

# Moving the Competitive Goalposts

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The prestigious **Global Excellence in Workflow Awards**, now in their 17th year and competed on a global basis, are highly coveted by organizations that seek recognition for their achievements. These awards not only provide a spotlight for companies that truly deserve recognition, but also provide tremendous insights for organizations wishing to emulate the winners' successes. These are companies that moved the goalposts for their industries.

The Workflow Management Coalition (WfMC) and the Workflow And Reengineering International Association (WARIA)—now BPMFocus.org—jointly honor organizations that have demonstrably excelled in implementing innovative solutions to meet strategic business objectives.

The criteria for submitting an entry are fairly simple: the project should have been operational for six months prior to nomination, and have been installed within the past two years. The submission guidelines, however, are more detailed. To be recognized as winners, companies must address three critical areas: excellence in *innovation*, excellence in *implementation* and excellence in strategic *impact* to the organization.

*Innovation* encompasses the innovative use of technology for strategic business objectives; the complexity of the underlying business process and IT architecture; the creative and successful deployment of advanced workflow and imaging concepts; and process innovations through business process reengineering and/or continuous improvements.

Hallmarks of a successful *implementation* include extensive user and line management involvement in the project while successfully managing change during the implementation process. Factors impacting the level of difficulty in achieving a successful implementation include the system complexity; integration with other advanced technologies; and the scope and scale of the implementation (e.g. size, geography, inter-company processes).

*Impact* is the bottom line, answering the question “what benefits do imaging and workflow deliver to the business?” Examples of potential benefits include: productivity improvements; cost savings; increased revenues; product enhancements; improved customer service; improved quality; strategic impact to the organization's mission; enabling culture change; and—most importantly—changing the company's competitive position in the market. The visionary focus is now toward strategic benefits, in contrast to marginal cost savings and productivity enhancements.

While successes in these categories are prerequisites for winning a Global Excellence in Workflow Award, it would reward all companies to focus on excelling in innovation, implementation and impact when installing imaging and workflow technologies. Without doing so, they will not achieve the full potential that workflow offers. Companies must recognize that implementing innovative technology is useless unless the organization has a successful implementation approach that delivers—and even surpasses—the anticipated benefits.

True visionaries are not content with merely achieving benefits; they are proactively driven to raise the standard for excellence in their industry—in essence, *moving the competitive goalposts*.

## Section 1: Europe

BARCLAYS, FRANCE,

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### ***Finalist 2006, Europe; nominated by W4, France***

This is not the first workflow application at Barclays France. Since 2004, the bank has been reshaping its loan allocation application for its entire sales network, as well as for its back-office staff. Today, this application, called “loan workflow”, manages loan requests, from the opening of the file at the branch to the issue of the offer, and includes automatic routing between the various players in charge of decision-making. The computerisation of the file management process has helped to eliminate paperwork and also offers customer-relationship managers better traceability of operations. Every request may be identified at each step in the process and authorised users may access files and keep customers informed of the progress of their request. Furthermore, it offers management a clear and homogenous view of the operations carried out. Finally, automation helps to maintain a history of all the steps in the procedure, including the reasons for loan refusal. It is on the strength of this solution that Barclays France decided to extend the workflow process to exchange flows and steps in the account life.

MODELO CONTINENTE HIPERMERCADOS PORTUGAL, EUROPE

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### ***Gold Award 2006, Europe; nominated by iProcess and Tlantic SI, Portugal***

This paper presents the experience of the implementation of workflow technology in Modelo Continente Hipermercados (MCH), the largest retailer in Portugal. Started in the later 90's, motivated by the challenge to take advantage of the best technologies available, MCH's experience involves more than 23 automated processes covering virtually all business areas. The company has adopted workflow technology in a corporate and strategic way, establishing a new management paradigm. The benefits obtained are way beyond the expected, resulting in expressive efficiency gains for the company. Workflow technology contributes to MCH's strategic goals, building concrete competitive advantages.

THE SPIDER BPM SOLUTION AT TELENOR, NORWAY

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### ***Silver Award 2006, Europe; nominated by auSystems (now Cybercom), Sweden***

This case study illustrates the approach taken by Telenor to establish a new network infrastructure rollout organization and a supporting IT system. The approach is based on the idea of a portfolio of standardized infrastructure products and automated business processes supporting all types of infrastructure networks (IP, mobile, fixed and cable TV) in a convergent fashion and also including integration of partners in the process to supply the civil engineering work necessary to build a telecommunications network.

The IT system is realized using an application framework for Business Process Management with support for reusable process components. This docu-

ment will cover the business drivers and organizational challenges for initiating, executing and launching the project. The technical solution and project experiences will also be presented and finally share some thought of the future usage possibilities. The system is named "Spider" and was put in production in mid 2005 at Telenor, Norway.

