

# People, Process & Technology

## The Evolutionary Nature of People-Centric Processes

Pat Steinmann

# Enterprise Rent-A-Car

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- Founded in 1957, Family owned with headquarters in St. Louis, MO
- Largest rental car company in North America with offices in UK, Ireland and Germany
  - Ranked highest in customer satisfaction by J.D. Power and Associates eight out of the last nine years
  - Ranked 18 – Forbes “500 largest Private Companies in America”
- Acquired National and Alamo in August, 2007
  - Revenue of \$13 Billion
  - 8,000+ rental branches with over 1,000,000 cars in fleet
  - 75,000+ employees



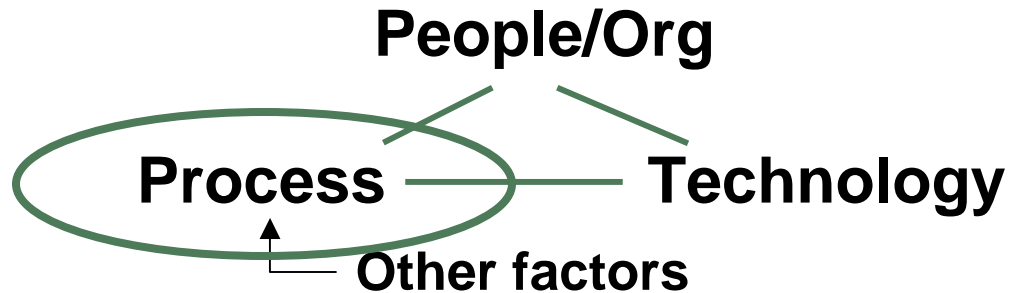
# Background

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- Department Manager
  - 11 yrs with Information Technology
  - IT  $\approx$  1,500 employees
- Request Services
  - Department responsible for making products and services available for request by Enterprise Rent-A-Car employees and enabling the organization to fulfill those requests

