

65 years of Bushfire Inc.

"We deal with your bureaucracy"

- ❖ Happy Customers
- ❖ Happy Employees
- ❖ Happy Shareholders
- ❖ Happy CEO
- ❖ Happy Birthday!

The morning
after the 65th Birthday Party...

What are the problems ?

- ❖ Cannot locate files in process
- ❖ High risk of losing files during transport
- ❖ Retrieval of lost files is time-consuming
- ❖ Files get ignored when employees are absent
- ❖ Lack of confidentiality for sensitive information
- ❖ Traditional monitoring system involves many employees -- slow, costly and inefficient

More Problems ...

- ❖ Electronic tracking and monitoring system is missing:
 - ❖ No reporting of company performance
 - ❖ Management only knows that something went wrong when customer complains
 - ❖ No point of reference for improving performance
 - ❖ Setting goals for maximum processing time is difficult

And yet more problems ...

- ❖ Lots of space needed for storage of paper files
- ❖ Costs for archiving and information retrieval from are high
- ❖ Balancing workload between subsidiaries in different physical locations is almost impossible because of time-consuming transportation issues
- ❖ Again: significant risk of damage and loss related to physical transport

BAG MAC

Has got a

WORKFLOW SYSTEM

Two Days Later ...

E-Workflow

Presentation by B. Bright
Board Meeting of Bushfire, Inc.
September 30, 2002



- ▶ E-Workflow is:
 - “the automation of a business process in whole or in part, during which documents, information or tasks are passed from one participant (a human or machine resource) to another for action, according to a set of procedural rules”



Incoming Mail



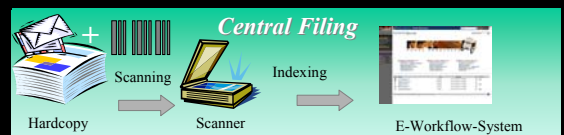
Hardcopy



Incoming Fax



E-workflow lives on information and, in the Bushfire case, on files. However, it cannot digest paper.

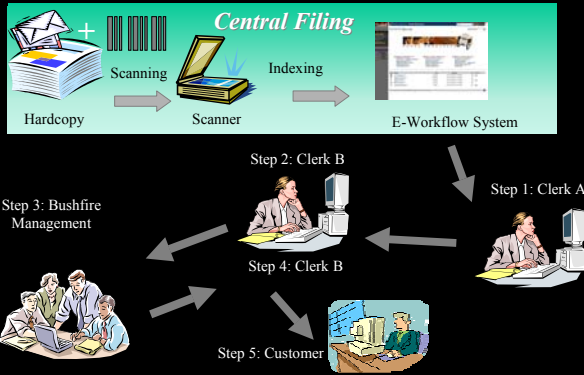


Bushfire must either: (a) purchase a high performance scanner to transform all the paper files into an electronic format, or (b) find a scanning service provider.

- ▶ It knows the exact procedures for all of our services (once we have fed the system with this information).
 - ▶ Thus, a first step for Bushfire would be to examine, streamline and document all of our procedures.

- ▶ When a procedure is started, it sends the electronic files together with the task to the responsible person.
- ▶ At the end of each work step, the user confirms completion. The item is then automatically forwarded to the next group or person.
- ▶ Some tasks can be carried out by the system without human help, e.g. adding missing data from our customer database.

Bushfire.biz Example of a simple workflow

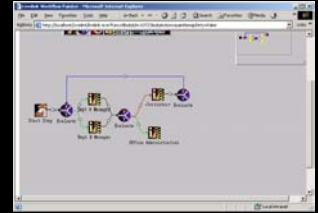


Bushfire.biz Process definition

The core of the E-Workflow system is the graphical process definition tool.

The sequence of work steps for each product or service must be coded here.

There are decision nodes, approval nodes, and splitting and merging nodes (for parallel processing of a single item).



Bushfire.biz Roles and Responsibilities

- ▶ The system administers the roles of individuals and groups and their respective responsibilities and access rights:
 - ▶ Bushfire must set up a clear organizational chart containing the names of all employees and assign each of them to one or more groups.
 - ▶ The responsibilities (for performing each work step) and access rights (for accessing and transforming data) of each group must be defined.

Bushfire.biz Work Lists and Calendar

- ▶ Each employee has a personal inbox where he/she picks up the tasks.
- ▶ Alternatively, most products offer group inboxes. Each employee of a group selects a new task or tasks from this group box after having finalized the previous task.
- ▶ A calendar containing absence information ensures that urgent tasks are not assigned to an absent person.

Bushfire.biz Reporting and Supervising

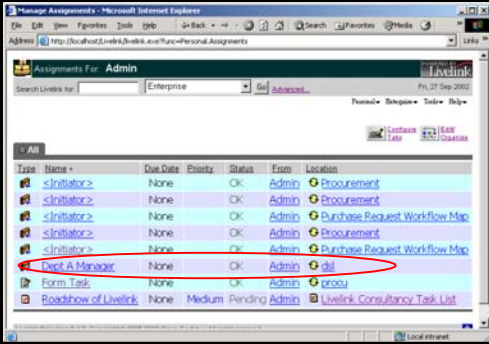
- ▶ Items that are not processed correctly or in time can be identified immediately.
- ▶ Pre-defined and customized reports allow for the measurement of performance.
- ▶ Based on performance analysis, process improvement measures can be implemented.

