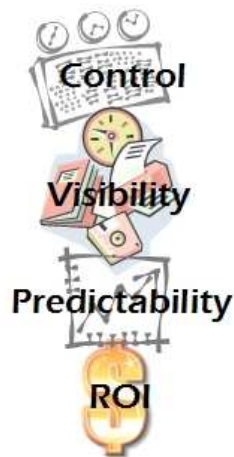


# Business Process Management

## Frequently Asked Questions [FAQ]

**Ingenuus Active  
Packet Technology  
Provides:**



This document represents the effort to begin collecting common questions about Business Process Management. It is a living document and therefore will be dated.

### **What is a Business Process?**

A process can be as simple as following a recipe. You gather ingredients, mix them according to the recipe, cook [or not] and serve.

A Business Process supports the generation of revenue. Most of the processes within a company support the generation of revenue. Sales people follow a sales process that they believe works effectively. An example might be: cold call, identify that the customer has BANT [budget, authority, need & a timeline], demonstrate your product, close the sale and deliver the product.

A company consists of a mix of processes, all designed to support the generation of revenue. A few others include: purchase requests, vacation requests, service requests, return materials authorizations, engineering change requests, legal service requests, etc.

### **What is Business Process Management?**

Let's define a process as a collection of related, structured activities [a chain of events] that produce a service or product. These are the kinds of processes that tend to get management's attention. They are performed daily and their costs are not insignificant.

Let's identify another process - the process to define, measure and improve your processes - we call it a 'process optimization process'. This process should get more attention than it does, because this is where you uncover improvement opportunities.

Business Processes exist on 2 levels - the people and the technology. In casual conversations, you will discover that there are 2 camps in the BPM world. There are those who focus first on the people and there are those who focus first on the technology.

On the 'people' level

It could be a philosophy. Management could be saying to underlings that they want their business processes managed more effectively.

A Business Line Manager could be managing his own business processes. They could define their process, they could measure it [see how long the process takes], they could look for trouble spots and they could make improvements to the process. They could have their own optimization initiative.



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Either of these strategies could be manual and they are considered BPM, even if they do not utilize technology. In the manual environment, you have a documented process that people follow and when you make changes to that process, you distribute a new documented process for them to follow.

On the 'technology' level

Some pundits see BPM Software as BPM. They skip over the people level and go right to the technology.

Other technologists only see that information must move between enterprise software packages. They think of SOA and BPM as synonyms.

While still others believe that modeling is needed to create that 'perfect' process. Therefore, modeling is BPM.

*Companies that have implemented BPM successfully will start with their 'people', because it is your company's 'people' that define your business processes and your business processes drive your technology choices.*

### **Why should my CEO care about BPM?**

All companies are looking to increase revenues and reduce costs. If you can run your company more efficiently, you can achieve both.

Obviously, if you are more efficient, then costs will go down. So, how can being more efficient increase revenues. If you can create product with lower costs, you then have some room to lower pricing. Lower pricing will usually increase revenue.

If you can get to market sooner than your competitor, you can establish your brand before they can bite into your revenues.

### **How does BPM provide my organization with a competitive advantage?**

Wal-Mart sees logistics as their competitive advantage. Logistics is a process. Wal-Mart really understands logistics. If my objective is to move products to the area of the country where the demand is - then there is a process to make that happen. They have been able to document that process and make some technological advances that makes them do it better than anyone else. This is their competitive advantage.



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### Is BPM a single discipline and tool set, or are there multiple definitions of 'BPM' in the marketplace and therefore multiple ways to implement BPM?

There are multiple definitions that come from the point of view of who you are talking to. We believe that BPM ought to drive efficiency. If so, then you must address all of the components in this 'efficiency loop.'

Some software offerings can address all of these components and some cannot. No matter which you choose, you will need to address all of the components.

### What new concepts does an organization need to understand in order to effectively use a BPM solution?

The most important thing to understand is what your process looks like. Let's look at an example - a new employee needs to order a laptop computer. You might think that the process is: Send an Email to your boss, they send a request to purchasing for a new laptop, purchasing orders the laptop, the laptop arrives at your cubical.

The real process may be more like: Send an Email to your boss, they send a request to purchasing [providing a department budget number, the employee name, their cubical number, etc], purchasing receives the request [determines which buyer will handle this, provides the buyer with the laptop options [which may have to go back to the requestor], provides the buyer with the supplier options, buyer checks the budget, buyer fills out a purchase request, sends it on to their supervisor,



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the supervisor checks the dollar amount against company policies, the supervisor returns the request to the buyer, the buyer generates a purchase order, the buyer chooses a supplier, the buyer sends off the purchase order, the supplier goes through their complex process and ships the laptop, receiving receives the laptop, the laptop goes to IT, IT assigns an engineer to set up the laptop, IT records serial numbers, IT loads software, IT records the software used, IT tests the laptop, IT sends the laptop to the requestor, Requestor signs for laptop, Requestor can request training at this point, etc. - you get the picture.

