Report On Murdoch University Vikings AFL Club: Game Day Team Selection Business Process Redesign

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Grade

1. Introduction (5%)
This should include the purpose of the report

2. Background about the organisation (10%)
This should provide general background as well as information that will help to understand the context in which the process occurs

3. Background about the process (10%)
This section should provide supporting information about the process and should also include a description of how the information required to analyse the process was obtained

4. As-Is model of the business process (30%)
Modelling must be done in BPMN and can be supplemented with descriptions of assumptions and business rules etc. as needed. You must include an image of the model. Note: You should also upload the Visio file if readability is likely to be an issue.

5. Issues with the process (10%)
This section should explain issues and problems that have been identified with respect to the current process.

6. Recommendations for improvement (10%)
This section should explain the improvements that are being recommended and describe why the To-Be process is an improvement compared to the As-Is process. Recommendations can include the use of specific commercial software. This section should also discuss what performance indicators could be used to measure success.

7. To-Be model of the business process (15%)
Modelling should be done in BPMN.
Note: You should also upload the Visio file if readability is likely to be an issue – but the report must contain an image of the To-Be process.

8. Presentation of the report (10%)
Title page, Table of contents, Grammar etc.
Late submission - 5% penalty per day.

92.00 / 100.00

Graded on	Monday, 14 November 2022, 1:34 PM
Graded by	Fatuma Namisango

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1.   INTRODUCTION

Murdoch University Vikings AFL Club is a university social AFL club represented by Men's and Women's Murdoch University Vikings Footy team. The club is facing financial and performance issues. When it comes to performance issues, the biggest challenge is player retention and commitment throughout the season. The financial issue Murdoch University Vikings AFL Club deals with is that players are not paying their game day fees or registration fees and the team must forfeit.

This report looks at the Game Day Team Selection process for a Murdoch Vikings Footy team. The process greatly affects the financial short-term and long-term health of the club. Every time a standard forfeit is requested, due to the lack of players on game day, a forfeit fee must be paid by the club. In the scenario where a forfeit is requested before Thursday 5 pm of the current match week, a forfeit fee doesn't need to be paid. This type of forfeit is known as a prearranged forfeit. The common frequency of a standard forfeit request for Murdoch University Vikings has highlighted the importance of examining the Game Day Team Selection process.

2.   BACKGROUND ORGANISATION INFORMATION

Aussie Rules Footy (Footy) is a popular Australian sport played by two teams, each having eighteen players. In Western Australia, the sport is played in various leagues and by a variety of age groups. For adults, there is a professional league, known as the Australian Football League (AFL). A semi-professional league, referred to as Western Australia Football League (WAFL), is also for adults. Amateur leagues include Metro Football League (MFL) and Perth Football League (PFL). Both the MFL and PFL are adult amateur footy leagues for the Perth region. The distinct characteristic of an amateur league compared to a professional league is that the amateur league players are not paid full-time for their participation [1].

PFL was established in 1922 and is the largest amateur WA footy league competition. It consists of 70 teams spread out in different grades or divisions [2]. MFL was established in 1980 as a social league that has turned into an amateur community league [3]. The distinct feature of MFL is that it harbours and is accepting new clubs and financially struggling clubs. This is actively encouraged through the reduced cost of club entry into the league and reduced cost of ongoing team participation in the league. The initiative of having cost-effective league administration helps supports this. On the other hand, PFL is less accepting of new teams, as seen recently in [4] and has greater barriers to entry. MFL acknowledges its role in providing minimal entry barriers for new teams to form and establish [5]. In addition, they promote how many clubs originally formed in their league and now flourish in other leagues [5].

Murdoch University Vikings Footy team is a university social footy team that officially entered the MFL in 2021. The team has struggled to establish itself, keep its players for more than one season,

and have a healthy list of players willing to play throughout the season. The club faces financial troubles from players not paying joining fees or game day fees and the team forfeiting constantly due to players not showing up on the day of the match.

