

KNOWLEDGE CAPTURE 4

**BUILDING THE BUSINESS CASE FOR
TECHNOLOGY DRIVEN WORKPLACE AND
PROCESS CHANGE**



REPORT ON THE KNOWLEDGE CAPTURE 4

AUGUST 16, 2001 WORKSHOP

BUILDING THE BUSINESS CASE FOR TECHNOLOGY DRIVEN WORKPLACE AND PROCESS CHANGE

INTRODUCTION

KNOWLEDGE CAPTURE 4 (KC4) was a gathering of Corporate Real Estate and Facility Leaders hosted by SPACE and the Burney Group for an investigation of the issues related to continued migration from manual to web-based processes for many infrastructure and employee services. The organizations represented in this event included **AOL TIME WARNER, AVAYA COMMUNICATIONS, CLOROX, EXTREME NETWORKS, NETGAMI, NOVARTIS, ORACLE, PALM, SBC/PACIFIC BELL, AND SPL WORLDGROUP** (*specific participants are identified in the Addendum*).

The purpose of **KC4** was to develop the framework for a business case for web-enabling real estate and facility processes, considering both qualitative and quantitative issues. Consideration was for the total infrastructure service network, which is referenced as Work Place Resources (**WPR**). It encompasses Corporate Real Estate (CRE), Facility Management (FM), Information Technology (IT), aspects of Human Resources (HR), Security, Food Service, and other related internal service organizations. These groups share the responsibilities of supporting corporate employee's needs. In that regard, they also share information regarding employees occupying space, communications, technology demands, location of personnel, and assets, et al.

Enterprise-wide applications such as Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM) have migrated to the web. In so doing, they have proved that there is positive value in the conversion to web-based service delivery by improving collaboration and information access, availability, consistency and accuracy. The corollary to ERP for these services is Employee Relationship Management (ERM).

WPR services are part of the corporate overall ERM system, which engages and makes more efficient employee interactions with corporate support processes. The goal of this discovery forum was to define the extent of improvements the application of web-based **WPR** services can provide the corporation.

CONVERSION ISSUES

Recognizing that each corporation is in varying states of migration to internet service delivery, the assumption is also that there is a mixture of software solutions deployed within each **WPR** service unit. Typical examples include lease and facility management, customer request systems, property management and facility operating management systems. To suggest abandoning current functioning systems would be unrealistic.

Further, it is assumed that there is a general desire by the corporation to develop and deploy more technology-based solutions to improve overall effectiveness of operations, while avoiding unnecessary expense and business distractions.

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SHARED WPR FUNCTIONS

As **WPR** resource team members share the support of the needs of business, there are numerous points of interaction and potential integration. Currently, managing information is typically unique to each functional group. This results in redundancies and increases the probability of error. The **WPR** network of services also share a set of similar functions, which include:

Infrastructure Management: The day-to-day operations of infrastructure systems: sites, buildings, interior space, communications, technology, security, personnel, furniture, and equipment.

Project Management: The management of internal and external resources to implement defined efforts.

Program Management: The driving of initiatives in support of the business, controlling resources of money and time, while sustaining the focus on business, and respecting human, environmental, and energy resources.

Planning/Strategy/Asset Management: The projection of resource needs to respond to business change, sustain effectiveness and have in place resources when required.

SHARED SOLUTIONS

It is possible to define common systems and shared databases that would benefit **WPR** functions if collectively maintained via the web:

- **Asset Inventories:** People, space, equipment, products, site, utilities, condition, cost, maintenance, et. al..
- **Tracking Systems:** Acceptance of requests for information/action, routing/communicating the request/need to appropriate providers, providing updates on the request/event/project status.
- **Survey and Metrics Tools:** Data gathering tools regarding needs, performance, or other issues.
- **Information Hosting:** Storage of information to share among team members including project standards, process and procedure guidelines, metrics, maintenance schedules, action plans, space, equipment, resource availability, training, general communications, et al.
- **Scheduling Systems:** Common systems to maximize the use of assets.
- **Directory Management Systems:** Current guides to internal and external support resources.
- **Archives:** Access to historic templates guidelines, projects, et al.
- **Projection Modeling:** Development of projections and options.
- **Budgeting:** Templates and links to the overall corporate financial management system for approvals, invoicing, and payment tracking.

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INFORMATION MANAGEMENT SYSTEMS

The function of the web is to allow access to multiple databases, to allow data to be maintained in real time, and to ultimately provide real time integration of information. Web enabling is often confused with an information management system, which in fact is a necessary preceding action.

Information Management systems are sub-processes that organize varied databases. The selection of the software or ASP system initiates a process. There is, as well, the need to build and maintain the content of information management systems. Inclusive in this effort, for each database, are architectural considerations including the need to:

- Define reporting output
- Load data with consistency and thoroughness
- Code data and create linkages to data sources
- Define maintenance process and/or systems to keep data current

The web solution is then a tool to provide access to the information management systems. Integration of the data sources to sustain accuracy while changes occur among the linked database solutions is then the next challenge. Resources will be required to manage this process and the natural expansion of information, to sustain a quality web solution. (See <http://workplayce.com/knowledgeintegration> for an example of an advanced integration site.)

