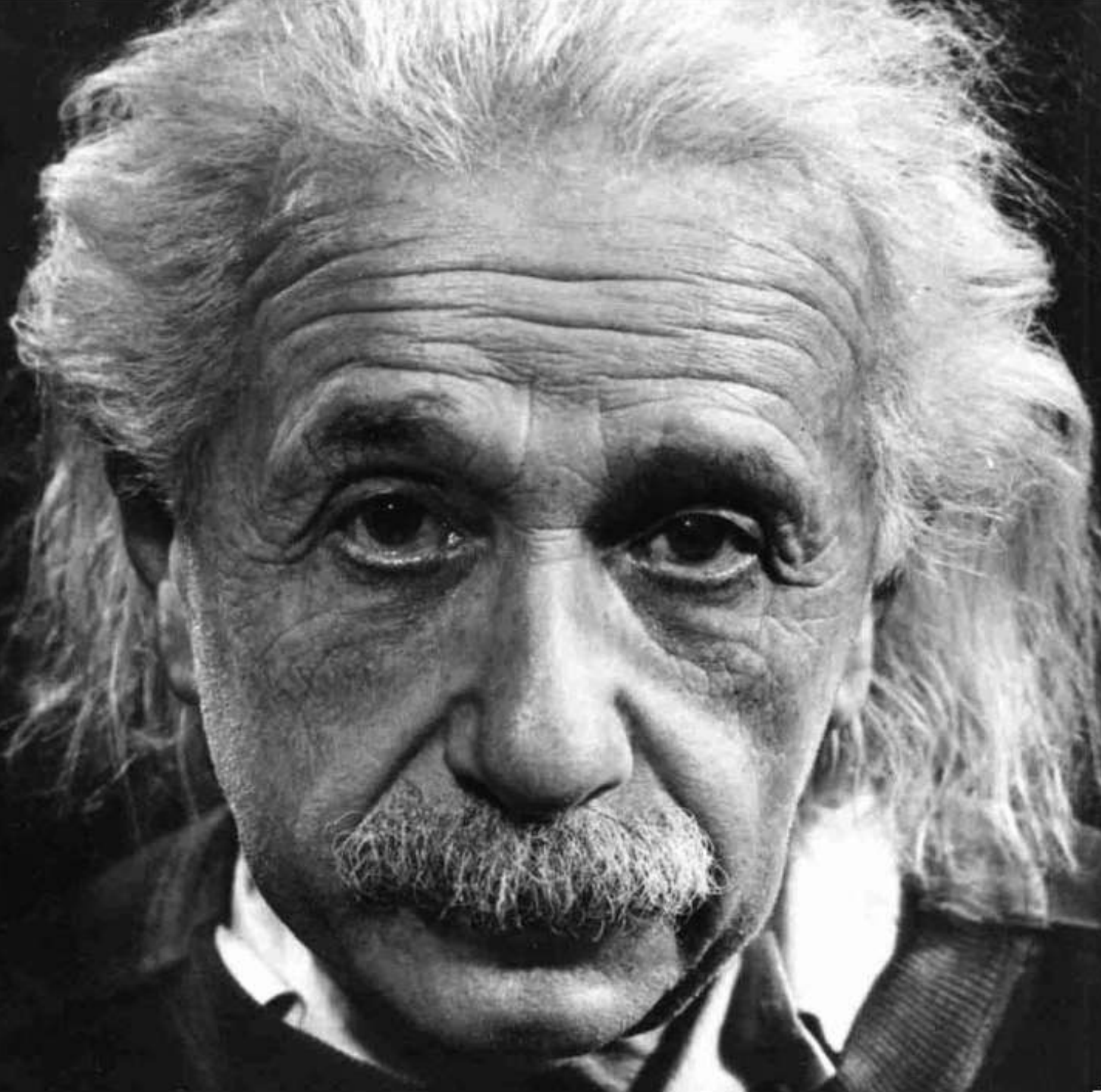
**70% of businesses project
performance they will
never attain**

Source: Axon, L. Learning to lead: How Companies Grow Profits by Growing Leaders, Sept 22, 2004

Source: Norton, D. Aligning your Strategy to the Customer Value Proposition, 13/9/2005