# People, Process & Technology

## The Evolutionary Nature of People-Centric Processes

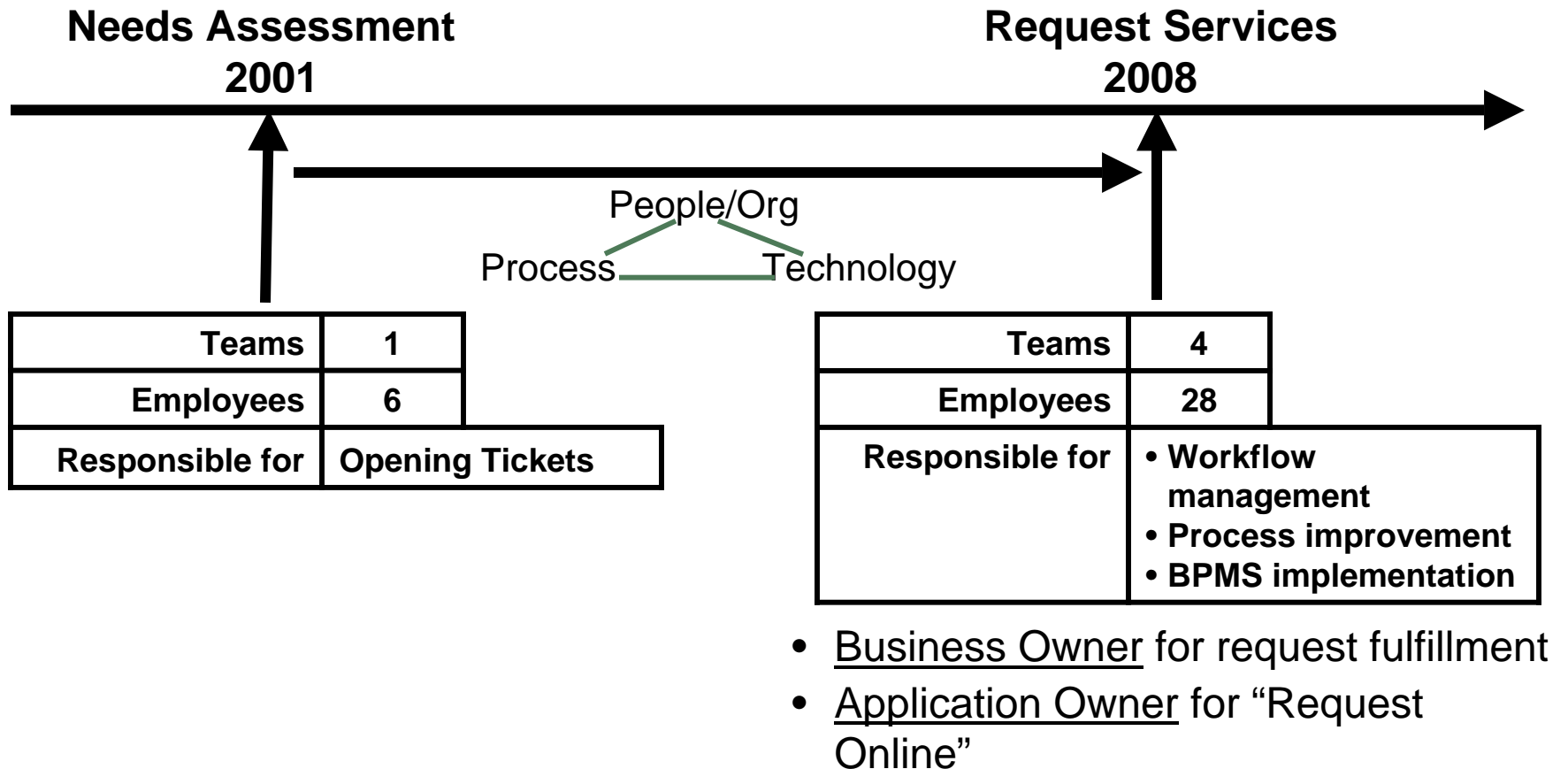


## → Process Goals and Objectives ←

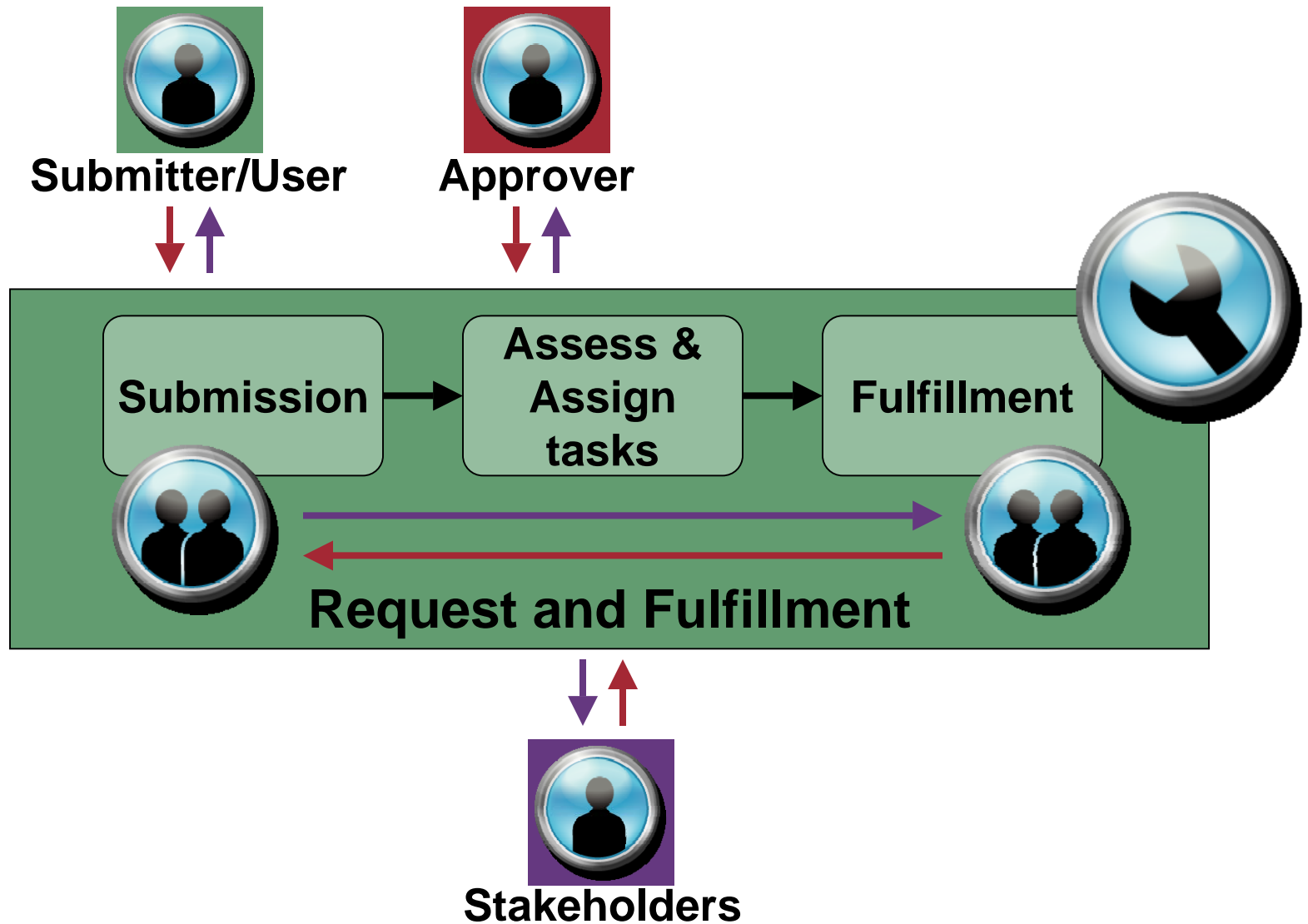
- ☑ Organization
- ☑ Technology
- ☑ Budget
- ☑ Policies and procedures
- ☑ Legal and regulatory requirements
- ☑ Vendor relationships
- ☑ Organizational culture
- ☑ Management decisions

# People, Process & Technology

## The Evolutionary Nature of People-Centric Processes



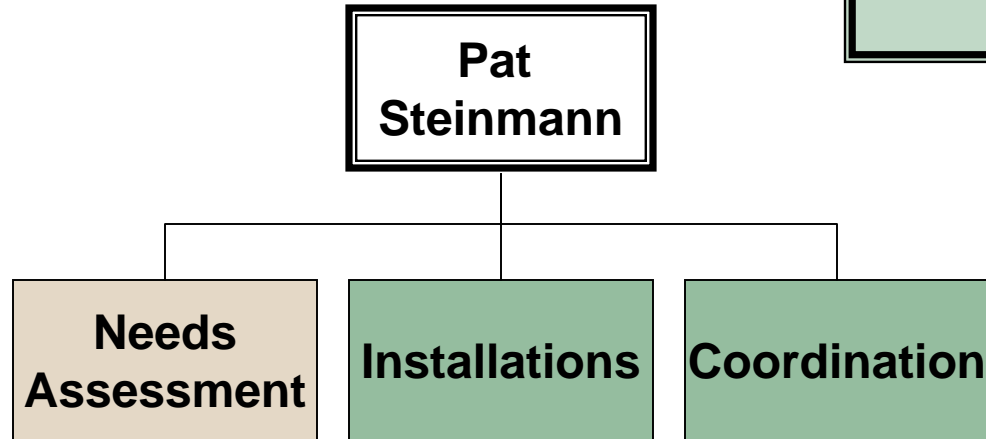
# Scope



# Opportunity...

2001

*Client Server Installations & Implementations (CSI)*

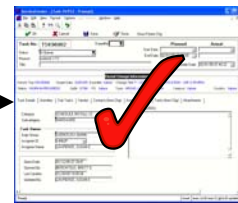
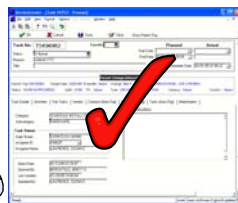


“Our team would like to set up an e-mail address to handle on-call support. We would like our various jobs to send e-mail notifications when specific problems occur, and we would like an easy way to hand off the support function each week. We would like for the mail messages to go to a common folder instead of a specific person's inbox, then whoever is on-call would be responsible for monitoring the common folder. Are there other teams with a similar process already, or does this sound like a good way to handle this? We don't want to set up a lot of addresses, just one address for our department, then different applications within our team can filter the messages if different people support different applications.”

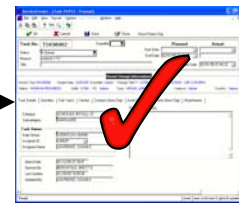
## Submission



"I'd like to set up an e-mail address to support. We would like our various jobs notifications when specific problems would like an easy way to hand off the on each week. We would like for the to go to a common folder instead of a n's inbox, then whoever is on-call would be responsible for monitoring the common folder. Are there other teams with a similar process already, or does this sound like a good way to handle this? We don't want to set up a lot of addresses, just one address for our department, then different applications within our team can filter the messages if different people support different applications."