The process isn't just about the tasks. Who will be performing the tasks? What information do they need to perform those tasks? Where will they get that information? What information will they create as a result of performing their task? Where will they store that information?

### **Does BPM change the concept of process ownership in an organization?**

It certainly doesn't have to. We feel that the process owner is the one who should continue to be responsible for their process.

### **Should your company deploy 'best practices' processes?**

You might look at some of these best practices for ideas, but that specific process may not even work in your company.

### **What about process modeling?**

You can spend weeks/months modeling a process only to find that when you put real people into the process, it doesn't work efficiently. If you are looking for efficiency, then we recommend that you document your existing process, automate where you can and then test the process with real people. Roll out the solution to your company and measure the time it takes to complete process cycles. Now, you are ready to attempt improvements - make changes [reconfigure the software] and roll it out again. Measure the results. Only then, will you know if you are improving your processes.



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### How do I convince my company to use business process management Software?

Feedback from user groups emphasizes that although the competitive advantage gained by using process management eclipses the financial savings, it is the financial savings that are the deciding factor when obtaining support from senior management. Projects getting the blessing at the CEO level are much easier to manage, and far more likely to reach their goal within the project time frame.

Because the following questions deal with the financial case in more detail, this section will finish by listing the competitive advantages.

- ◇ The quality of the process is assured by pushing the relevant information together with links to related transactions directly to the user.
- ◇ Cycle time is reduced by pushing the process directly to the users. The users receive notification of a task immediately and can even be prioritized by the system.
- ◇ The tasks are performed consistently and diligently by the users. The process management system pushes all the necessary information needed to perform a task, including a clear description of what has to be done, how to do it and the impact this task has on the business process for your company. At any time, the user can check the list of tasks pending and determine at a glance which are the important tasks, and which tasks can be completed the next day without any negative impact.
- ◇ The process instance is transparent. Any user can check at any time how far the process has progressed and which stage the process has reached. For example the call center can immediately see the status of a purchase order, an employee requisitioning a purchase would see at a glance if a colleague has been sitting on it for too long, the ad hoc notes made when approving an engineering change request are visible long after the request has gone into production.
- ◇ The process is flexible, allowing it to be changed on the fly without retraining everyone involved. The description accompanying the change takes care of on-the-fly process improvements.



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- ◇ Escalations ensure that users perform the tasks within the time planned. Escalation measures ensure that the failure to meet a deadline can be corrected by other means.
- ◇ The process definition is transparent. You can see at a glance how the process works and who will be selected to perform the different tasks. Think of the process management as the process book. If you can spot the pattern and define the process without headaches, you can create a process management definition effortlessly. However, don't forget that if a company has business processes that are erratic and lack a consistent pattern, the company is very likely to be losing a lot of money in terms of lost contracts, labor intensive administration and low customer confidence.
- ◇ As with most software the reasons for automating business processes are primarily to increase the competitive edge of your company and to cut costs. Although the increase in competitively gained by radically reducing process times is by far the most insignificant gain from process management, you should not ignore the cost savings.

### **How do I calculate the cost saved by process management?**

- ◇ Calculate the cost of the manual process in terms of man hours. Don't neglect the time spent gathering information. Ask the following questions:
- ◇ Is the user forced to log into different systems to find information, or chase after printed documentation? How will they know when they have the correct information?
- ◇ Does a skilled user spend time on parts of a task, where less skilled (less expensive) user could do the groundwork? I.e. Can a single task be split into skilled and unskilled tasks to free the skilled worker for work where his/her skills are really needed?
- ◇ What is the cost of a process taking 21 days versus 7 days?
- ◇ How much time is spent researching the status of a process (some companies hire a program manager to do this job)?
- ◇ Probably the most significant cost is the cost of failure?
- ◇ What is the real cost of failure? Loss of a contract? Loss of a customer? Law suit?



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### **What are typical costs saved by process management?**

The cost of managing a paper based engineering control system averages \$2,500 per change request. In an electronic change control system, that cost drops nearer to \$500 per change request.

### **How are users notified about their work pending?**

A: Ingenuus uses your company Email system. The Email you receive will direct you to the web client where you will see your Inbox. The Inbox shows you what tasks that you must perform and provides any information that you might need to perform that task.

### **What kind of reporting is available?**

A: Ingenuus has an outstanding row/column report builder. You select advanced search and the user interface will display all of the attributes available to you. As you select those attributes that you wish in your report, you also dictate which column that you would like them to appear in. Then you can run the query or name it and run it.