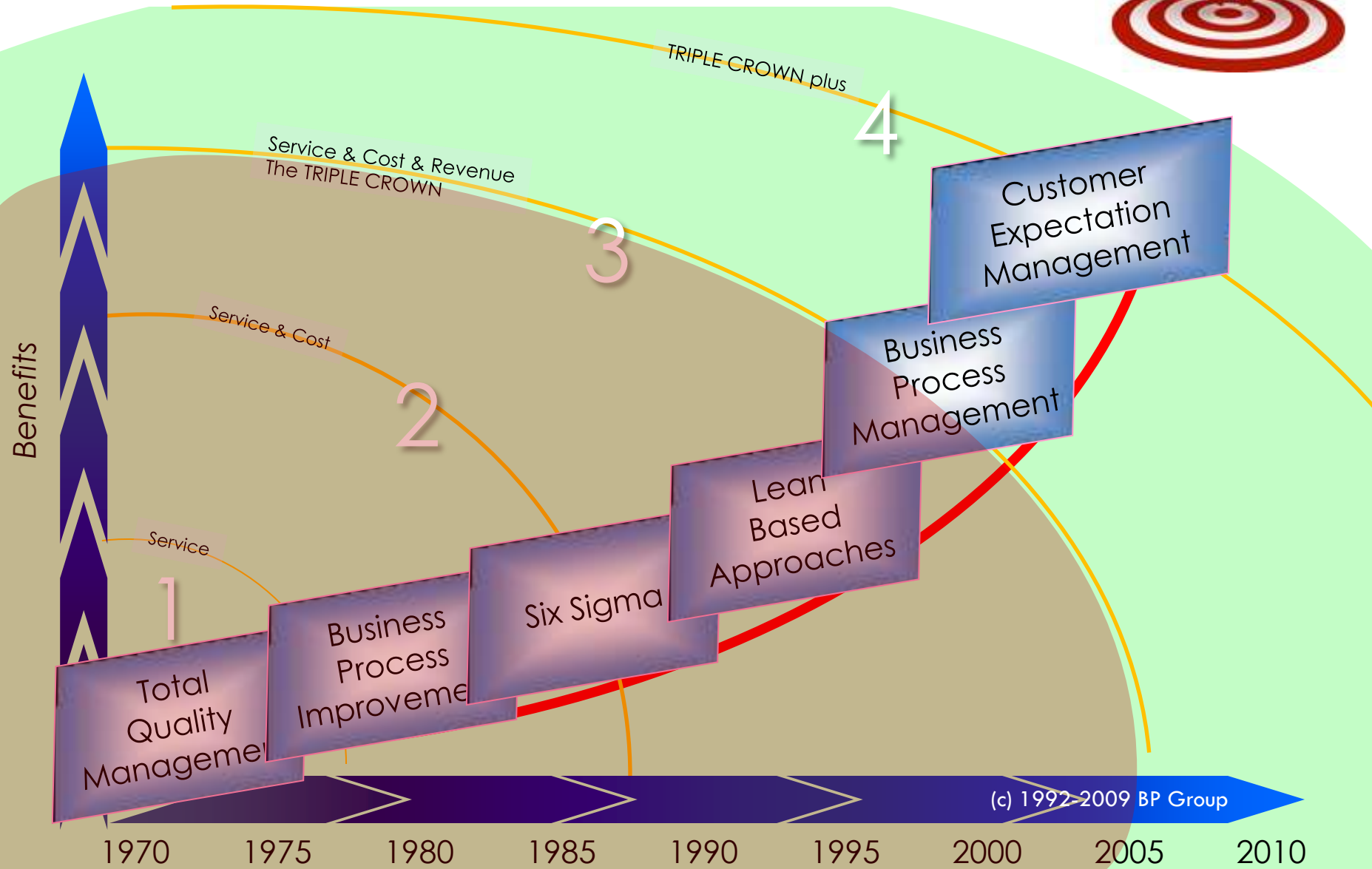
And...

“We can’t solve
problems using
the same kind
of thinking we
used when we
created them”



Waves of Benefits from Business Process Evolution

based on Towers Associates & BPGroup Research 2006-7 (800+ organisations)