THE WORKSHOP APPROACH

To identify the benefits and begin the process of building a strong business case, **KC4** used a case study approach. The specific case studies are outlined in the Appendix. Participants used the case studies to evaluate various business drivers for the conversion of existing to web-enabled processes. The specific business drivers considered were:

- Cost Savings
- Common Processes
- Organizational Effectiveness
- Teamwork
- Alignment with Strategic Initiatives

These evaluations are discussed below, followed by a discussion of how an implementation strategy could be built. They are based on the collective input of **KC4** participants regarding the benefits of web-enabled solutions.

Cost Savings

In general, web enabling will reduce the cost of providing **WPR** service. Using the annual cost of housing a typical corporate employee, cost reduction is estimated to be in the range of 4 – 10%.

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Further savings may be possible to quantify given detailed analysis of specific case study examples.

WPR Operating Costs

	Operating \$/ Employee/Year	% Cost Reduction	Quantification/ Person
Office Space and Facilities	\$7,000	5 – 10%	\$350 - \$700
Business Services (<i>incl. travel</i>)	\$8,000	10 – 15%	\$800 - \$1,200
IT & Telecommunications	\$15,000	0 – 5%	\$0 - \$750
TOTAL	\$29,000	4 - 9%	\$1,150 - \$2,650

Cost benefits specific to each example process would consider savings generated by:

- Streamlining **WPR** members service delivery.
- Eliminating repetitive leadership review and reiterations of issues based on changing or lack of foundational data.
- Streamlining employee interaction with various processes.

Based on the specific process, savings will vary. As an example, in considering the application of a Conference Room Reservation System, the frequency and number of people impacted by this process is extensive. Consequently, improvements in the process will generate a large number of small incremental time/savings among Users and **WPR** providers. Processes like Field Office Construction projects, occur with less frequency, but have a much larger savings opportunity within each event.

More difficult to quantify, is the additional value of improved quality. Strategic Planning processes are dependent on the quality of decisions. Being aided in those decisions by accurate and accessible data is of great value to a corporation.

Influencing Factors

The following tables shows the participants views on the key qualitative elements of each business driver. This evaluation is based on a rating system with a range of 1-5, with 1 = Disagree Strongly, 2= Disagree, 3= Neutral, 4 = Agree, and 5 = Agree Strongly.

Cost Savings

As noted above, cost savings are estimated at 4 – 10%, influencing factors to be considered include:

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<i>Influencing Factors</i>	<i>User</i>	<i>WPR</i>
Benchmarked costs for WPR processes exist.	4	4
Current costs for WPR services are best in class.	3	3
Web approach will significantly decrease costs of services.	5	5

Common Processes

By standardizing processes and linking information, it is possible to increase the effectiveness of the organization. Web processes greatly facilitate development of performance metrics, guidelines and templates from which to standardize processes.

<i>Influencing Factors</i>	<i>User</i>	<i>WPR</i>
Current processes not well understood.	3	2
Current processes vary significantly depending on location and group.	1- 5	1- 5
Metrics exist for service quality and customer satisfaction.	5	5
Web approach support development of good metrics.	5	4
Web process conversion requires change management support.	3.5	3.5

Organizational Effectiveness

Communication gaps are eliminated when information is simultaneously available to all participants and further when data is available in real time. As well, process steps (transactions) are greatly reduced in number, resulting in significant streamlining which substantially increases the speed and clarity of delivery.

<i>Influencing Factors</i>	<i>User</i>	<i>WPR</i>
Current process communication gaps result in rework and require multiple follow-up communications.	4.5	4.5
Real time access to request status will improve effectiveness.	5	5
Web approach eliminates rework due to errors on initial effort.	2.5	2.5
Common processes across groups and locations will significantly improve organizational effectiveness.	4.5	4.5
Change management to support common enterprise wide web based processes will contribute significantly to organizational effectiveness.	4.5	4.5

Teamwork

Real time multi-level and multi-functional communication reduces the “work silo” effect and associated finger pointing. This is an opportunity for **WPR** to demonstrate value by providing integrated, prioritized recommendations. Rapid access to archive data improves decision-making processes in providing immediate historic performance benchmark knowledge.

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<i>Influencing Factors</i>	<i>User</i>	<i>WPR</i>
Current process does little to promote teamwork.	2	2
Real time multi-function and multi-level communication will reduce the “work silo” effect.	5	5
Finger pointing will be reduced through instant multi-function and multi-level communication.	4.5	4.5
WPR Organization(s) will be recognized as a valued enterprise team player contributing infrastructure intelligence.	4.5	4.5

Alignment With Strategic Initiatives

Enterprise-wide linking of ERM functions of Information Technology, Telecommunications, Human Resources, Purchasing, Internal Finance, etc., aligns with enterprise-wide strategic initiatives to adopt e-commerce strategies and initiatives. Resource planning can be better fit to current needs. Sustainable projection models can be built by imbedding the models with integrated, real time information resulting in improved decision-making quality.