3. BACKGROUND BUSINESS PROCESS INFORMATION

The Game Day Team Selection Process handles the process of selecting a team to play in an upcoming match. A business process as explained in [6] is a collection of events, tasks, and decisions that, when initiated, accomplishes an outcome. As a past player of the men's Murdoch University Vikings Footy team, the Game Day Team Selection Process was easily identifiable due to the process's repetitive nature. Every week, the players need to inform the coach whether they can play in the upcoming match. Umpires belong to the league. The coach would decide whether to proceed with the team participating in the upcoming match or forfeit due to a lack of players. In addition, The Game Day Team Selection Process, being a core process, is easily identifiable. A core process is an essential activity directly involved in delivering the organisation service or deliverable [7]. The Game Day Team Selection Process is an essential activity because, without it, the Murdoch University Vikings Footy Club could not allow its player to play footy. Gameday fees are fees that must be paid by players every match. It covers the cost of game day umpires and ambulance cost. A player is expected to pay $10 for each match.
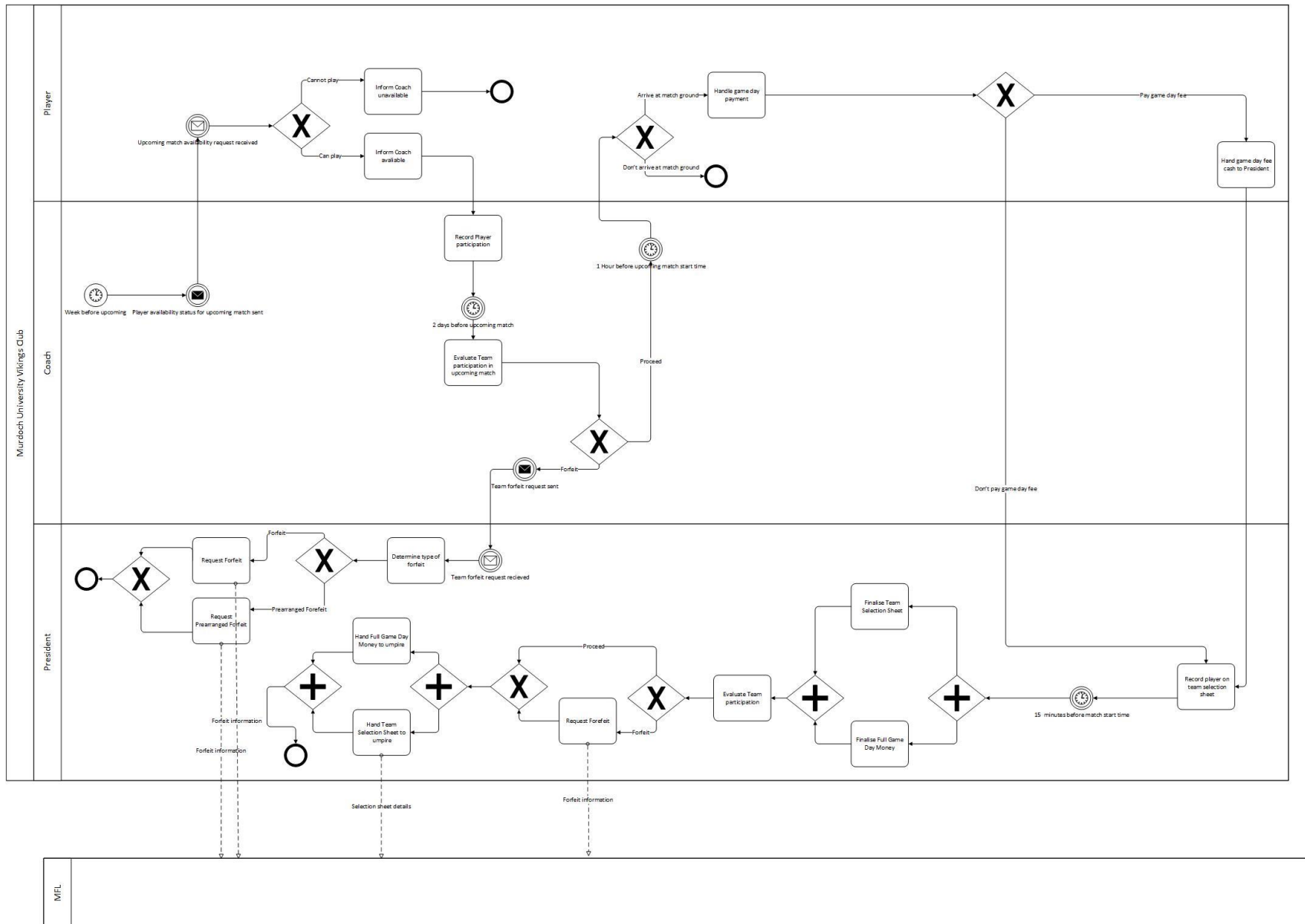
Information about the Game Day Team Selection process was gathered through evidence-based discovery. Evidence based observation is where a process is executed, followed, and observed for the information [8]. Part of the information regarding the Game Day Team Selection process was gathered from my active role as a player, for instance, observing the president filling out the team selection form. Evidence-based document analysis was also utilised to gather additional information. Evidence-based document analysis is where information is collected from existing documentation about the process [9]. The MFL Bylaws documents added additional context and information regarding the process. For example, the MFL Bylaws document state a forfeit occurs when a team has fewer than fourteen players.