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## Fulfillment

Needs Assessment



Purchasing



Security Admin



Installations



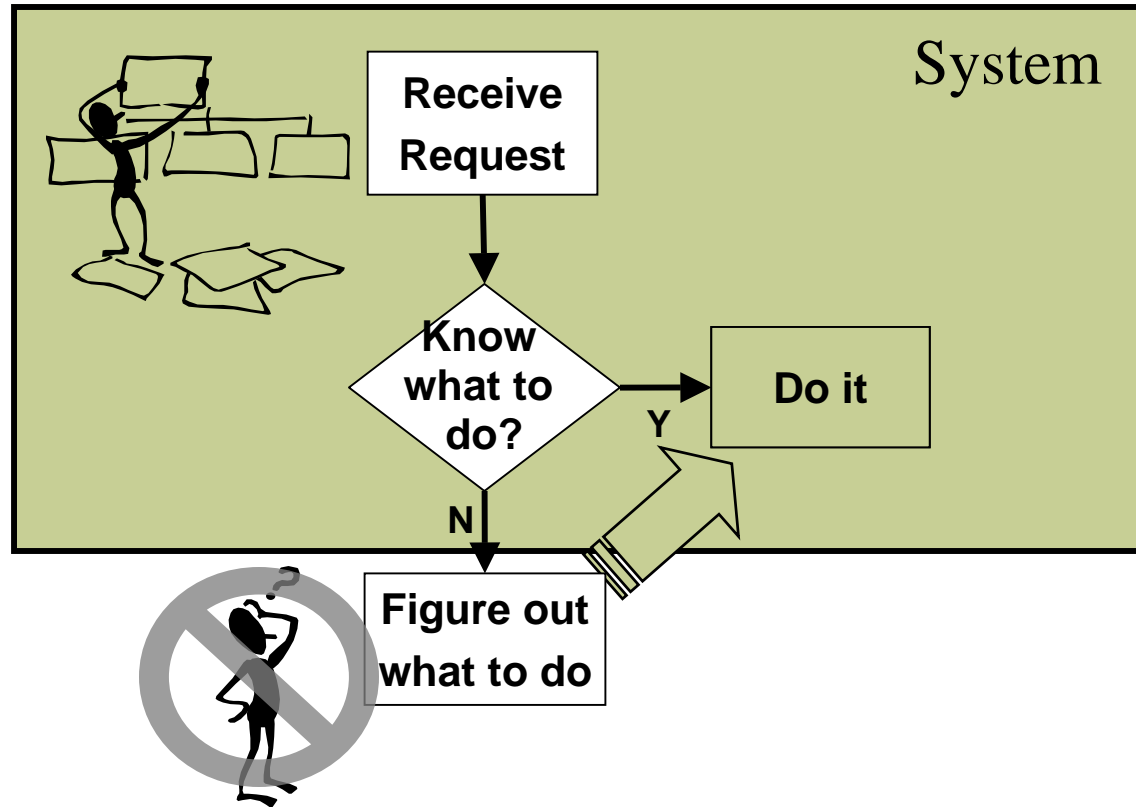
- ✓ Receive/assess requests
- ✓ Collect information
- ✓ Opens ticket with process flow instructions

- ✓ Get approval(s)
- ✓ Collect additional information
- ✓ Handle status requests

- **Challenges with model**
  - Single ticket
  - No ownership
  - High degree of visibility into processes
- **Clear opportunity for improvement**
  - Poor customer service
  - Duplication of effort
  - Operations
    - Nine months to train
    - Frequent backlogs
- **Technology Change**
  - AS/400 emulator replacement



# Approach – Process Improvement

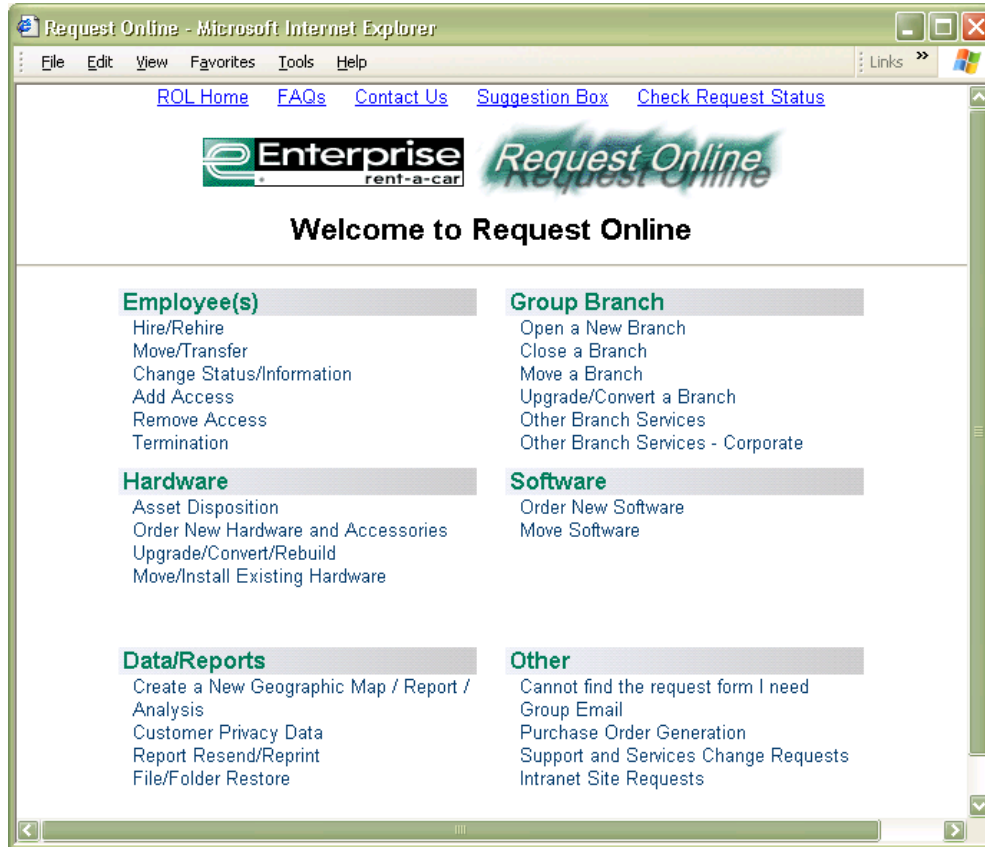


**Tactical:** Improve Process - make request actionable upon receipt

**Strategic:** Gather requirements for future automation

# Result – Request Online

2001



- Service Offering = need
- Required Information on form
- Processing Instructions in email
  - Values for required fields
  - Assessment Instructions
  - Teams involved in processing

