

Utilities and Telecommunications

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BPM and Workflow eBook Series
Methods, Concepts, Case Studies and Standards
in Business Process Management and Workflow

Future Strategies Inc., Book Division
Lighthouse Point, Florida

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Introduction and Overview

This new eBook presents the collection of best and most important chapters on this topic recently published in the annual *BPM Excellence in Practice* and the *BPM and Workflow Handbook* series¹. BPM's promises are real, but the path to success is littered with pitfalls and shortcuts to failure. Best practices can help you avoid them. If you are just embarking on using its methods and tools, these authors have a wealth of experience to learn from and build on. Whether you are a business manager or an Information Technology practitioner, this special collection of papers will provide valuable information about what BPM can do for you—and how to apply it.

GLOBAL AWARDS FOR EXCELLENCE IN BPM AND WORKFLOW

The case studies in this eBook are award-winners in the prestigious annual **Global Awards for Excellence in BPM and Workflow**². Competed on a global basis, the awards 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.

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;

¹ Published by Future Strategies Inc., Lighthouse Point, FL www.FutStrat.com

² Awards Criteria and Overview at www.BPMF.org

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 Award, it would reward all companies to focus on excelling in innovation, implementation and impact when installing BPM technologies. Without doing so, they will not achieve the full potential that BPM and 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.

THE CASE STUDIES

While not all companies share each and every characteristic, there is enough commonality to detect distinct paths for achieving excellence. When several of these characteristics are combined in a single installation, they often result in visionary companies moving the competitive goalposts for their industries, as you will read in the following case studies:

TELECOMMUNICATIONS

Apex Communications Inc. USA

Maintaining quality, productivity and customer service in a growing and complex high volume/low margin wireless equipment repair and warranty business was the challenge facing Apex Communications (Team Apex). Team Apex implemented a Template Business Process Workflow Solution to improve communications both internally and in the supply-chain, to provide productivity tools to information workers and to provide real time management information to introduce accountability and to facilitate better decision-making. Implemented in June 2002, Team Apex's workflow solution has delivered measurable results.

Nokia Siemens Networks, United Arab Emirates

Nokia Siemens Networks was created in 2007 through the merger of the former Networks Business Group of Nokia and the carrier-related businesses of Siemens. Today, NSN is one of the world's largest network communications companies – with 60,000 employees, a leading position in all key markets across the world, and total sales of more than €15 billion a year. The Consulting and Systems Integration (CSI) unit within NSN is an organization of 4,000 staff, with sales of over €500 million a year. CSI desperately needed to get an established set of processes in place very quickly because without end-to-end visibility, fast and effective decision-making to drive the business was hampered, if not impossible. CSI looked to BPM technology to drive quick, highly-configurable, higher-value/lower cost process solutions to meet its business goals.

MATÁV Telecommunications Company, Hungary

The Hungarian Telecommunications Company (MATÁV) is the dominant player in the Hungarian market, providing full range of telecommunication services throughout the country. As a preparation for the market deregulation, and also to support internal organization changes, workflow and workforce management were identified as a chance for significantly improving corporate performance and customer satisfaction. The project went through the entire application life cycle from requirement analysis and system design to development, integration, training, etc. Within eight months from the beginning, one of the three system centers was operational, while the complete deployment took 13 months overall.

Telenor, Norway

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 document 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.

KTF Co. Ltd., Korea

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.

KPN, Netherlands

KPN is the leading telecommunications and ICT service provider in The Netherlands, offering wireline and wireless telephony, Internet and TV to customers and end-to-end telecom and ICT services to business customers. KPN provides wholesale network services to third parties and operates an efficient IP-based infrastructure with global scale. In order to attract new customers, retain its more than 35 million existing customers and remain competitive as a multi-play provider amidst the forces of deregulation, KPN must focus on creating a more customer-centric business - and aligning its IT systems to meet this objective.

