

# Elon University Constituent Journey Mapping

## Challenge

**Elon University (Elon)**, a private higher education institution of 7,100 students located in Elon, North Carolina, sought to streamline their procure-to-pay process and move it to a system they owned (Ellucian Colleague) but did not use to its full capability. Effecting this change required understanding of both the current

inefficiencies and opportunities within their procurement process and an expert knowledge of Colleague's software platform capabilities. **This change also ran the risk of impacting the constituency of Elon's Business Office**, and required a change process that minimized disruption while introducing efficiency.

## Doctums Approach

**Doctums used a human-centric** constituent journey mapping approach to address Elon's challenges. We first established what Elon's procure-to-pay process was and how Colleague was being used. We then held discussions and working sessions with the constituency of Elon's Business Office to:

- Develop a common understanding of how individuals evaluated the effectiveness of the procure-to-pay solutions they engage with, either as service providers or service recipients, and their satisfaction with their experience

- Gather input on and perceptions of the effectiveness and efficiency of Elon's procure-to-pay process (the "as-is" state)
- Gather ideas for improving the process and develop a sense of the community's vision for what the process should be (the "to-be" state)

Once we gained an understanding of the in-place processes and procedures and its pain-points for Elon personnel throughout the Business Office, we analyzed our findings and developed a set of recommendations, including areas for best-practices training, to optimize the efficiency of Elon's procure-to-pay process. Doctums provided these services and all deliverables within a 6-week period of performance.

## Results

**Doctums used the data** captured through communicating with the Elon Business Office constituency to create a diagram that visualized:

- Stages within the current procure-to-pay process
- Personnel satisfaction with each stage within the process
- Identified best practices for implementation by Elon staff
- Opportunities we identified for Elon to expand their use of Colleague

We reviewed all findings with Elon's Business Office to gain consensus on path-forward, then held individual consulting sessions with members of the Elon team. **Doctums also provided two learning workshops to Elon's Business Office constituency**—one on best practices for Business Office staff and another on recommendations highlighted in our report.

## Outcomes

**Through Doctums' constituent journey mapping service**, Elon gained a clear vision of its in-place process. Our journey mapping approach fostered departmental consensus on path-forward, identifying friction points within the in-place system and opportunities to enhance the experience of Elon's constituent. Elon has retained Doctums to aid in enacting our recommendations. **We continue to support Elon in their transition to an efficient and effective** procure-to-pay process, advising leadership and

promoting efficiency while maintaining a Business Office culture that is motivated to change. With our support, Elon has put in place many of the process improvements we recommended and continue to achieve efficiencies within their Business Office with minimal interruption to their workforce.

## Why Doctums?



We bring deep higher education experience



We use human-centric approaches



We provide expert and unbiased perspective