✓ **Tactical:** Improve Process - make request actionable upon receipt

**Strategic:** Gather requirements for future automation

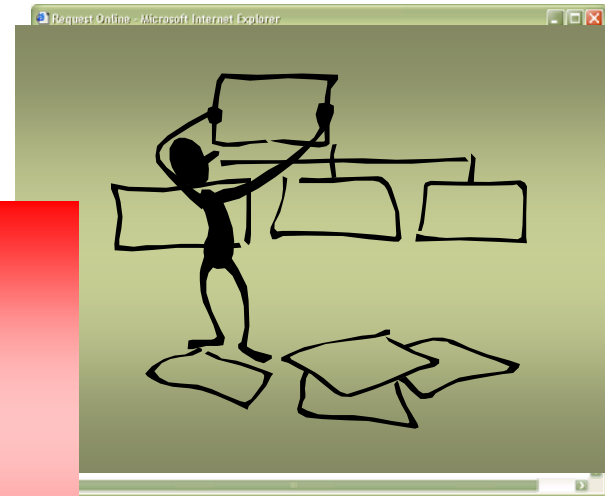
# Immediate Impact

- Lag to open request – *3+ days to 2 hours*
- Training employee – *9 months to 1 hour*
- Website → *Visibility* → *Change*

## BEFORE



## AFTER



“Just send a request”

“How do I get this on ROL...?”

# Impact of Streamlining Submission

2001

## Submission

## Fulfillment

“Our team handle on to send e occur, an support f mail mess specific be respon there oth does this don't wan address f applicati if differ



ress to various jobs problems d off the for the ead of a -call would lder. Are ready, or his? We st one e messages cations.”



**Needs Assessment**

**Purchasing**

**Sec Admin**

**Installations**

**Technology**

AS/400

➔ Request Online

**Process**

Make Requests  
“Actionable”

➔ Introduction of new  
technology

➔ Service Development  
System Maintenance

**People/  
Organization**

➔ Skills:  
Business Analysts  
Developers

# Gather Requirements for Automation

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## Make tasks actionable

- Gather information during submission

## Process improvements

- Approvals for system access and purchase requests
- Support Real Estate, Mail Room

## Focus on communications

- Status
- Completion notifications

## Develop standards

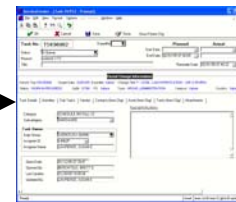
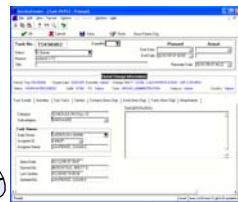
## Replace fulfillment system

- New tasking model

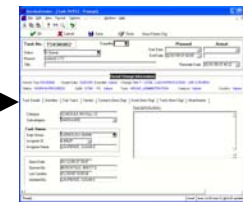
# Purchasing Approvals

## Submission

## Fulfillment



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Needs Assessment



Purchasing



Sec Admin

Installations



Technology

Prices on line

Process

Purchasing Approvals

Pricing Maintenance

People/  
Organization

Purchasing provides requirements / rules



# ServiceCenter Fulfillment

## Submission

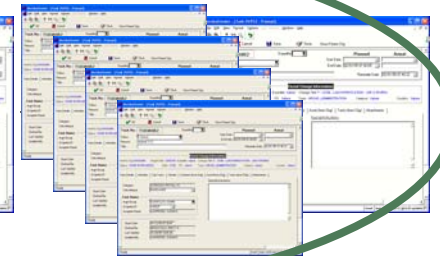
## Fulfillment



**Change**



**Task**



Needs Assessment

Needs Assessment

Purchasing

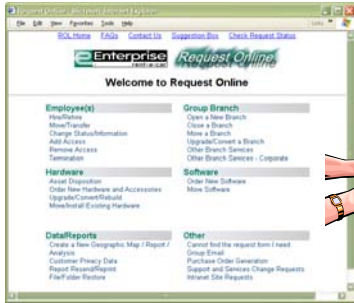
Sec Admin

Purchasing  
Installations  
Sec Admin

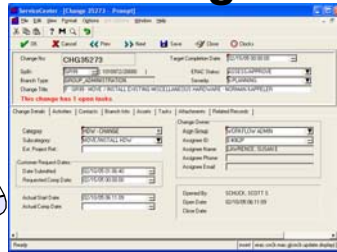
...  
Installations

# ServiceCenter Fulfillment

## Submission

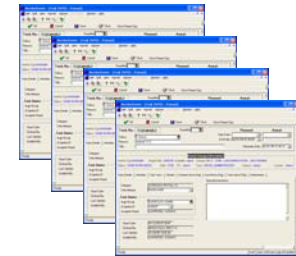


## Change



## Fulfillment

### Task

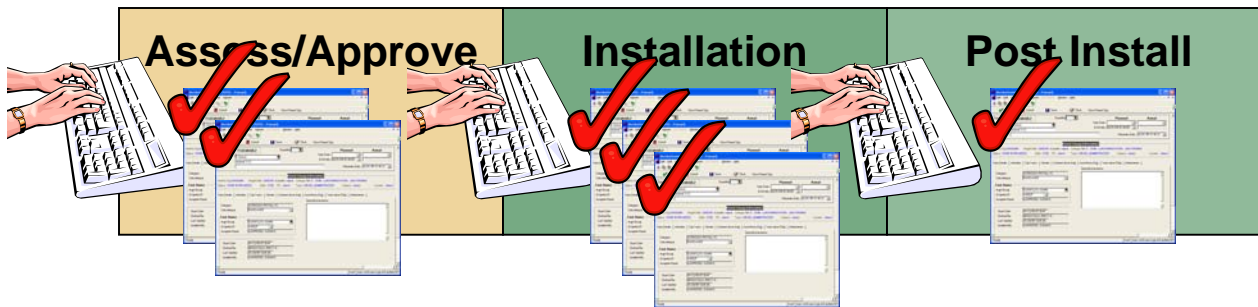


Purchasing  
Sec Admin

...

Installations

Needs Assessment



# Impact of Technology: ServiceCenter

## Submission

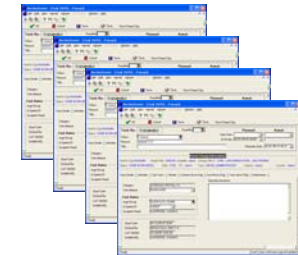
## Fulfillment



### Change



### Task



### Needs Assessment

**Purchasing  
Sec Admin**

...