4. AS-IS BUSINESS PROCESS MODEL

The Game Day Team Selection process is triggered by an upcoming scheduled match being only days away from the start date of the match. The process ends with the team coach handing a filled-out team selection form, detailing their team players for the match, to the umpire.

The following information describes the Game Day Team Selection process-

- Coach will ask in the team's player messenger group chat which players can play in the upcoming match.
- The player will respond indicating whether they can play or cannot play in the upcoming match.
- Coach will keep track of the number of players able to represent their team in the upcoming match.
- Two days before the upcoming match, the coach will determine whether the team will forfeit or proceed with the upcoming match.
- If the coach wants to forfeit the upcoming match, he will need to inform the president of the decision.
- President will work out whether to request a prearranged forfeit request or standard forfeit request.
  - President will request prearranged forfeit when the request can be lodged before Thursday 5 pm of the current match week.
  - President will request standard forfeit when the request can only be lodged after Thursday 5 pm of the current match week.
  - Either requests will be sent to the MFL.
- Players will arrive at the match ground 1 hour before the upcoming match start time. Sometimes the player decides not to show up on the day.
- Once players arrive, they will handle their game-day payment.
  - Players who intend to pay their game day fee will hand their game day fee money to the president.
  - Must be in cash since umpires will only accept cash.
- President will record players on the team selection sheet whether or not they have paid their game day fee.
- Fifteen minutes before the match start time, the president will
  - Finalise the team selection sheet and full game day fee,
  - Whether or not all the players have paid their game day fee, the president will only give the full team's required game day money.
- The president will then evaluate whether there is enough Murdoch University Players at the ground.
  - The president will request a forfeit if there are fewer than 14 Murdoch University Players at the ground.
  - The president will allow the team to proceed with the scheduled match if there are over 14 Murdoch University Players at the ground.
- The president must hand the full game day money and team selection sheet to the umpire

Murdoch University Vikings Club

Player

Upcoming match availability request received

Cannot play → Inform Coach unavailable

Can play → Inform Coach available

Arrive at match ground → Handle game day payment

Don't arrive at match ground

Pay game day fee

Hand game day fee cash to President

Coach

Week before upcoming | Player availability status for upcoming match sent

Record Player participation

1 Hour before upcoming match start time

2 days before upcoming match

Evaluate Team participation in upcoming match

Proceed

Forfeit → Team forfeit request sent

President

Forfeit → Request Forfeit

Prearranged Forefeit → Request Prearranged Forfeit

Determine type of forfeit

Team forfeit request recieved

Don't pay game day fee

Finalise Team Selection Sheet

Hand Full Game Day Money to umpire

Proceed

Evaluate Team participation

Record player on team selection sheet

15 minutes before match start time

Request Forefeit

Forfeit

Finalise Full Game Day Money

Hand Team Selection Sheet to umpire

Forfeit information

Forfeit information

Selection sheet details

Forfeit information

MFL

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5.   ISSUES

The first issue with the Game Day Team Selection Process is related to productivity. Productivity is described as the measure of how well resources in an organisation are utilised to complete a particular task [10]. For example, how well human resources, such as the coach, uses his time. The current coach is a fellow student at Murdoch University and close mates with some players. In this process, when the coach asks the players in the group chat who's planning to play, how they respond is different for all. While the end result is the player admitting they can or cannot play, the way they do it sometimes leaves the coach having to decipher. For instance, some players "like" the message as their way of informing the coach they can play. Other players will say they will try to make it but never actually do or simply do not respond to the coach. In cases where the response is unclear, the coach will need to message the player or call the player for clarity. Therefore, the aspect of the process where the coach asks the players and the players respond needs to be redesigned.