<i>Influencing Factors</i>	<i>User</i>	<i>WPR</i>
Senior Management reference to e-business includes internal supply chain and infrastructure support organizations.	3	3
Senior Management expects WPR to develop e-business strategies and initiatives.	5	5
The process is viewed as important support to the core business.	3	3
The web approach will support the core business activity and add value.	5	5

Note: While each process was evaluated separately, the ratings were the same

WPR WEB PLANNING STRATEGY

As noted above, the workshop analysis is a starting point for building the business case and overall WPR web transition study. Today’s focus on cost reduction and control is creating the situation in which multiple functional units are responding to the need to reduce the corporate cost structure. The risk of sub-optimization is real. This puts increased emphasis on the need for overall versus separate **WPR** web strategies. Without an enterprise view of **WPR** processes the traditional silos of CRE, FM, Human Resources and IT will remain independent and web service delivery will mimic current segmented practices. Segmentation leads to higher costs and reduces the effectiveness of the enterprise. If web services are built to mimic existing separate decisions and processes, the overall result will be more expensive to implement and maintain due to redundancies. Rather than reduce costs, current inefficiencies will be replicated.

The following are key steps to ensure that web-enabling will yield the benefits:

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- An overall **WPR** web strategy should be prepared to identify opportunities, phase efforts and prioritize actions based on converting systems which are of the most benefit to the corporation and/or the users. The building of the strategy may be best done if in concert with other **WPR** group members to build consensus and establish priorities.
- The process of web enabling requires ownership by a leader or leadership team to bridge and represent the total **WPR** organization.
- Existing processes must be understood prior to web enabling, which includes a mapping of current processes. This will identify cost and areas of potential efficiency which will also serve as the baseline from which to identify improvements.
- **WPR** services exist within an informal network of communications and knowledge of resources and operations. Web enabling requires that this structure be formalized.
- The overall change management of this effort merits development of a thoughtful approach. In pursuing web enabling, time will be required for user education in the new tools, to gain comfort in a new way of doing business.
- As is true of technology evolution this is a migratory process, and the migration involves creating appropriate linkages to members of the organization that influence and impact upon the processes to engage their support and to participate in the transition to web delivery to realize the maximum benefits.

The most easily understood web application is that of hosting to provide global access to information. If done successfully, this becomes a key to future progress. Coupled with the use and acceptance of well performing information hosting solutions, is the need to link and integrate large amounts of data to build knowledge platforms.

Leadership support is required for success. To gain this support requires that objectives, opportunities, actions and fit to the overall business strategy, is communicated to leadership.

The implementation of web-enabling **WPR** services will yield significant gains by improving the:

- Ability to support initiatives from real-time, accurate information.
- Speeding communications regarding issues, decisions, actions.
- Reducing cost as a result of significant streamlining.
- Increasing the agility to make significant decisions from historical, real and projected analysis.
- Providing immediate accessibility and improved quality of information and services to users.
- Eliminating multiple intermediaries in core processes, speeding delivery and reducing costs.

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Success builds credibility. Web-enabled services once initiated, rapidly display measured process improvements. These improvements create further motivation for continued progress.

SUMMARY

The collective input of the participants, coupled with the actual implementation of web-based processes, supports that web-enabling WPR services will yield:

Significant Timesavings: Interdependencies that drive linear processes are made obsolete.

Extensive Interconnectivity: Information flow is ubiquitous which allows for widespread and rapid communications, which drives speed of information exchange, and expedites decision making.

Minimizing Errors: As information moves from source to source it does so without errors caused by re-inputting data, and allows multiple sources to work from a single database for consistency in assumptions.

Planning Agility: Process is easily tracked and adjustments can be made as required, resulting in a faster yield of positive results.

Dynamic Collaboration: Increased collaboration among participants results in increasingly creative solutions.

Instantaneous Input: The need for formally scheduled face-to-face meetings is eliminated, which greatly reduces disruption to work flow, allows for more productive use of time.

Significant Cost Savings: Reductions in the number of meetings, speed of delivery, elimination of rework, and improved quality of effort, results in significant cost benefits.

EPILOGUE

It is clear that we would all benefit by an ongoing dialogue web-enabling the infrastructure processes. Consequently, SPACE and the Burney Group will maintain this report on the SPACE website at www.workplayce.com/KC4. As well, an area is associated with this article to post experiences in building on-line tools and services. We hope that the KC4 participants and others will use this site to share successes and challenges they face in web-enabling processes.

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APPENDIX — ACTUAL CASE STUDIES USED IN THE WORKSHOP

As noted above, to identify the specific benefits of web-enabling services, we examined in detail four representative **WPR** processes. Consideration was from the perspective of the user/the internal customer/and the **WPR** team member/provider.

The review of each **WPR** processes then was evaluated to build a business case, evaluating:

- **Cost Control:** Improving control of immediate and or long-term costs.
- **Common Processes:** Enhancing the ability to standardize
- **Effectiveness of the Users:** Increasing effectiveness among users.
- **Teamwork:** Improving working collaboratively.
- **Strategic Alignment:** Improving alignment to the changing direction of the company.