Verizon Business, USA

The Verizon Business Network Services Group provides outsourced network services to large corporations wanting to leverage one of the world's most powerful and reliable networks. This is a high-stakes arena, with intense competition across all service providers and where each minute of downtime can cost customers thousands of dollars. To boost service levels, Verizon Business designed and implemented an innovative network services monitoring system called IMPACT (Integrated Management Platform for Advanced Communications Technologies). The dynamic system performs automatic alarm detection, fault isolation, trouble-ticket generation and routing, event and maintenance correlation, and customer notification and updating—all without manual intervention of network surveillance engineers. Because of IMPACT, Verizon Business offers an industry-leading 3.5 hour mean-time-to-repair (MTTR) commitment in its Service Level Agreements (SLAs), setting new standards for responsiveness.

***Analyzing and Improving Core Telecom Business Processes
by Lee, Kyeong Eon; KTF Co., Ltd., Seoul, Korea; Robert Cain,
HandySoft, USA***

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.

A leading telecoms carrier based in Korea, KT Freetel Co. Ltd., (KTF) concluded that creating customer satisfaction-oriented processes that were integrated with back-end company systems would enable them to more flexibly and spontaneously attract, serve, and keep customers who are sensitive to new technology and service.

UTILITIES

South African Post Office

The case study is about how key business processes were mapped to deliver on strategy, embracing the elements of strategy, people, process and IT, within the framework of innovation. The South African Post Office (SAPO) needed change on a number of levels: a fresh strategy agreed to in 2007 resulted in a new business model. This strategy was driven by the need for the South African Post Office to respond to changing markets and reposition itself as a major player in the region.

This required SAPO to become more accessible, more customer-focused, more innovative in generating revenue and finding new and better ways of providing services to the urban and rural communities it services. The new model needed the right processes and people to eventually deliver on strategy. Through VizPro®, an innovative approach to process documentation and improvement, a number of challenges were overcome and resulted in benefits ranging from enterprise wide buy-in through transparency and

participation, role clarity on who needs to do what to bring about the changes needed, along with capturing immense volumes of corporate knowledge in process maps that reflect the *business* view of the step by step activities needed to ensure achievement of strategic goals in storyboard format process maps that are easy to use and easy to follow.

San Francisco Public Utilities Commission, USA

The retirement of baby boomer workforce is putting companies' productivity and readiness to the test. How quickly and efficiently companies rearrange their operations to the generational swap will set their competitive edge in the next years. Creativity and determination are crucial to overcome the challenge. The San Francisco Public Utilities Commission (SFPUC) implemented a business process management and workflow solution to drive change efforts across its organizations. The SFPUC deployed innovative ways to capture the baby boomers' knowledge and transmit it to the new generation; without missing a step in service efficiency and quality, the SFPUC prepared itself for major challenges such as environmental preservation.

Eskom, South Africa

Eskom, South Africa's state-owned electricity company, operates across six regions. This complicated infrastructure led to an urgent need for a flexible, agile system to drive efficiencies and support the re-routing, escalation and monitoring of work. The project, named Ubuso (the Zulu word for 'face') provided the means to control routing and monitoring of work over Eskom's vast operational arena and sharing workloads across their regional call centres. GT-X Workflow was also essential for campaign management, segmentation and customer profiling.

CONAGUA, Mexico

The CONAGUA—Mexico Water National Commission—in charge of managing and preserving national waters in the Mexican United States, optimized Public Work Procurement and Execution Process and also provided access to such information to the community as a whole through the web.

The process called "Management and Development of Hydro-agricultural Infrastructure", the organization's most significant and with the greatest breadth of scope, includes programming, budgeting, procurement, execution follow-up, and project-closing activities aimed at the operation, preservation, maintenance and management of the federal hydro-agricultural infrastructure (drain, roads, levees, water control structures such as sewers and fords, and crossing structures such as bridges, etc.) of the 22 Technified Storm Districts (TSDs). The TSDs are areas in charge of generating and preparing investment projects, establishing the particular characteristics of the works to be performed, each taking into account the peculiarities of its geographical area. These TSDs are located in 9 states, covering a 2.7 million-hectare region and have 115,000 users.