### Installations

### Technology

ServiceCenter

Concurrent processing

Consolidate services on ROL

### Process

Monitor and create tasks

Single POC  
Task owners focus on execution

More complex fulfillment processes

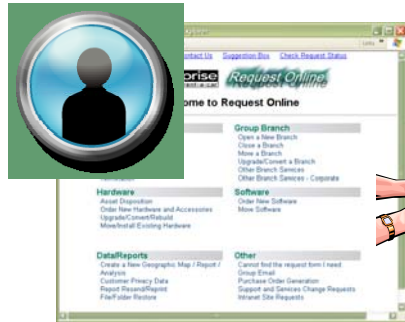
### People/ Organization

Change Owner

**Process Owner**

# Touch Points

## Submission



## Change

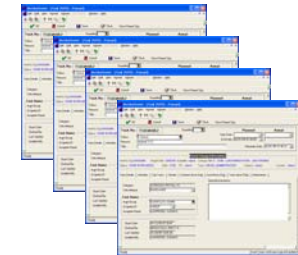


## Needs Assessment



## Fulfillment

### Task



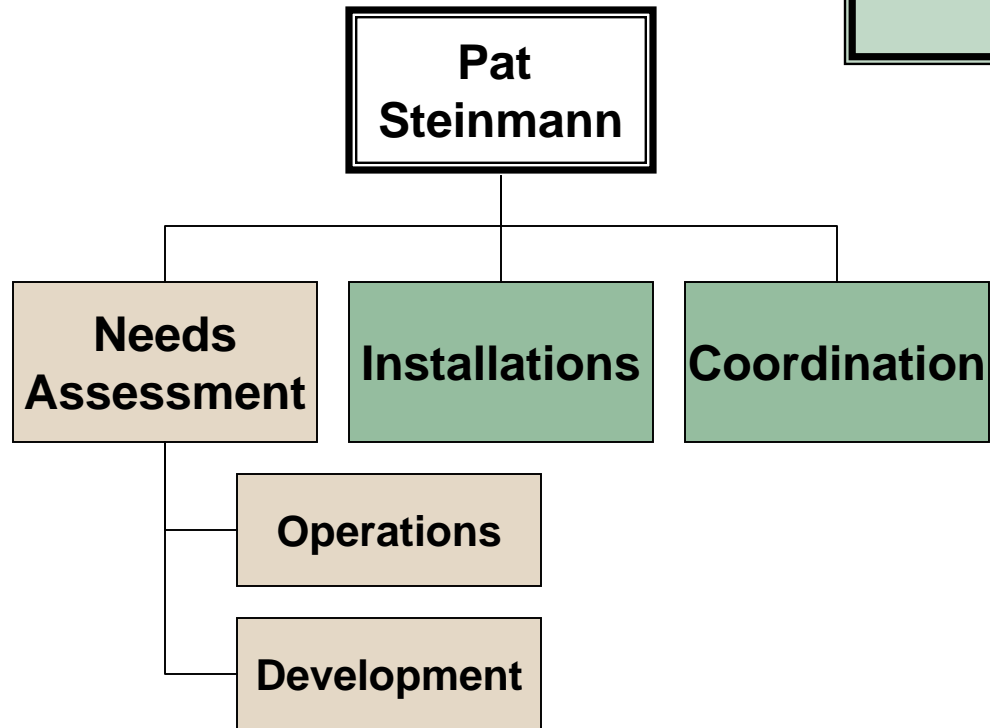
Purchasing  
Sec Admin

...