## Section 2: Middle East and Africa

PAYMENTCENTRIC, JORDAN

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### ***Gold Award 2006, Middle East and Africa; nominated by Telaterra LLC, Jordan***

The purpose of this document is to layout the overall success elements of implementing the Merchant Management Application at PaymentCentric (PC) located in Amman, Jordan.

In the following sections you will unfold the innovations accomplished on various levels, the challenges overcome, the competitive advantages the project has added to PC as the end user organization and the vendor's experience. Future plans to upgrade the project are numerous since PC are in continuous expansion throughout the region and beyond; changes depending on the business needs for each different region will be incorporated. Adding to that the increased fierce competition within the market forces PC to excel in and optimize its services.

TRACKER SYSTEM, SOUTH AFRICA

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### ***Silver Award 2006, Middle East and Africa; nominated by TIBCO, South Africa***

The TRACKER System was developed in the USA by LoJack where it has been operational since 1986. It was specifically developed to assist the police in curtailing vehicle theft. To date there are more than two million units fitted throughout 25 countries in the world including the USA, UK, Hong Kong, Russia, Korea, Mexico, Brazil, Argentina and Colombia. In South Africa, TRACKER has been operational since October 1996. The company enjoys strong financial backing and has invested millions in establishing its own network and providing the police with the technology to fight vehicle crime. Tracker also has its own recovery teams based throughout South Africa.

TRACKER is a jointly owned by FirstRand (32.5 percent), VenFin (31 percent), The Mineworkers Investment Company (26.5 percent) and a Private Investment Consortium (10 percent).

AMMAN CHAMBER OF INDUSTRY, JORDAN

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### ***Gold Award 2005, Middle East and Africa; nominated by Telaterra Software LLC, Jordan***

The purpose of this document is to layout the overall success elements of implementing the eChamber project at the Amman Chamber of Industry (ACI) located in Amman, Jordan.

In the following sections you will unfold the innovations accomplished on various levels, the challenges overcome, the competitive advantages eChamber has added to ACI as the end user organization and the vendor's experience. Future plans to upgrade the eChamber are various since major

changes to the chambers regulations in Jordan are to be introduced in the near future, forcing ACI to become even more competitive.

NEDBANK RETAIL BANKING CREDIT CONTROL DEPARTMENT, SOUTH AFRICA

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***Silver Award 2005, Middle East and Africa; nominated by TIBCO Software, South Africa***

A market leader in many areas, Nedbank understands that in a highly competitive market, it is essential to focus energy both on customer retention and on acquiring new business. But in a market characterised by product parity, it is service which sets one Bank ahead of its competitors, in the minds of both new and existing clients. When choosing between financial institutions, the deciding factor for clients is not the intrinsic product benefits alone, but the efficiency with which applications are dealt, the speed with which they are granted finance and the efficacy with which staff are able to act. In short, the Bank's ability to manage the credit process is paramount to its success, meaning that in addition to presenting clients with an outstanding range of products and services, it's imperative that those products and services be accessible in the most convenient and in the quickest way possible, if prospective clients are to be converted to actual clients. Motivated by the principles explained above, Nedbank Retail Banking Credit Assessment department - which grants credit to both personal clients and small business - implemented an innovative BPM solution (TIBCO Staffware Process Suite - TIBCO SPS), in conjunction with consultants from Idea Junction, to help it attain its goal of processing credit applications more effectively, thereby increasing business for the bank.

### Section 3: North America

THE CHESTER COUNTY HOSPITAL, USA

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***Gold Award 2006, North America; nominated by TIBCO and Siemens, USA***

The healthcare industry has been slower to adopt Business Process Management (BPM) than other industries. However, The Chester County Hospital (CCH) has distinguished itself by not only implementing workflow management technology in a healthcare setting, but by customizing and supplementing that technology with its own home-grown applications. The result is a workflow system that integrates clinical, operational and financial processes to support patient-centered care. In addition to meeting the primary goal of providing safer, more efficient care to patients, BPM has enabled CCH to improve working conditions for employees, dramatically increase productivity, achieve higher levels of cost optimization, and become a competitive force to reckon with in the local healthcare community.

HASBRO, USA

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***Silver Award 2006, North America; nominated by Lombardi, USA***

Hasbro is the second largest toy maker in the world, with 2005 revenues of \$3.1 billion. Hasbro brands and products include G.I. Joe, Transformers, Play Doh, Tonka, Nerf, Playskool, Milton Bradley, Parker Brothers and Magic, The Gathering, to name a few.