(c) 1992-2009 BP Group



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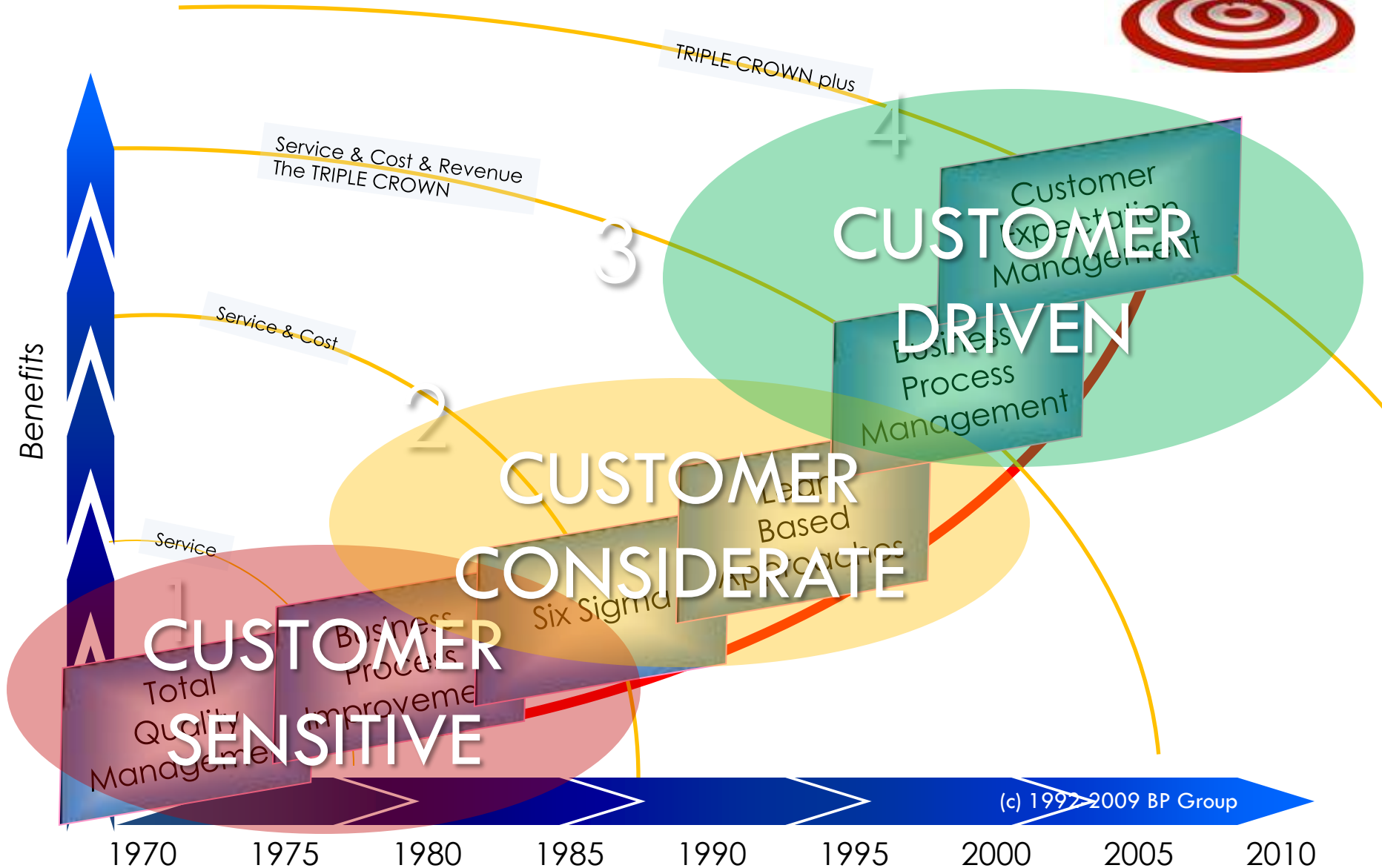
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It may seek to improve the customer's experience, but not necessarily aligned with delivering a successful customer outcome, or what the customer really wants.

David Mottershead,
Certified Process Professional - Creative Digital Technology (Australia)

Waves of Benefits from Business Process Evolution

based on Towers Associates & BPGroup Research 2006-7 (800+ organisations)



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Reference: BP Group Linked – Dick Lee, 2009



In fact,
The Customer Experience
Is the Process!



OUTSIDE-IN

Enquire about a trip

Navigate to the airport

Experiencing hospitality

Baggage transportation

Ticket - Carousel

Enjoying the trip

Relaxing in the hotel

Returning Home

Enjoying a Coffee at Home

Inside-Out

The Scores on the Doors

- Milward Optimor
- J D Power
- Standard & Poors
- Wall Street

Who is Outside-In and how does that change company value?