The processes reviewed evolved in complexity, moving from simple to more complex, including:

1. **Conference Room Scheduling**
2. **Move/Add/Change Process**
3. **Field Office Project**
4. **Expansion Strategy Analysis**

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CASE STUDY 1: CONFERENCE ROOM SCHEDULING

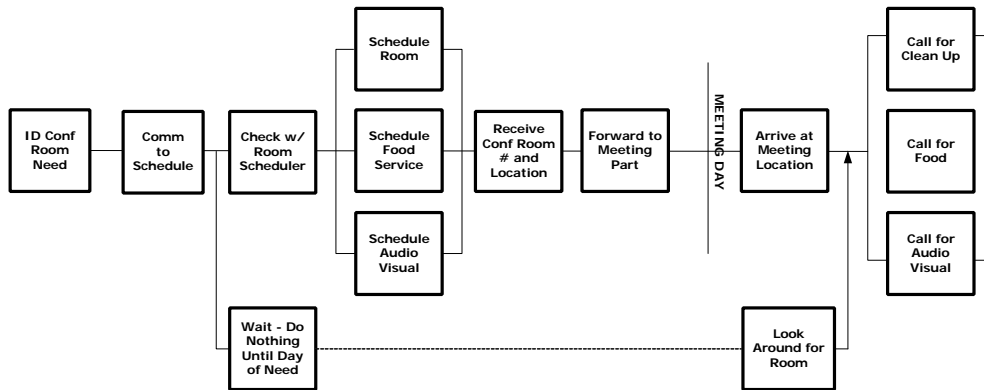
Conference room scheduling impacts numerous users. As a manual process it requires extensive coordination among multiple groups. Illustrated in the analysis of the existing process, from both the User and WPR team member perspective, is the need to improve linkage to multiple diverse groups, clarify responsibilities and create efficiencies in information flow.

Existing Conference Room Scheduling Issues (Non Web-Based)

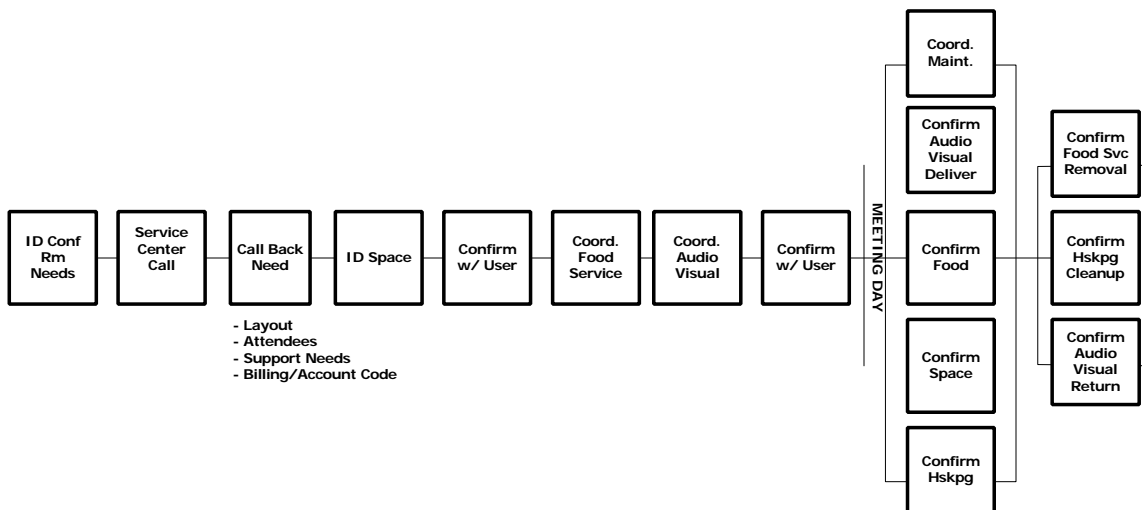
	User View	WPR View
Issues	<ul style="list-style-type: none"> ▪ Multiple points of contact ▪ Follow up difficult ▪ Requires status updates ▪ Process lacks definition ▪ Redundancies in process ▪ Extends time to delivery 	<ul style="list-style-type: none"> ▪ Requires dedicated management resources ▪ Extensive coordination ▪ Repetitive confirmation process ▪ Easily converted to web process ▪ Positive user value ▪ Low cost to implement

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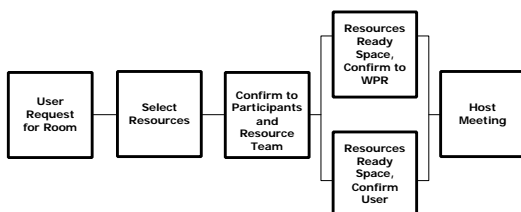
Existing Conference Room Scheduling; User Work Process



Existing Conference Room Scheduling; WPR Work Process



Web-Enabled Conference Room Scheduling; Both User and WPR Work Process



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Web-Enabled Conference Room Scheduling Process Benefits