With such a diverse line of products, Hasbro relies in part on outsourced manufacturers for some of its toy and game production. Of course, managing a supply chain comprised of many diverse suppliers and numerous large orders a day required a team of people to manage vendor relationships and individual request for quotes (RFQs). Before Hasbro adopted a business process management (BPM) solution from Lombardi, almost all of the processes for determining an order and its supplier were paper based and manually intensive. Hasbro began its eConnect program with a clear mission statement:

Hasbro e-Connect delivers a collaborative e-business platform designed to connect business partners. It enables secure, self-service business transactions with business partners via the Internet, with seamless integration into our systems. The result is a streamlined business processes that save time and money.

NAS CHEETAH PROJECT, USA

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***Finalist 2006, North America; nominated by Green Square Inc, USA***

Sometimes you need to run like a Cheetah. In 2003 Congress passed sweeping changes to the nation's Medicare program. Noridian Administrative Services, LLC. (NAS), one of the largest Medicare contractors in the country had only a short time to prepare for these changes. One of their key Medicare contracts was the first selected for competitive bid. NAS executives challenged a number of areas within the company to offer innovative approaches that could better position NAS to win and execute future contracts. Business Process Management (BPM) and workflow were identified as critical technologies that could enable the innovation. A team was quickly formed to dramatically expand the existing workflow environment. In the spring of 2005, the Cheetah project was established to take on this challenge. Cheetah's mission was to expand workflow/BPM into every operational team, a feat that would require the implementation of 20 workflows in 13 departments for over 350 users in just 20 weeks. This case study focuses on the possibility and reality of massively parallel workflow implementations.

GRUPO FINANCIERO UNO, USA

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***Gold Award 2005, North America; nominated by Ultimius, USA***

Grupo Financiero Uno, headquartered in Miami, FL, is the leading financial service provider for Central America, with locations in seven Latin American Countries, including Mexico, Guatemala, El Salvador, Honduras, Nicaragua, Costa Rica and Panama. The company realized that with its continued success and steady growth, it was about to face a major challenge with its credit card approval process. It was taking 15 days to process a single request due to the many manual administrative tasks and approval cycles. Additionally, the approval process was highly susceptible to human error, including applications sitting in in-boxes for extended periods of time and often getting lost in the shuffle. Today Grupo Financiero Uno is now able to process 470 percent more credit card applications and credit card disputes with the same number of staff per year while client growth continues to clip along at 30 percent year-over-year.

## Section 4: Pacific Rim

ASIA VITAL COMPONENT CO. LTD., TAIWAN

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***Silver Award 2006, Pacific Rim; nominated by  
Flowring Co. Ltd., Taiwan***

The article describes the BPM planning and implementation of AVC (Asia Vital Component Co. Ltd.) using BPM suite. The processes covered in the article includes: PDP (product design procedures), QIT (quality issue tracking), MAS (material approval system) and OA (office automation). The target workflow applications integrate legacy ERP/PLM/PDM application system and work together to provide smooth and quick product design activities coordination among R&D teams (from AVC and business partners), as well as the compliance with environmental protection regulation (i.e. RoHS).

KTF CO. LTD., KOREA

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***Gold Award 2006, Pacific Rim; nominated by  
HandySoft***

The telecom market is faced with a sharp increase in the number of service subscribers to such a degree that demand exceeds supply. In the past, the industry's information systems consisted mostly of calculating a customer's telephone traffic and sending a bill. But severe competition and the growing availability of products in the market space has forced the providers to leverage state-of-the-art technologies to improve customer service and satisfaction. In order to remain competitive, information systems had to address this sharp change to customer focus.

MAX NEW YORK LIFE, INDIA

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***Finalist 2006, Pacific Rim; nominated by  
Newgen, India***

The company operates in a fiercely competitive and rapidly growing Life Insurance industry in India. The advent of several private insurance players—most of them collaborations involving international Insurance giants—has broken the monopoly of the monolithic state insurance agency—Life Insurance Corporation of India. With most of the new players in the Insurance market offering more or less the similar type of basic products, key differentiations can be achieved through automation of processes that enhance customer service. As a result, Max New York Life (MNYL) became one of the earliest insurance players in India to adopt Business Process Management (BPM). The phased implementation of BPM solution has enabled the company to rapidly expand its customer base, continuously enhance product offering, and stay well on course of realizing its vision of being the most admired life insurance company in India.

ACBEL POLYTECH, TAIWAN

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***Silver Award 2005, Pacific Rim; nominated by  
Flowring, Taiwan***

The intention of this case study is to present the business process modeling and implementation effort that was invested in the past years to deploy an integrated information systems at AcBel. The goal of the target information system is to enhance and extend the capability of AcBel legacy ERP system

by introducing a full-function workflow system. From the functional view, it constructs a software system for AcBel's ISO quality assurance system, and provides computer-guided standard operating procedures for the product design and manufacture processes.