APPENDIX

Further reading

Additional BPM Resources

NEW E-BOOK SERIES (\$9.97 EACH)

- [Introduction to BPM and Workflow](http://store.futstrat.com/servlet/Detail?no=75)
<http://store.futstrat.com/servlet/Detail?no=75>
- [Financial Services](http://store.futstrat.com/servlet/Detail?no=90)
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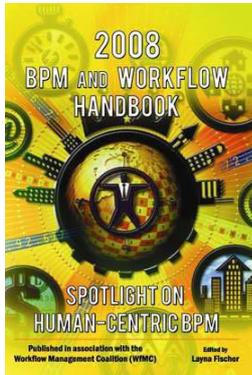
Coming soon...

- Academic
- Government
- Industry
- Transport

NON-PROFIT ASSOCIATIONS AND RELATED STANDARDS RESEARCH ONLINE

- AIIM (Association for Information and Image Management)
<http://www.aiim.org>
- BPM and Workflow online news, research, forums
<http://bpm.com>
- BPM Research at Stevens Institute of Technology
<http://www.bpm-research.com>
- Business Process Management Initiative
<http://www.bpmi.org> *see* Object Management Group
- IEEE (Electrical and Electronics Engineers, Inc.)
<http://www.ieee.org>
- Institute for Information Management (IIM)
<http://www.iim.org>
- ISO (International Organization for Standardization)
<http://www.iso.ch>
- Object Management Group
<http://www.omg.org>
- Open Document Management Association
<http://nfocentrale.net/dmware>
- Organization for the Advancement of Structured Information Standards
<http://www.oasis-open.org>
- Society for Human Resource Management
<http://www.shrm.org>
- Society for Information Management
<http://www.simnet.org>
- Wesley J. Howe School of Technology Management
<http://howe.stevens.edu/research/research-centers/business-process-innovation>
- Workflow And Reengineering International Association (WARIA)
<http://www.waria.com>
- Workflow Management Coalition (WfMC)
<http://www.wfmc.org>
- Workflow Portal
<http://www.e-workflow.org>

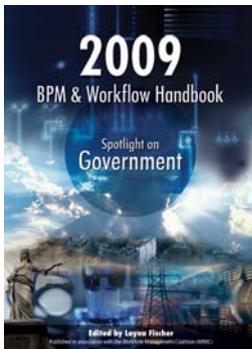
More Unique Books on BPM and Workflow from Future Strategies, Publishers (www.FutStrat.com)



[2008 BPM & WORKFLOW HANDBOOK](#)

Spotlight on Human-Centric BPM

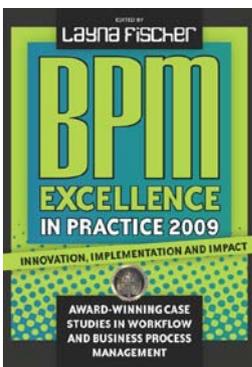
Human-centric business process management (BPM) has become the product and service differentiator. The topic now captures substantial mindshare and market share in the human-centric BPM space as leading vendors have strengthened their human-centric business processes. Our spotlight this year examines challenges in human-driven workflow and its integration across the enterprise. **Retail \$95.00**



[2009 BPM & WORKFLOW HANDBOOK](#)

Spotlight on BPM in Government

The question, “How can governments manage change organizationally and be agile operationally?” is answered in this special spotlight on BPM in Government with specific emphasis on the USA government where agencies, armed forces, states and cities are facing almost insurmountable challenges. **Retail \$75.00**

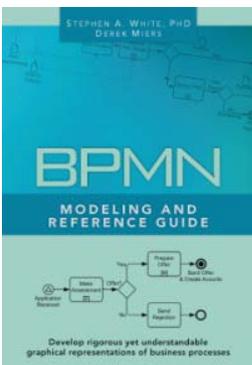


[BPM EXCELLENCE IN PRACTICE 2009](#)