Drivers	User View	WPR View
Cost	<ul style="list-style-type: none"> Reduces number of transactions 	<ul style="list-style-type: none"> Reduces number of transactions
Control	<ul style="list-style-type: none"> Increases clarity of transaction Defines responsibility Eliminates redundancies 	<ul style="list-style-type: none"> Increases transaction clarity Improves cost control Provides performance metrics Links to FIMS Fits resources to user needs Reduces overhead Improves space use
Common Processes	<ul style="list-style-type: none"> Establishes common process Enables self-service Creates common service interface 	<ul style="list-style-type: none"> Continuous improvement possible Low investment High rate of return Ease of implementation
Effectiveness	<ul style="list-style-type: none"> Provides real time information Single point of communication Increases speed Improves satisfaction 	<ul style="list-style-type: none"> Improves available information Eliminates manual processes Increases efficiency to implement
Teamwork	<ul style="list-style-type: none"> Surfaces resource issues Increases access to resources 	<ul style="list-style-type: none"> Improves resource management
Strategic Alignment	<ul style="list-style-type: none"> Improves customer service 	<ul style="list-style-type: none"> Organizes processes Eliminates management distraction Provides immediate feedback Provides planning data Provides customer service system

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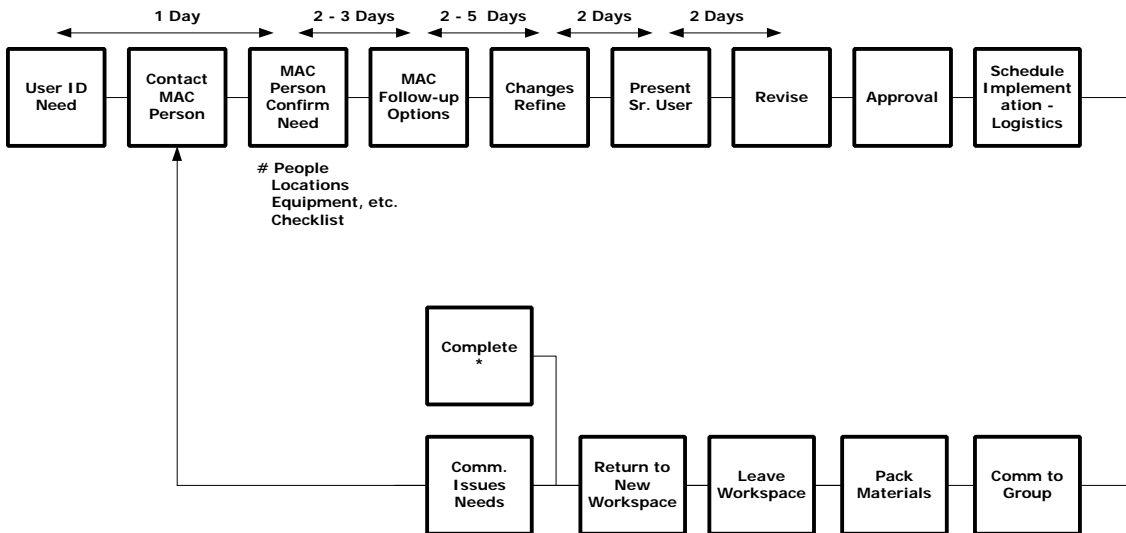
CASE STUDY 2: MOVE/ADD/CHANGE (MAC) Process

On average 30 – 60% of the organization relocates annually. Managing the process of relocation requires extensive communication and coordination of resources. As well it requires multiple approvals that often result in delays related to availability of key persons. As well, the more dynamic the process the more difficult it is to sustain an accurate database of space, technology, communications, and furniture inventory.

Existing MAC Process Issues (Non Web-Based)

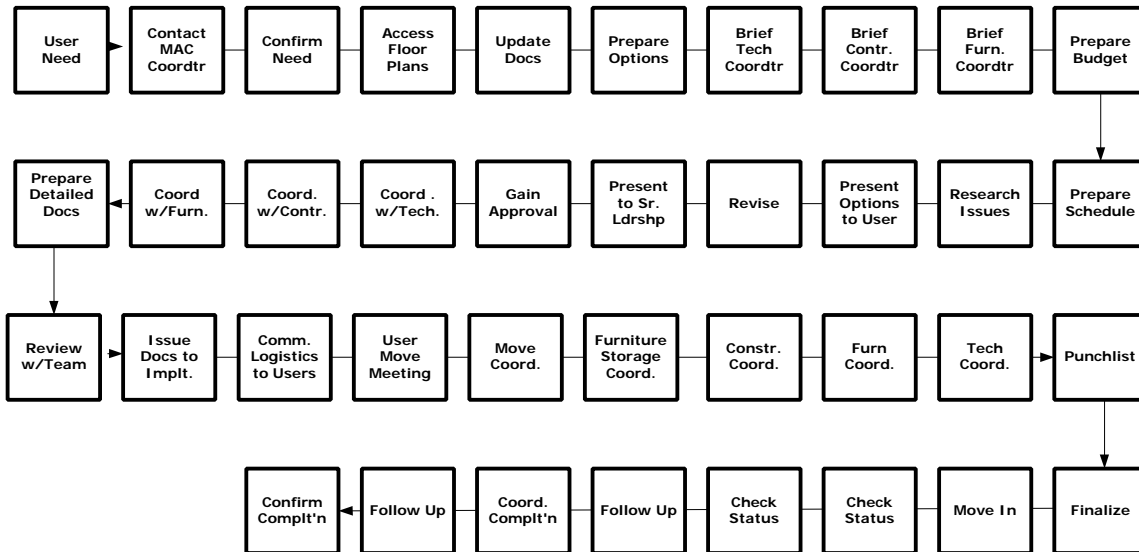
	User View	WPR View
Issues	<ul style="list-style-type: none"> Delay between request and implementation Business distraction Requires coordination follow up 	<ul style="list-style-type: none"> Labor intensive Extensive coordination needs Prolongs time to deliver