| | Value \$M | | YoY | |
|--------------|-----------|--------|----------|-------------|
| | 2009 | 2008 | % Change | |
| Google | 100,039 | 86,057 | 16 | Outside-in |
| Microsoft | 76,249 | 70,887 | 8 | Mixed Model |
| Cocal-Cola | 67,625 | 58,208 | 16 | Outside-in |
| IBM | 66,622 | 55,335 | 20 | Mixed Model |
| McDonalds | 66,575 | 49,499 | 34 | Outside-in |
| Apple | 63,113 | 55,206 | 14 | Outside-in |
| China Mobile | 61,283 | 57,225 | 7 | Outside-in |
| GE | 59,793 | 71,379 | -16 | Inside-Out |
| Vodafone | 53,727 | 36,962 | 45 | Outside-in |
| Marlboro | 49,460 | 37,324 | 33 | Mixed Model |
| WalMart | 41,083 | 34,547 | 19 | Mixed Model |
| ICBC | 38,056 | 28,004 | 36 | Outside-in |
| Nokia | 35,163 | 43,975 | -20 | Inside-Out |
| Toyota | 29,907 | 35,134 | -15 | Inside-Out |
| UPS | 27,842 | 30,492 | -9 | Inside-Out |

Data: Millward Brown Optimor 2009

Source:

www.successfuloutcomes.blogspot.com

<http://bit.ly/uAyVW>



Who is Outside-In and how does that change customer satisfaction?

| | Alaska | Continental | Jet Blue | Southwest | WestJet | Delta | American | Air Canada | Northwest | Frontier | United | US Airways | Air Tran |
|---------------------------------------|-----------|-------------|-----------|-----------|---------|-------|----------|------------|-----------|----------|--------|------------|----------|
| Overall Satisfaction | 5 | 5 | 5 | 4 | 4 | 4 | 3 | 3 | 3 | 2 | 2 | 2 | 2 |
| Costs & Fees Experience | 4 | 4 | 3 | 5 | 2 | 4 | 3 | 2 | 2 | 2 | 2 | 2 | 2 |
| In-Flight Services Experience | 4 | 4 | 5 | 3 | 4 | 4 | 3 | 4 | 2 | 3 | 3 | 2 | 3 |
| Flight Crew Experience | 5 | 4 | 3 | 4 | 5 | 4 | 3 | 3 | 3 | 2 | 2 | 2 | 2 |
| Aircraft Experience | 5 | 4 | 5 | 3 | 4 | 4 | 3 | 4 | 2 | 3 | 2 | 2 | 2 |
| Boarding/Deplaning/Baggage Experience | 5 | 4 | 2 | 4 | 5 | 3 | 3 | 3 | 3 | 2 | 2 | 3 | 2 |
| Check-In Experience | 5 | 4 | 3 | 4 | 5 | 4 | 3 | 2 | 3 | 2 | 2 | 2 | 2 |
| Reservation Experience | 5 | 4 | 2 | 5 | 3 | 3 | 3 | 2 | 3 | 2 | 2 | 2 | 2 |
| Average | 4.8 | 4.1 | 3.5 | 4.0 | 4.0 | 3.8 | 3.0 | 2.9 | 2.6 | 2.3 | 2.1 | 2.1 | 2.1 |
| | JDP Award | | JDP Award | | | | | | | | | | |

Analysis: www.BPGroup.org

J D Powers Consumer Rankings

5=Among the Best

4=Better than Most

3=About Average

2=The rest

Data Source: J D Power

| | Alaska | Continental | Jet Blue | Southwest | West |
|---------------------------------------|-----------|-------------|-----------|-----------|------|
| Overall Satisfaction | 5 | 5 | 5 | 4 | 4 |
| Costs & Fees Experience | 4 | 4 | 3 | 5 | 2 |
| In-Flight Services Experience | 4 | 4 | 5 | 3 | 4 |
| Flight Crew Experience | 5 | 4 | 3 | 4 | 5 |
| Aircraft Experience | 5 | 4 | 5 | 3 | 4 |
| Boarding/Deplaning/Baggage Experience | 5 | 4 | 2 | 4 | 5 |
| Check-In Experience | 5 | 4 | 3 | 4 | 5 |
| Reservation Experience | 5 | 4 | 2 | 5 | 3 |
| | | | | | |
| Average | 4.8 | 4.1 | 3.5 | 4.0 | 4.0 |
| | JDP Award | | JDP Award | | |

Analysis: www.BPGroup.org

J D Powers Consumer Rankings

5=Among the Best

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2=The rest

Data Source: J D Power

Who is Outside-In and how does that impact the bottom line?



\$34 M First Quarter **PROFIT**

Apr. 18--Southwest Airlines Co.said Thursday it earned \$34 million in the first quarter Southwest now plans to take delivery of 14 new Boeing 737-700 aircraft next year

58 Successive Quarters of **PROFIT**

Why should we bother?