Bushfire.biz Example

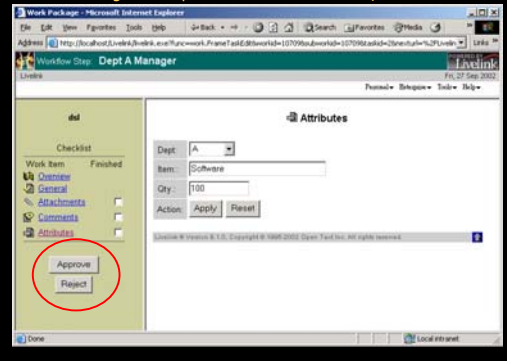
An employee makes a purchase request to manager of Dept. A

The screenshot shows a web application interface for a purchase request. The form is titled 'Attributes' and includes the following fields: Dept (A), Item (Software), and Qty (100). There are 'Apply' and 'Reset' buttons at the bottom of the form. The interface is displayed in a Microsoft Internet Explorer browser window.

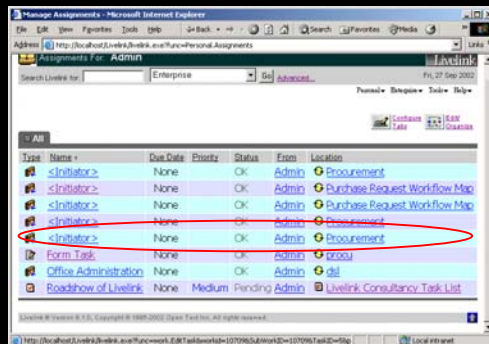
Manager of Dept. A finds the order in his personal task list



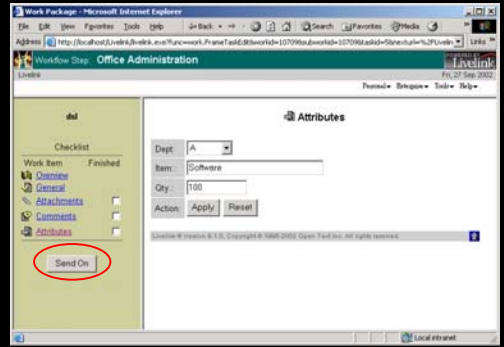
Manager of Dept. A makes decision on request



Manager of Dept. A passes the task to Purchasing



Purchasing clicks "Send On" to signal the completion



- Ad hoc Workflow: Low level of pre-definition and possibility to deviate
- Productive Workflow: High level of pre-definition and extremely high "throughput"
- Administrative Workflow: Mixture of Ad hoc and Productive Workflow
- Collaborative Workflow: Users are given enough flexibility to change the rules
 - Bushfire must decide which type suits our business best. In my view, the administrative type provides the best balance between the needs for flexibility and "throughput" volume.

- Stand-alone E-Workflows
- E-Workflows as a module of an ERP system
- E-Workflows as a module of a document management or imaging system
 - We must select the best type for our business. A combination with a document system makes sense.

- ▶ Visual WorkFlo / Panagon by FileNet
- ▶ SERProcess by SER
- ▶ TeamWare Flow / Dolphin by Fujitsu
- ▶ MQ-Series Workflow by IBM
- ▶ Enterprise Workflow by Eastman Software
- ▶ BizFlow2000 by Handysoft
- ▶ Lotus Notes
- ▶ Livelink by Open Text

- ▶ Will the software producer be around in future?
- ▶ What is the TCO?
- ▶ Can the system integrate with our legacy systems?
- ▶ Is the capacity in terms of throughput, speed and number of users suited for Bushfire? Is the system scalable?
- ▶ Does the system comply with international specifications (i.e. is it compatible)?
- ▶ Is the system web-based?

- ▶ Bushfire needs a web-based E-Workflow-System.
- ▶ E-Workflow provides a solution to all of the problems we discussed two days ago.
- ▶ Integration with our customer database and mailing system is essential.
- ▶ Livelink and SERProcess seem to best meet Bushfire's criteria and needs.
- ▶ CIO should check what new hardware is needed.

- ▶ Preparatory analysis of work organization and responsibilities should be started today.
- ▶ Implementation of E-Workflow-System should be started as soon as possible.

One year later . . .

**Implementation of E-Workflows
at Bushfire**

A success story

- ▶ Three months of setup time before scanning department was functioning properly.
- ▶ Expenditures for training exceeded budget.
- ▶ Some older employees refused to work with computers.
- ▶ Problems with trade unions in the European subsidiaries due to the individual performance control element. The monitoring function has still not been implemented in Germany.

- ▶ Programming of the interface with the customer database exceeded budget.
- ▶ Response time of the system is unsatisfactory – we should consider purchasing a new server.
- ▶ Processes had to be redefined several times because the initial analysis of the work steps was flawed.
- ▶ Our organization had to be completely restructured in order to accommodate new procedures.

- ▶ Productivity decreased during implementation, but increased significantly afterward
- ▶ 4 months after implementation, 10% fewer people do 20% more work
- ▶ Our goal is to increase productivity by another 20%
- ▶ Due primarily to the introduction of parallel processing, processing times have been reduced by 75%

- ▶ Workload balancing allows us to effectively utilize the excess capacity of our Irish subsidiary in order to service the American market.
- ▶ Part of our headquarters will be rented to Bargain Brothers because we need less space.
- ▶ Team responsible for tracking lost files was transferred to computer department because no files have been lost for 2 months.
- ▶ Change and cancellation requests can now be processed by the employee who takes the call.

- ▶ Confidentiality classification means that confidential files are accessed only by authorized employees.
- ▶ Client satisfaction has increased significantly -- even the Betty Ford Clinic will remain our customer.
- ▶ Management is happy that they have a real-time overview of the actual situation at any given time.

Conclusion/Questions