Existing MAC User Process

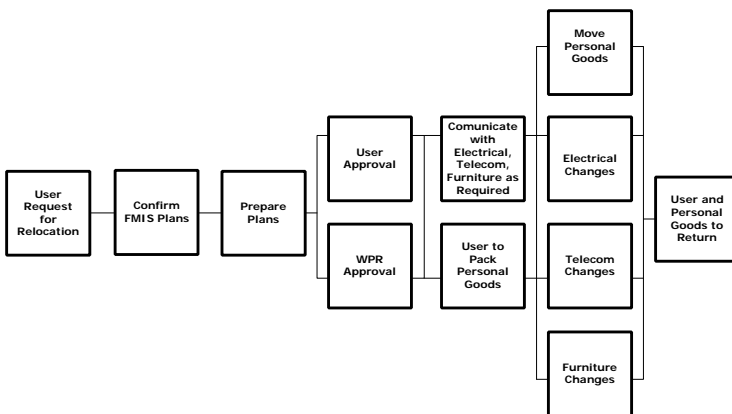


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Existing MAC WPR Process



Web Enabled MAC; Both User and WPR Process



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Web-Enabled MAC Process Benefits

Drivers	User View	WPR View
Cost Control	<ul style="list-style-type: none"> ▪ Defines approval process ▪ Expedites delivery ▪ Clarifies approval process ▪ Defines costs prior to implementation 	<ul style="list-style-type: none"> ▪ Centralizes requests ▪ Defines approval process ▪ Prioritizes business based requests ▪ Tracks workflow and progress
Common Processes	<ul style="list-style-type: none"> ▪ Identifies resource availability ▪ Creates common practices 	<ul style="list-style-type: none"> ▪ Defines existing processes ▪ Provides real time reporting ▪ Drives standardization
Effectiveness	<ul style="list-style-type: none"> ▪ Enables more rapid support of user needs 	<ul style="list-style-type: none"> ▪ Simplifies management ▪ Streamlines communications ▪ Improves documentation
Teamwork	<ul style="list-style-type: none"> ▪ Facilitates feedback 	<ul style="list-style-type: none"> ▪ Provides shared, common database
Strategic Alignment	<ul style="list-style-type: none"> ▪ Streamlines speed of service delivery 	<ul style="list-style-type: none"> ▪ Improves projection data quality

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CASE STUDY 3: FIELD OFFICE PROJECT

The Field Office Project process magnifies the issues raised in the Move/Add/Change process. The number of participants increases and the participants are decentralized. The process, if dependent on face-to-face meetings, is costly and time consuming. The typical field office project has more than 50 different participants, all requiring coordination and collaboration throughout the life of the project.

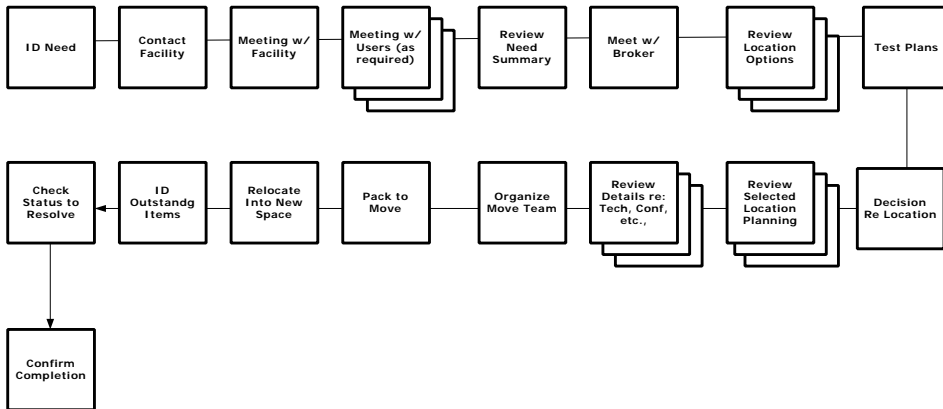
In addition to communication and coordination advantages, web-enabling allows the rapid dissemination of protocols and guidelines for doing business. Further, multiple projects, if web-enabled, can take advantage of the economies of scale provided by consistency.