Outside-In is winning **in terms of Revenue, Profitability & Customer Service**

\$6.4 Bn First Quarter **LOSS**



\$537 M First Quarter **LOSS**



Apr. 23--United Airlines said Tuesday that it would eliminate 1,100 jobsit would reduce capacity by shedding 30 airplanes, UAL shares plummeted 37 percent to \$13.55

\$80 M First Quarter **LOSS**

Houston-based Continental Airlines Inc. reported Apr 17 that it lost \$80 million



\$4.1 Bn First Quarter **LOSS**



NORTHWEST AIRLINES®





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Page last updated at 18:08 GMT, Tuesday, 1 September 2009 19:08 UK

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Airline losses 'hit \$1bn a month'

Airlines are likely to have lost more than \$6bn (£3.7bn) in the first half of 2009, according to the International Air Transport Association (Iata).

This figure - an average of \$1bn a month - is double the amount Iata said in December that airlines would lose during the whole of 2009.

Airlines made losses between April and June, when they would usually make 50% of their annual profits, Iata said.

Meanwhile, budget airline SkyEurope has filed for bankruptcy.

The loss-making Slovakian airline, which was set up in 2001, has suspended all flights with immediate effect.

And American Airlines has said it is cutting 921 flight attendant jobs as it deals with a downturn in passengers, and lower revenue.

Bigger losses

Iata said passenger and freight volumes are starting to improve.

Both rose more than 3% in July from the previous month, although they remain well below levels seen at the same time last year.

"There was a material improvement in July, but the future path is likely to be volatile and weaker than normal recoveries," Iata said.



Fewer people are flying during the economic downturn

Smarter business
smarter plan

▶ AIRLINES' WOES

LATEST NEWS

- ▶ Airline collapse hits passengers
- ▶ Airline losses 'hit \$1bn a month'
- ▶ SAS to cut more than 1,000 jobs
- ▶ Japan Airlines records \$1.5bn loss

ANALYSIS



Future role of
central to British

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Sony's profits continue to fall

Sony's woes are continuing as the electronics giant reported another quarterly loss due to falling sales.

The Japanese company made a net loss of 37.1bn yen (\$390m; £237m) between April and June, compared with a profit of 35bn yen for the same period last year.

The loss was, however, not as large as market expectations, thanks to Sony's continuing efforts to cut costs.

In May, Sony reported the first annual loss in its history. It also expects a loss this financial year.

Sony's revenues for the April-to-June period, its fiscal first quarter, were down 19% from a year earlier to 1.6 trillion yen.

In addition to continuing falls in global sales, the firm said it was also being hit by the high value of the yen, which had sharply reduced its overseas earnings.

The firm is now continuing with 16,000 job cuts as it sheds 10% of its global manufacturing capacity.



Sony has seen weak demand for its products in the downturn

▶ GLOBAL RECESSION

KEY STORIES

- ▶ EU sets new bank bail-out rules
- ▶ Japan's export slide slows
- ▶ UK recovery 'to take five years'
- ▶ US interest rates to 'remain low'
- ▶ US 'exposure to crisis' rises



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iPhone sales boost Apple results

Apple's quarterly results were better than forecast, thanks to strong iPhone sales, including its new 3GS model.

Net profits hit \$1.23bn (£953m), or \$1.35 a share, in the fiscal third quarter to 27 June, from \$1.07bn, or \$1.19 a share, a year earlier.

The US technology giant sold more than 5.2 million iPhones in the quarter, seven times more than a year earlier.

Analysts reacted positively to the profits news and shares rose in after-hours trade.

Shares in Apple ended at \$151.60 before rising to \$157.02 in after-hours trade.

'Advantages'

Andy Hargreaves, an analyst at Pacific Crest Securities described the the numbers as "great".

"Their gross profits continue to surprise people and there is a return to product momentum...a return to growth in the Mac business, and then the iPhone is doing tremendously well and that is a potent combination."

Revenue for the period climbed 12% to \$8.3bn, ahead of expectations of \$8.2bn. Every region in the world saw revenue increase.



Sales of iPhones grew seven times in the quarter

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Abbey and A&L enjoy revenue rise

The UK operations of Spanish banking group Santander - which includes Abbey and Alliance & Leicester - saw revenues up 20% in the first six months of 2009.

Santander said a growing range of investments, credit cards and insurance had helped the UK business, which also includes Bradford & Bingley.

Earlier this year, Santander said it was to rebrand all 1,300 of its UK High Street brands by the end of 2010.