SAMSUNG HEAVY INDUSTRIES, KOREA

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***Gold Award 2005, Pacific Rim; nominated by HandySoft Global, Korea***

Due to a dramatic increase in the quantity of orders received since 2000, Samsung Heavy Industries (SHI) realized the necessity of implementing business process management (BPM) technology for more efficient management and monitoring of our international shipbuilding operations. Today, the implemented BPM system has improved and efficiently manages not only processes such as order placement management, contractor process management, production management, and quantity management related to shipbuilding outsourcing, but has also improved the business processes related to the materials supplied to subcontractors of the various shipyards. Using this system, the e-ouTEr Assembly Management System (e-TEAMS) processes were visualized. This visualization allowed us to optimize the fabrication management process, enable employees to manage and monitor the priority and status of various business processes in real-time, and provide an alarm notification function for process delays. e-TEAMS was the first instance of the application of BPM technology supporting business processes in the Korean shipbuilding industry.

## Section 5: South America

ALLIANZ, VEHICLE INSURANCE OPERATION, COLOMBIA DIVISION

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***Gold Award 2006, South America; nominated by Bizagi, Colombia***

This document, describes the successful implementation of the Allianz Colombia BPM model on the vehicle insurance division "The Power on Your Side". Today, the system has literally given the power to third parties involved on the business; engaging agents, brokers, CNCs, call centers, work shops, lawyers and the back office in more than 1.500 activities starting from the underwriting of the policy until the disbursement of a claim. This has increased the integration, visibility, productivity and profitability of the whole operation of the auto-insurance Allianz Colombia division.

METROVÍAS, ARGENTINA

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***Finalist 2006, South America; nominated by PECTRA Technology, Inc., Brazil***

METROVÍAS is a company that operates a major public transportation net in Buenos Aires city, Argentina. The net comprises five subway lines, two streetcar branches and one railroad branch. Nowadays, METROVÍAS has 3,000 employees working on 70Kms of rails through 108 stations and yearly carries 300 millions passengers in its 692 cars.

METROVÍAS started operating on January 1st, 1994 facing the challenge of changing a traditionally deficit activity into an efficient and profitable business. By applying modern and competitive entrepreneurial criteria, accor-

dant to the theories of contemporary management, METROVÍAS strives to turn the service into a customer-oriented one.

GRUPO PÃO DE AÇÚCAR

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***Silver Award 2006, South America; nominated by iProcess, Brazil***

This paper describes the experience of the implementation of workflow technology in Grupo Pão de Açúcar(GPA), the largest retail group in Brazil. Motivated by the necessity of adjustment to the Sarbanes-Oxley act, and of acceleration of critical processes execution, GPA began the usage of workflow technology. There are three developed workflow systems: the first, Investment Approval Workflow, being deployed in May, 2005. The benefits of workflow technology were quickly perceived, with the reduction of 80 percent of average process time and great increase of control effectiveness. For this reason, GPA is not only expanding the use of workflow technology, but also connecting IT and process disciplines, building a solid path into BPM direction.

LA VOZ DEL INTERIOR, ARGENTINA

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***Gold Award 2005, South America; nominated by PECTRA Argentina, SA.***

La Voz del Interior is the most prestigious regional newspaper in the Argentine Republic. It is currently owned by the Grupo Clarín, the main mass media holding in Argentina, and one of the most important mass media organizations in the Spanish-speaking world. With a history spanning more than 100 years, La Voz del Interior tops the list of the daily newspapers that are edited in the interior of the country, and is ranked third in Argentina, vis-avis advertising revenues. Its average daily circulation is 60.000 copies (Mondays to Saturdays) and 85.000 copies on Sundays. Due to the successful implementation of the solution, which showed excellent results, the company has optimized the distribution of additional material and achieved significant cost-reductions and tighter control in the traceability of its processes.

UNIVERSIDADE DE SANTA CRUZ DO SUL, BRAZIL

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***Gold Award 2005, South America; nominated by Cryo Technologies, Brazil***

The University of Santa Cruz do Sul—UNISC, based on the commitment to keep its characteristics of a Community University - institution of not-state public nature - expressed by administrative and financial transparency, democratic management and its insertion in community's life, searched through the use of Workflow technology to afford a tool to its managers that guarantee the essential characteristics so that the information becomes a strategic resource. This technology allowed the accompaniment and the management of the work flows and the access to information on a safe, online and integrated form, reflecting transparency and agility in processes and also reduction of people and paper's traffic.