Existing Field Office Project Issues (Non Web-Based)

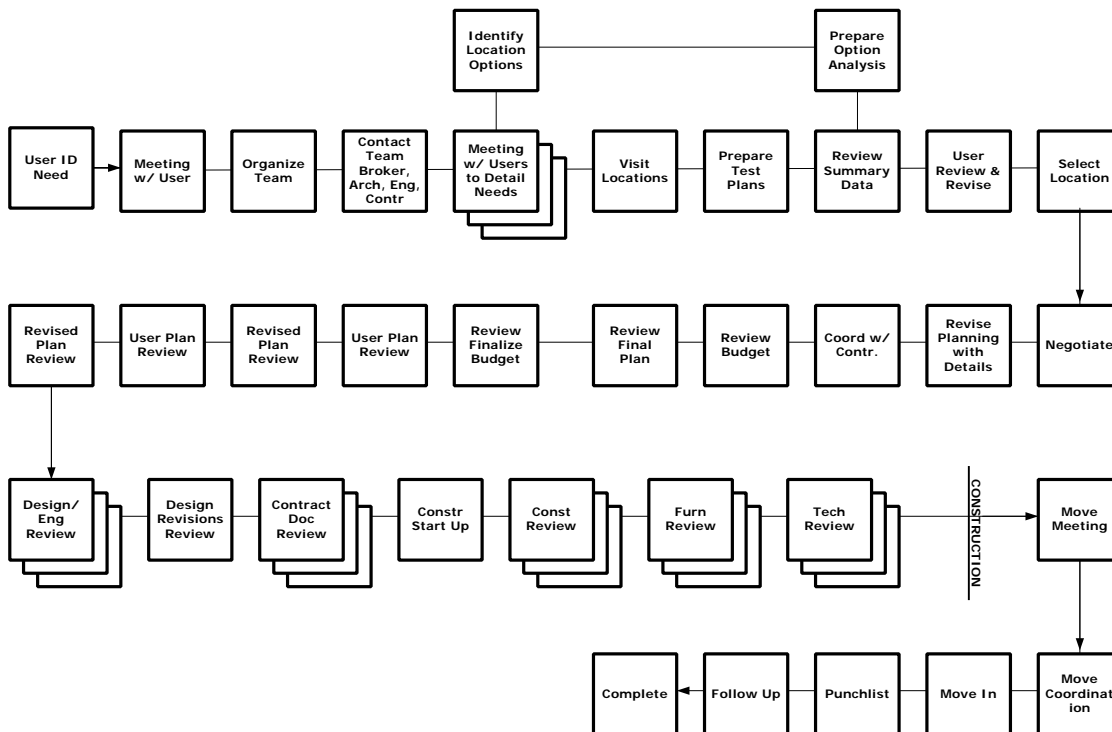
	User View	WPR View
Issues	<ul style="list-style-type: none"> ▪ Extends implementation ▪ Process confusion ▪ Lacks understanding of cost impacts 	<ul style="list-style-type: none"> ▪ Extensive customer interface ▪ Decisions made piecemeal ▪ Multiple hand offs ▪ Schedule delays common

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Existing Field Office Project; User Process

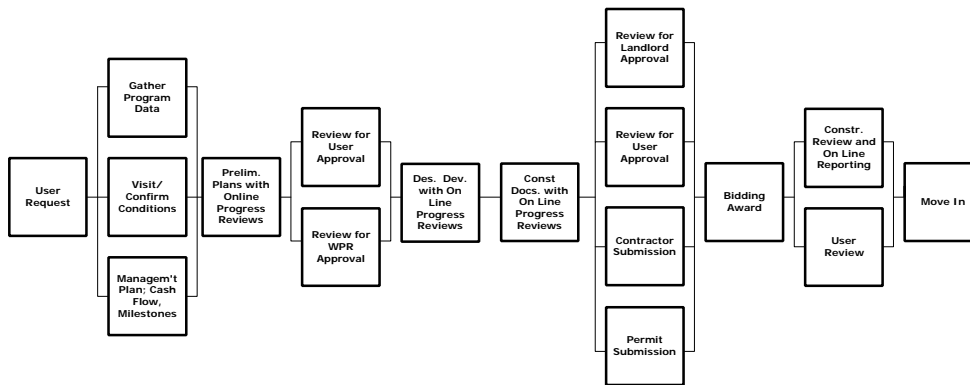


Existing Field Office Project; User Process



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Web Enabled Field Office Project; Both User and WPR Work Process



Web-Enabled Field Office Project Benefits

Drivers	User View	WPR View
Cost Control	<ul style="list-style-type: none"> Improves financial knowledge 	<ul style="list-style-type: none"> Improves financial control
Common Processes	<ul style="list-style-type: none"> Informs users of process Provides consistency Standardizes process Identifies leadership requirements 	<ul style="list-style-type: none"> Defines existing processes Provides real time progress reporting Drives standardization Streamlines process Builds templates Increases efficiencies Builds archives for future reference
Effectiveness	<ul style="list-style-type: none"> Centralizes and manages information for access and review Simplifies information access 	<ul style="list-style-type: none"> Centralizes information for easy access Better coordination of service providers (e.g. Legal) and vendors Improves coordination for permitting Global information access
Teamwork	<ul style="list-style-type: none"> Provides continuous information updates Simplifies input Allows extended participation 	<ul style="list-style-type: none"> Improves coordination among providers Supports earlier and faster decisions Increases speed in delivery Tracks performance history
Strategic Alignment	<ul style="list-style-type: none"> Provides for widespread communication Effectively communicates guidelines, processes and expectations 	<ul style="list-style-type: none"> Reduces time and cost of delivery Increases portfolio flexibility Reduces response time