Innovation, Implementation and Impact

Award-winning Case Studies in Workflow and BPM

These companies focused on excelling in *innovation*, *implementation* and *impact* when installing BPM and workflow technologies. They recognized that implementing innovative technology is useless unless the organization has a successful approach that delivers—and even surpasses—the anticipated benefits. **\$49.95**



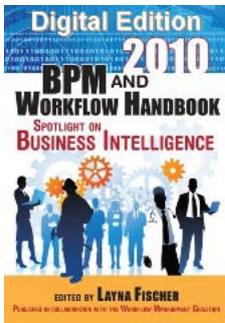
[BPMN MODELING AND REFERENCE GUIDE](#)

Stephen A. White, PhD, Derek Miers

Understanding and Using BPMN

Develop rigorous yet understandable graphical representations of business processes

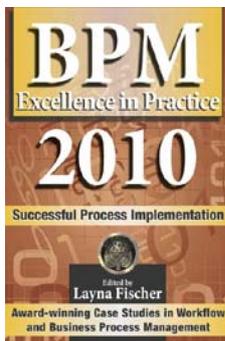
Business Process Modeling Notation (BPMN™) is a standard, graphical modeling representation for business processes. It provides an easy to use, flow-charting notation that is independent of the implementation environment. **Retail \$39.95**



[2010 BPM & Workflow Handbook](#)

Spotlight on Business Intelligence

Linking business intelligence and business process management creates stronger operational business intelligence. Users seek more intelligent business process capabilities in order to remain competitive within their fields and industries. BPM vendors realize they need to improve their business processes, rules and event management offerings with greater intelligence or analytics capabilities. **Retail \$75.00**

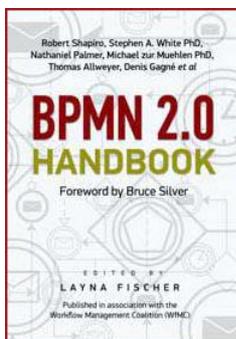


[BPM Excellence in Practice 2010:](#)

Successful Process Implementation

Award-winning Case Studies in Workflow and Business Process Management

For over 19 years the [Global Awards for Excellence in BPM and Workflow](#) have covered virtually every economic environment, from bubble to bust and back again. The first modern process era emerged from the economic downturn of the early 1990s. Then, after years defined by relentless cost-cutting, the new charter for business shifted toward enhancing capacity to address the return of customer demand. **Retail \$49.95**

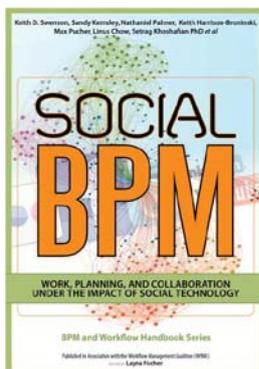


[BPMN 2.0 Handbook](#)

Robert Shapiro, Stephen A. White PhD., Nathaniel Palmer, Michael zur Muehlen PhD., Thomas Allweyer, Denis Gagné *et al*

Authored by members of WfMC, OMG and other key participants in the development of BPMN 2.0, the BPMN 2.0 Handbook brings together worldwide thought-leaders and experts in this space. Exclusive and unique contributions examine a variety of aspects that start with an introduction of what's new in BPMN 2.0, and look closely at interchange, analytics, conformance, optimization, simulation and more.

Retail \$75.00



[Social BPM](#)

<http://futstrat.com/books/handbook11.php>

Work, Planning, and Collaboration Under the Impact of Social Technology

Today we see the transformation of both the look and feel of BPM technologies along the lines of social media, as well as the increasing adoption of social tools and techniques democratizing process development and design. It is along these two trend lines; the evolution of system interfaces and the increased engagement of stakeholders in process improvement, that Social BPM has taken shape.

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