Installations

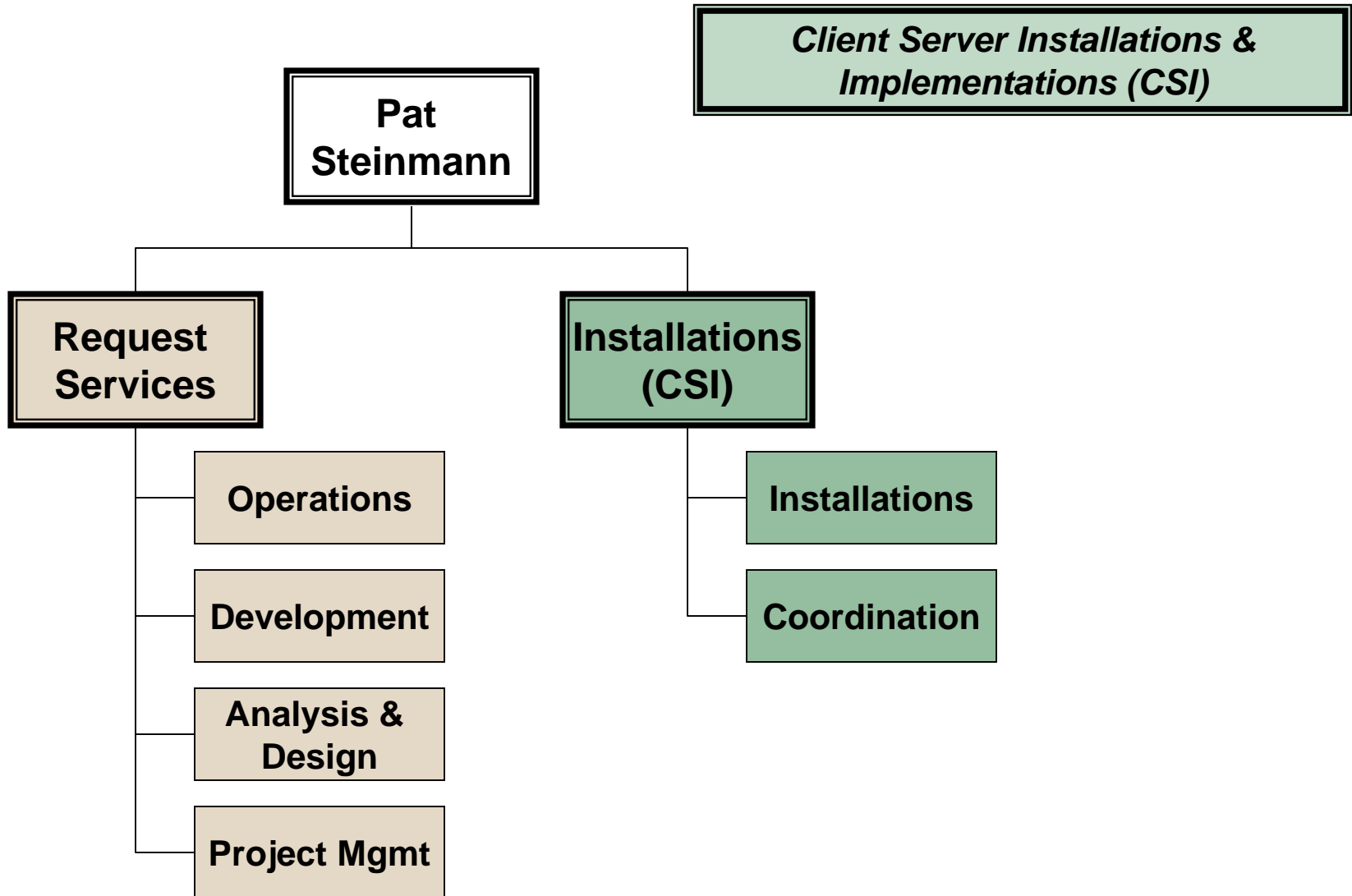
# Organizational Change

*Client Server Installations & Implementations (CSI)*



# Organizational Change

2003



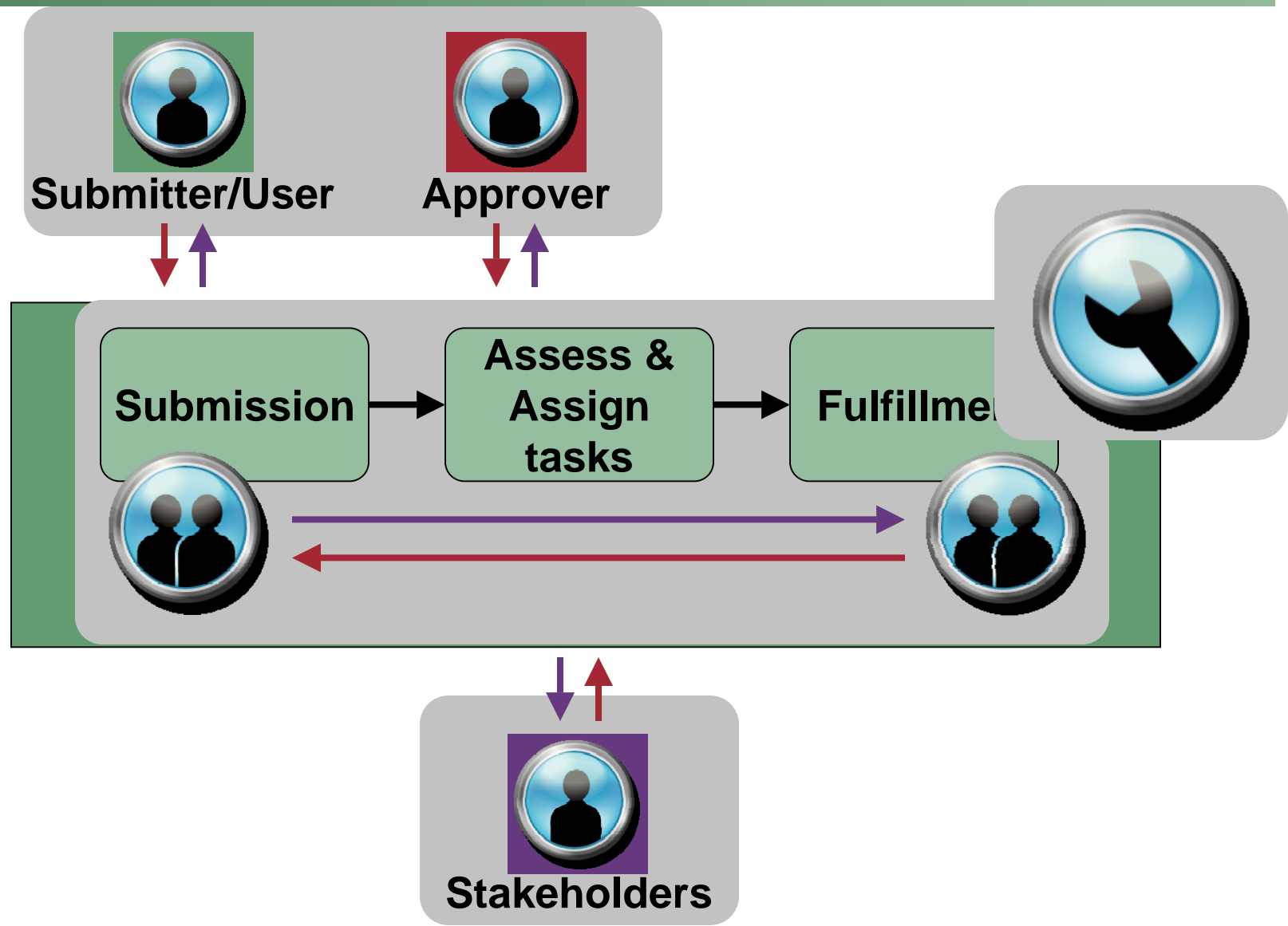
# Reminder: Goal to Automate

2004

- “System” costly & not scalable
  - 170+ service offerings; 100 requests / day
  - Administrative work = \$212 per request
  - Processes manual & prone to error
- Could not automate workflow or task execution
  - Dependent upon request email
  - “Process” artificially bounded
- Vision
  - Automate approvals, assessment, workflow...and execution of tasks
  - Focus employees on “value add” activities
  - Provide visibility into overall service delivery