The second issue with the Game Day Team Selection process is related to service delivery. For the Murdoch University Vikings Footy team, the clients in this context can be called the players, while the service can be referred to as providing an environment for players to play footy. The process of how players can obtain the service is part of the server delivery process. Ideally, players should need to pay their game day fee to be allowed to play. Given the team's lack of players, this is not a realistic option. At the same time, it is not financially sustainable for the club to keep covering the game day fees for players. Thus, examining the aspect of how players pay their game day fee is needed. The common reason for players not paying their game day fee is because they don't carry cash. Evident in the AS-IS model, players are currently only able to hand cash to the president. This was deliberately designed because umpires can only accept cash. However, the requirement of the players needing to pay the president in cash could be redesigned while the requirement of paying the umpires with cash can still be met.

6.   RECOMMENDATIONS FOR IMPROVEMENT

One way to improve productivity in the Game Day Team Selection Process is by implementing task automation. Task automation is where activities or actions normally performed by humans is supported or executed by technology, system, or applications [11]. One example of task automation is with cockpit automation for pilots [11]. This case outlined how the task before automation required pilots to observe instruments and meet the altitude and speed restrictions during descent [11]. Implementing automation to this task allowed pilots to shift their thinking from those tasks at hand to big-picture higher-level matters, such as planning ahead [11]. In the case of the Game Day Team Selection Process, the coach needing to message the players for their availability and the coach deciphering their responses can be automated using IT. A tool, such as Google Gmail Calendar Invite, can be implemented to send the request automatically, asking players for their weekly availability, and the player's responses would be standardised, removing the need for the coach to decipher player's responses. For instance, the standardised clickable responses the Gmail Calendar

Invite would allow could be yes, no, and maybe. The coach can now trust the yes responses mean players will be playing and not have to be concerned with previously probably yes responses. Additionally, since a tool is asking the question to the players, the coach will not be emotionally hurt by direct rejection from players and close mates. Examining the changes to cost can help validate the improvement as a success or failure. Cost is a core measurable performance dimension for business processes. It can be viewed from different perspectives. In this context, the labour cost related to coaches' average time spent asking and deciphering players' availability responses are expected to be reduced from task automation. Thus, the time saved from task automation can be allocated to other tasks resulting in improvements in productivity.

One way to improve service delivery in the AS-IS Game Day Team Selection Process is through empowerment. To empower an actor in a process means to give them more power to handle more decisions [12]. For the Game Day Team Selection process, the players are restricted to only paying the game day fee in cash because the umpires only accept cash. A compromise solution could be to empower the players to pay their game day fees using a payment system of their choice and having the president give the teams full game day umpire payment in cash. This ensures umpires get their payment in cash and players can pay using a card or cash. The core performance measure that will be impacted and improved is flexibility. This measures the ability to react to different circumstances. Providing players more options to make decisions improves the process of service delivery. Players who don't normally carry cash can now pay their fees and not have to stress about withdrawing money. The alternatives methods of paying can include- EFPOS, or Bank transfer. The trade-off is that technology is required to enable these payment types. Given that Murdoch University Vikings AFL Club is in trouble financially the technology selected should primarily be cost efficient. Also, the players should be asked whether the technology proposed such as EFPOS machine will be utilised by them. In the long run the amount of game day fees that are now paid as a result of the diversification of payment methods should cover the amount spent on the technologies.

7. TO-BE BUSINESS PROCESS MODEL

The following information describes the Game Day Team Selection To-Be business process

Murdoch University Vikings Club

Player

Upcoming match availability request received

Cannot play → Inform Coach unavailable

Can play → Inform Coach available

Arrive at match ground → Handle game day payment

Don't arrive at match ground

Pay game day fee → Decide payment method

Coach

Record Player participation

1 Hour before upcoming match start time

2 days before upcoming match

Evaluate Team participation in upcoming match

Proceed

Forfeit → Team forfeit request sent

Don't pay game day fee

EFPOS

Cash

Bank transfer

President

Forfeit → Request Forfeit

Prearranged Forefeit → Request Prearranged Forefeit

Determine type of forfeit

Team forfeit request recieved

Finalise Team Selection Sheet

Finalise Full Game Day Money

Hand Full Game Day Money to umpire

Proceed

Hand Team Selection Sheet to umpire

Request Forefeit → Forfeit

Evaluate Team participation

Record player on team selection sheet

15 minutes before match start time

Process EFPOS Payment

Process Cash Payment

Process Bank Transfer

Forfeit information

Forfeit information

Selection sheet details

Forfeit information

MFL

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