Santander's global group net profit fell 4.5% in the period.

It made a profit of 4.51bn euros (£3.9bn), but beat analysts' forecasts as the rate of growth in bad loans slowed.

Industry analysts said that Santander had avoided the worst of the banking crisis through its policy of conservative lending and buying assets when they were cheap.

Repossessions fall



Santander will be rebranding all its UK businesses

The Nokia E75 lets you write and faster emails with the...
In fact it lets you write really, r...



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- ▶ Santander

Outside-In led Examples



NORDSTROM



OUTSIDE IN

Outside-In simply wins.





Performance. Agility & Quality are driven by...

*Here's some
Outside-In
Techniques that
Work immediately!*

The Causes of Work



Moments of Truth



Break Points

Business Rules

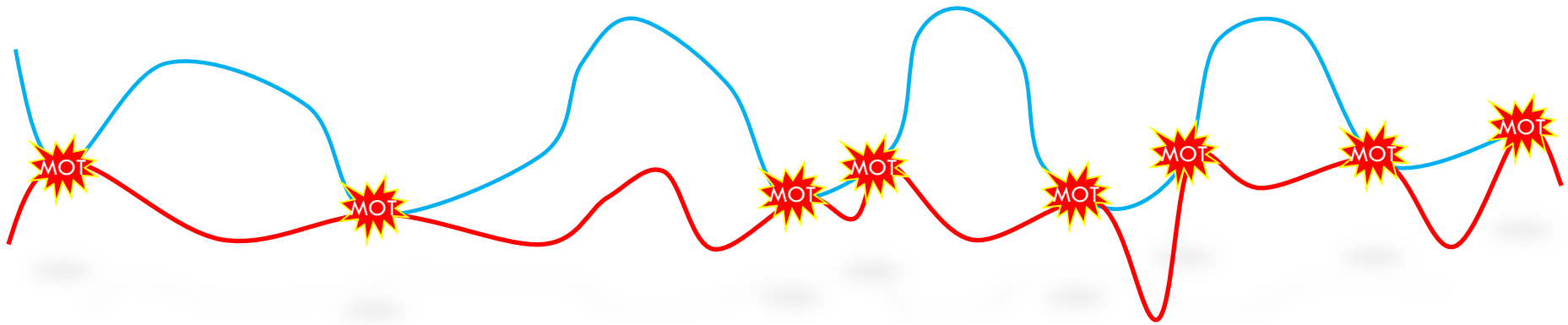




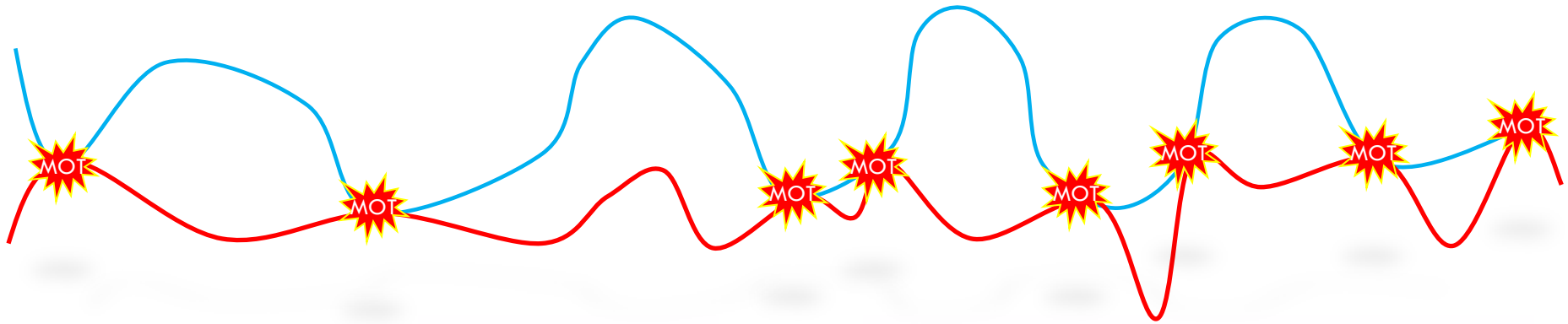
Jan Carlzon

"We have 50,000 moments of truth every day."