# Revisit Overview: Requirements

2004



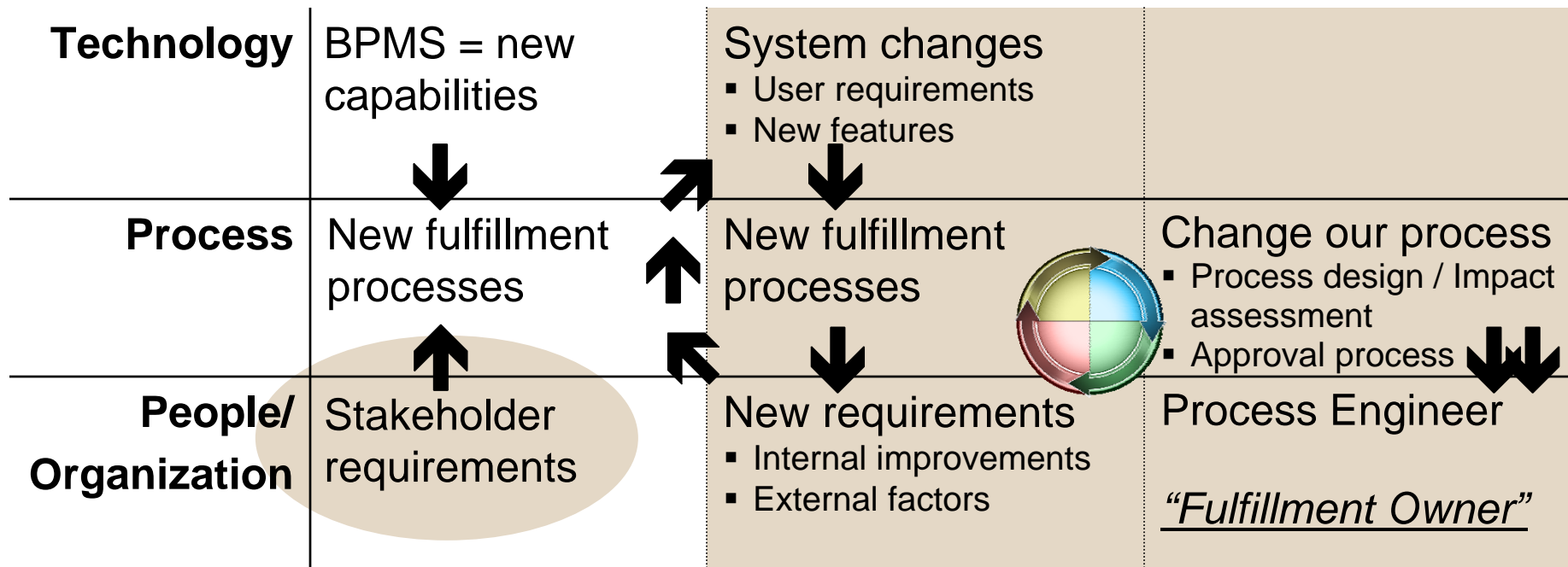
# Requirements and Approach

2004

## System functionality

- Rules
- Workflow automation
- Rapid development & reuse
- System Integration
- Reporting and analytics