### **What happens when a deadline is missed?**

Ingenuus has an escalation feature. This allows the business process owner to select the time available for a task and if it runs late, someone will be notified that it is late. This allows you to place other resources on this task to get it done. Anyone with permissions for this process can see the status with a single click.

### **How can I check the status of a process flow?**

The user interface has a section choice labeled Audit Trail [by default but it is editable]. Clicking this link will show you the status of a process flow.

### **How does Ingenuus integrate with other systems?**

Ingenuus has an import/export function. This allows Ingenuus to accept [import] a comma separated values [csv] file – The file that is received may need to be reformatted first before Ingenuus imports the file. Ingenuus has an export facility that allows it to generate output in the form of a csv file. This file, in turn, may need to be reformatted before another enterprise software package imports it.

Ingenuus has access to EAI software that allows companies to selectively read and write from and to other enterprise software from and to Ingenuus.



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## Frequently Asked Questions [FAQ]

### **How does Process Orchestrator differ from Lotus Notes?**

Lotus Notes is a suit of collaboration tools that include calendars, email, bulletin boards, etc. Workflow is rudimentary – status based. That means that to “move” things through a process you simply change the status. This is basically emulated workflow. Ingenuus has powerful workflow that is task based. We call it “taskflow” and it helps to manage the process by moving things through the process. It also manages the tasks that make up the process, not just the steps. Also included are email notification and escalations.

### **What are your search capabilities?**

We have a free form quick search that operates just like the search engines on the Web. Just type in any word or phrase. We also provide for an advanced search that is Boolean based. Boolean searches support wildcards and other search syntax. Advanced search also allows for searching on various meta-data like effectivity date.

### **How do I get information into the Process Orchestrator?**

There is a bulk loader called Client Utility used to bulk load information into the system.

### **Is your product 21 CFR part 11 sub paragraph (b) and (C) compliant?**

Yes, our Process Orchestrator product fully meets the compliance requirement as outlined in 21 CFR Part 11. The software provides full audit trail requirements as well as electronic signature control requirements.

### **Does your product meet the requirements outlined in 21 CFR part 820?**

Yes. The Ingenuus Process Orchestrator product was designed to address concerns associated with manufacturing, engineering and FDA validation documents approval processes. Process Orchestrator has been designed to meet the strict requirements of ISO 9000 and QS-9000 document control requirements. Process Orchestrator provides complete and thorough records of the entire product design and manufacturing process. All of the information is stored in a single central location making it readily available to the FDA, thus eliminating delays caused by inaccurate or missing product information.

### **How do you release software changes?**

We typically release software changes twice a year, one major release and one maintenance release. All changes to the software are documented in detail in our release notes. These notes state what was changed, why and how. In future releases, this process will be automated for the customer so they can use the system to provide an audit trail of the changes to attach to the validation documents. We will provide logs of software upgrades that will assist in preparing a validation report.



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## Frequently Asked Questions [FAQ]

### **How long has Process Orchestrator been available?**

Process Orchestrator is proven technology in its fifth revision.

### **How long has Ingenuus been in business?**

The Company was founded in 2003. We purchased software out of bankruptcy which had been developed at a cost of \$55M.

### **Is your product web based or windows based?**

Our product is primarily web based. Administrator tools are windows based and run on the server. All of the end-user tools run in a browser.

### **Does Process Orchestrator help me comply with ISO requirements?**

Yes.

### **Does Process Orchestrator help me comply with GMP (or other GxP) requirements?**

Yes. When requirements dictate that processes are defined, followed, and audited, we can help in a big way. Our SmartExpediter is a powerful task management tool which is really a next generation workflow tool. Tightly integrated with Process Orchestrator, the SmartExpediter pushes items through the process, re-routes to delegated alternates when a participant is un-available, notifies participants of actions to perform and escalates when delays in the process occur.

### **Can I put my process into the Process Orchestrator or do I have to use a set of standard processes?**

Yes, you can put your processes into the Process Orchestrator using the Flow Designer.

### **Does the Process Orchestrator have a document vault or library?**

Yes. The Process Orchestrator was designed to manage business processes. We understand that part of managing a business process is also managing the data used or reviewed in that process. To support this, we have provided the Process Orchestrator with a powerful document vault. Documents can also be controlled by various change control systems/processes which have different Work Flows (e.g. Design Phase R&D process, Validation process, Equipment Binder release process, ECO process, or Corrective Action process might affect the same document in various life cycles).

### **Can the Process Orchestrator escalate an overdue task to insure that it is not overlooked?**

Yes. When you set up the business rules, you can choose the escalation times.



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**How does the Process Orchestrator notify participants to tell them they have something to do?**

Via your Email client. They will receive an Email with a link to their web 'inbox'.



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