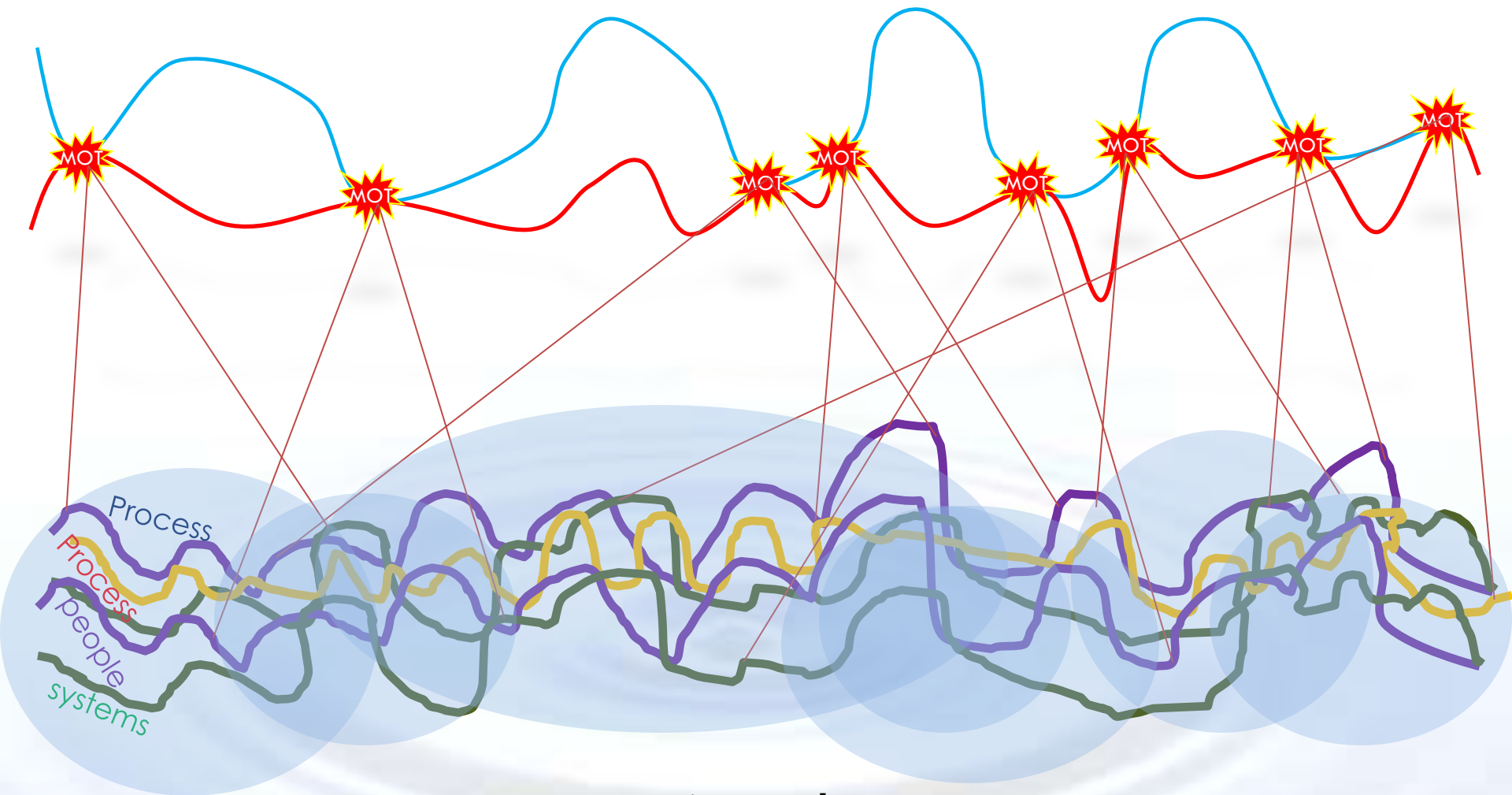


Any interaction with the CUSTOMER
is a
MOMENT OF TRUTH



And every
MOMENT OF TRUTH

Ripples and reverberates through the organisation

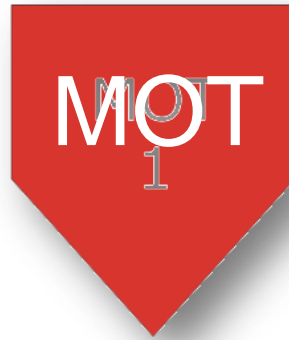


And

MOMENTS OF TRUTH

Create complexity, cost, wastefulness and failure

Moments of Truth







It's all about Customer Experience and the Moment of Truth. Remove or Improve!