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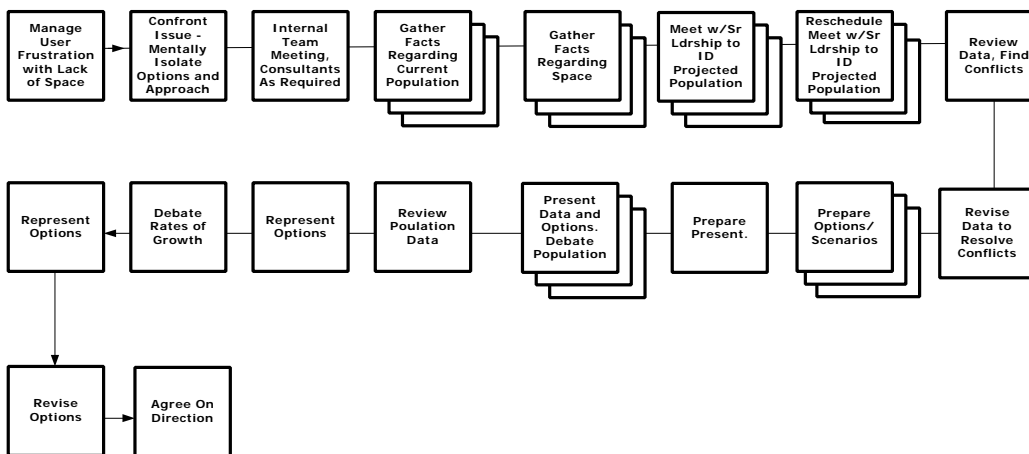
CASE STUDY 4: EXPANSION STRATEGY ANALYSIS

The Strategic Planning process is supported by projections. While other business factors may also influence decisions, the clarity of accurate data greatly expedites the planning process. Rather than functioning as a periodic activity, planning strategies can be adjusted to align to changes in business.

Existing Expansion Strategy Issues (Non Web-Based)

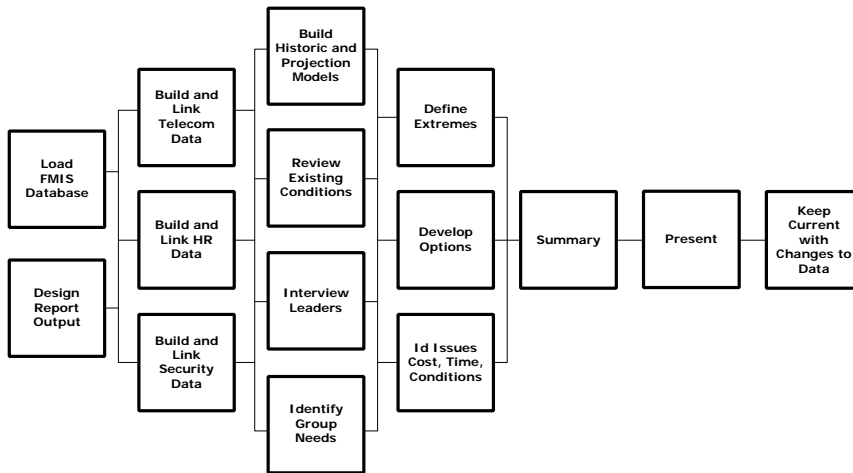
	Leadership View	WPR View
Issues	<ul style="list-style-type: none"> Data often corrupt Time lag gather information WPR planning process not integral to business planning process 	<ul style="list-style-type: none"> Data often corrupt Time lag gather information WPR planning process not integral to business planning process

Existing Expansion Strategy; Leadership and WPR Process



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Web Enabled Expansion Strategy; Leadership and WPR Process



Web-Enabled Expansion Strategy Process Benefits

Drivers	Leadership View	WPR View
Cost Control	<ul style="list-style-type: none"> Improves time to move from issue to direction 	<ul style="list-style-type: none"> Eliminates extended data gathering Improves use of existing resources
Common Processes	<ul style="list-style-type: none"> Links multiple databases for integrated information 	<ul style="list-style-type: none"> Builds common planning process
Effectiveness	<ul style="list-style-type: none"> Simplifies process of addressing infrastructure issues 	<ul style="list-style-type: none"> Provides tools to sustain accurate data Provides tools for real time reporting
Teamwork	<ul style="list-style-type: none"> Frees time for collaboration on solutions, versus debate on facts 	<ul style="list-style-type: none"> Allows for effective work with team
Strategic Alignment	<ul style="list-style-type: none"> Improves quality of decisions 	<ul style="list-style-type: none"> Improves quality of decisions