Steve Jobs

Ten Moments of Truth

1. When we talk on the phone
2. When a customer walks through the door
3. When a salesperson meets a customer
4. When a customer asks a question
5. When a customer makes a purchase
6. When a customer returns a product
7. When one of our products fails to perform
8. When a promised improvement doesn't occur
9. When we deliver a purchase
10. When a customer enters or exits the parking lot

Moments of Truth

What are Moments of Truth (MOT)?



MOT
1

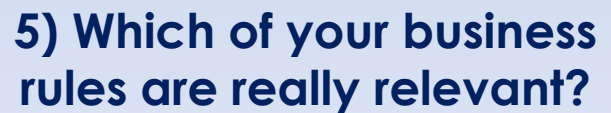
- 1) Moments of Truth are a Process Diagnostic
- 2) They occur ANYWHERE a customer “touches” a process
- 3) They can be people-to-people, people-to-system, systems-to-people, system-to-system, and people-to-product
- 4) ANY interaction with a customer is a Moment of Truth
- 5) Moments of Truth are both process Points of Failure and Causes of Work

CEMMethod™



4) Do you capture every internal interaction?

CEMMethod™



PERFORMANCE, AGILITY, AND QUALITY ARE DRIVEN BY...

The number of Process Diagnostics
that exist in the organisation

Process diagnostics include:

Moments of Truth

Break Points

Business Rules

It's simple math...

Process Points of Failure



Some elements that change ...

| | Inside-Out | Outside-In |
|-------------|---------------------------|---------------------------------|
| Processes | Complex | Simple |
| People | Controlled | Empowered |
| Structure | Hierarchy/ Functional | Team |
| Systems | Prescriptive | Adaptive |
| Measurement | Activities | Results |
| Customer | End of chain Segmented | Inclusive Individual |

In summary, How to go Outside-in (best practice)

- B P Group – Join – there's 34,000 of us!
- Become a
Certified Process Professionals (CPP)
7,000+ in 4 years (www.bp2009.com)
- Coaching & Mentoring Support
- New Book – Get a copy – business card



COMMUNITY

www.bpcommunity.org

- Global – 34,700
- LinkedIn – 2,660



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- Open & In house Learning
- Online Support

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BPM - New Organisation Structures and Reward Systems



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BPM - Bridging the Gap - Integrating business with technology



Business Process Professional pathway

| Level | Objective | Attainment | Designation |
|-------|------------|--------------|--------------|
| 7 | Leadership | Master | CPP Champion |
| 6 | Strategy | Master | CPP Master |
| 5 | Integrate | Professional | CPP 5 |
| 4 | Perform | Professional | CPP 4 |
| 3 | Innovate | Professional | CPP 3 |
| 2 | Align | Professional | CPP 2 |
| 1 | Optimise | Practitioner | CPP 1 |



| Community | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | Level 6 | Level 7 |
|------------------|---------|---------|---------|---------|---------|---------|---------|
| Everyone | ✓ | ✓ | | | | | |
| Business Analyst | ✓ | ✓ | ✓ | ✓ | | | |
| Process Managers | ✓ | ✓ | ✓ | ✓ | ✓ | | |
| Technologists | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Senior Managers | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Leaders | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

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To find out how this can work for you

- Business card for a complimentary copy of the **Moments of Truth** toolkit & **FREE** new book
- Join us at <http://sn.im/rw7as>
- Use a proven method and toolset to tackle the Causes of Work – here's a link to explain one such approach www.cemmethod.com
You'll come across the concepts
Moments of Truth**, **Breakpoints** and **Business Rules
- Review the articles at www.successfuloutcomes.blogspot
- Get in touch with me: steve.towers@bpgroup.org

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THE SECRET
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STEVE TOWERS

Moments of Truth
Perth, BAW Sep 09

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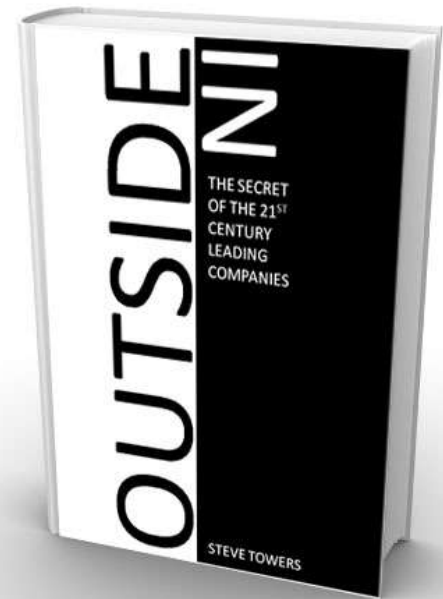
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