Research → **BPMS**

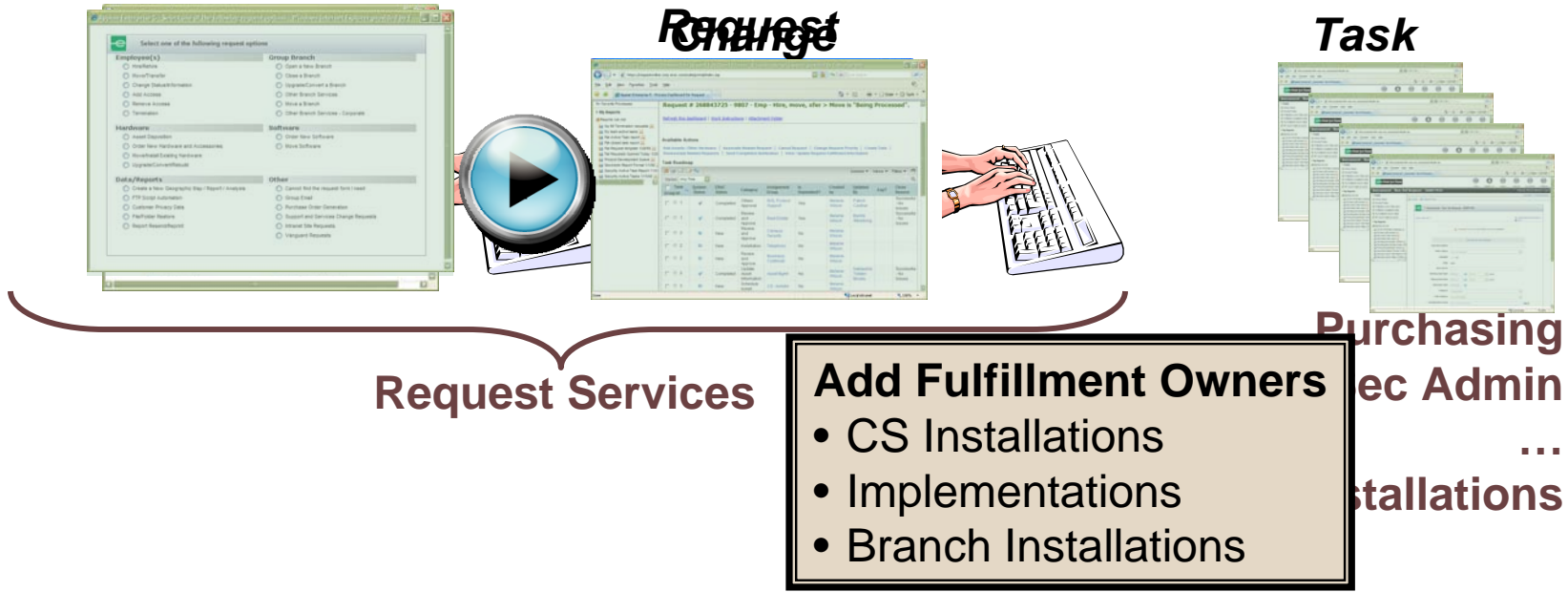


# BPMS Implementation – Phase 1

2007

## Submission

## Fulfillment



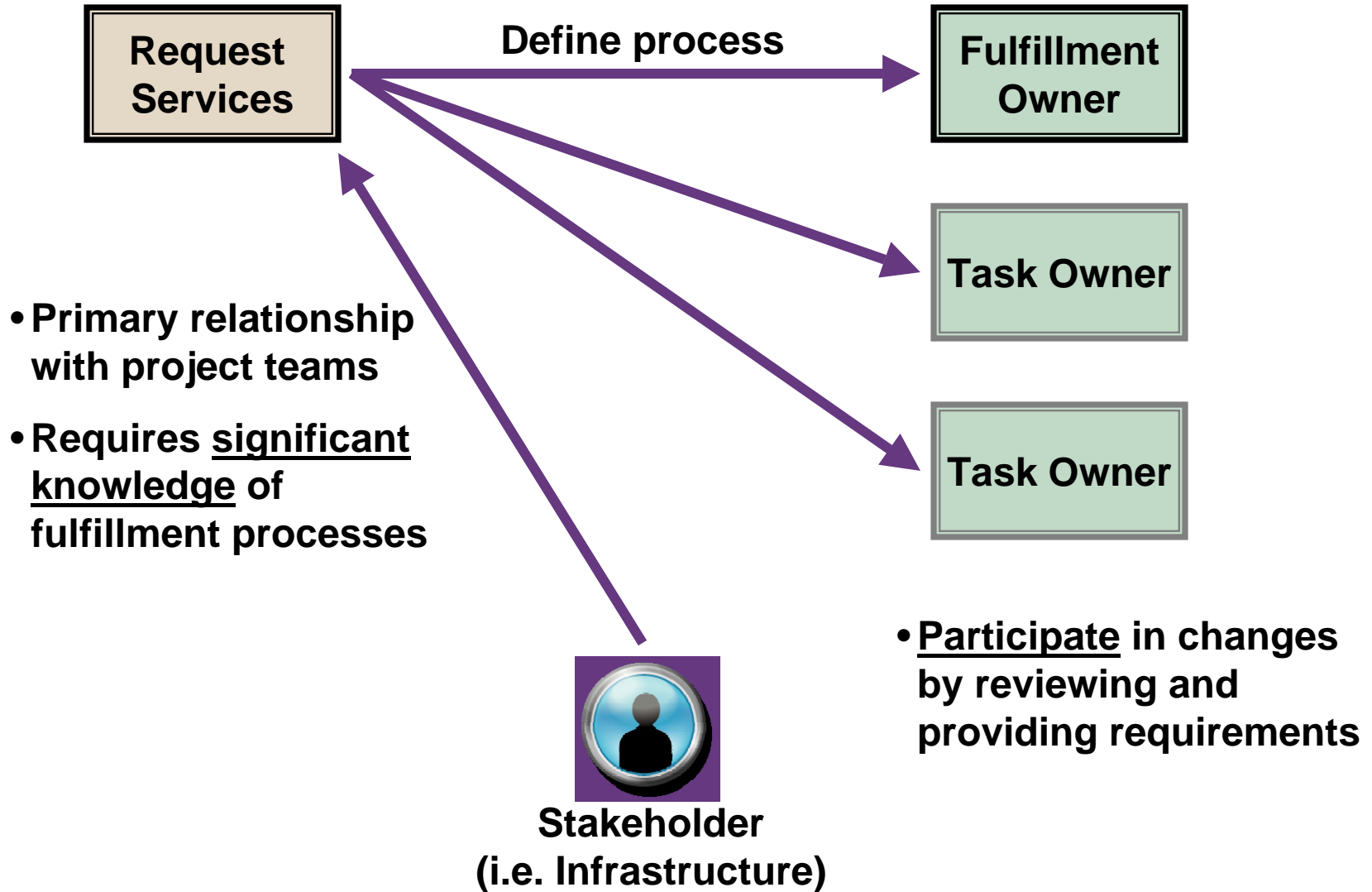
### “Like for Like” implementation

- Don't break anything
- Get on one platform
- Build skills and capabilities

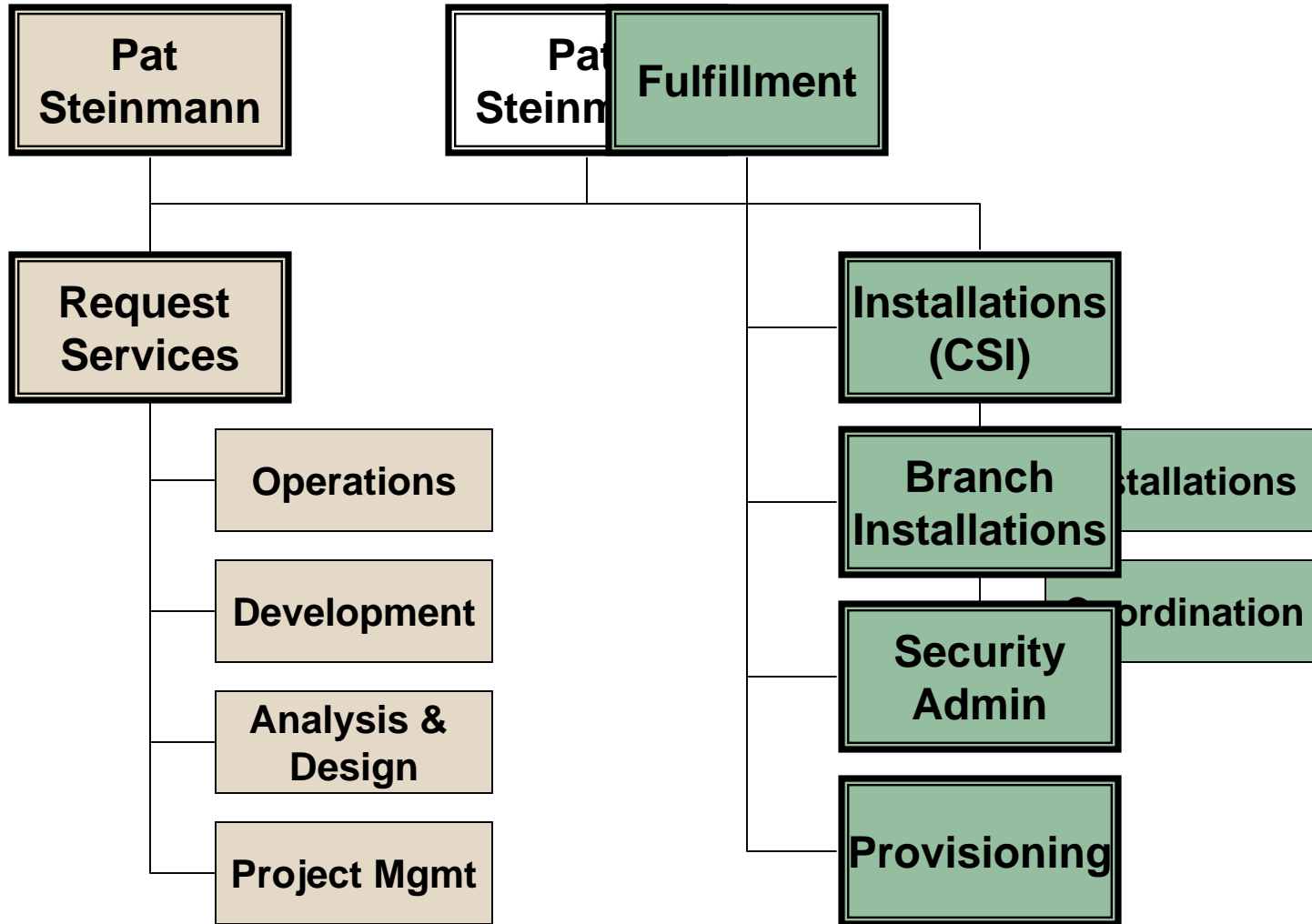
### Prepare for enhancements

- Flexibility: remove task constraints
- Encourage process ownership

# Relationship Model



# Organizational Change

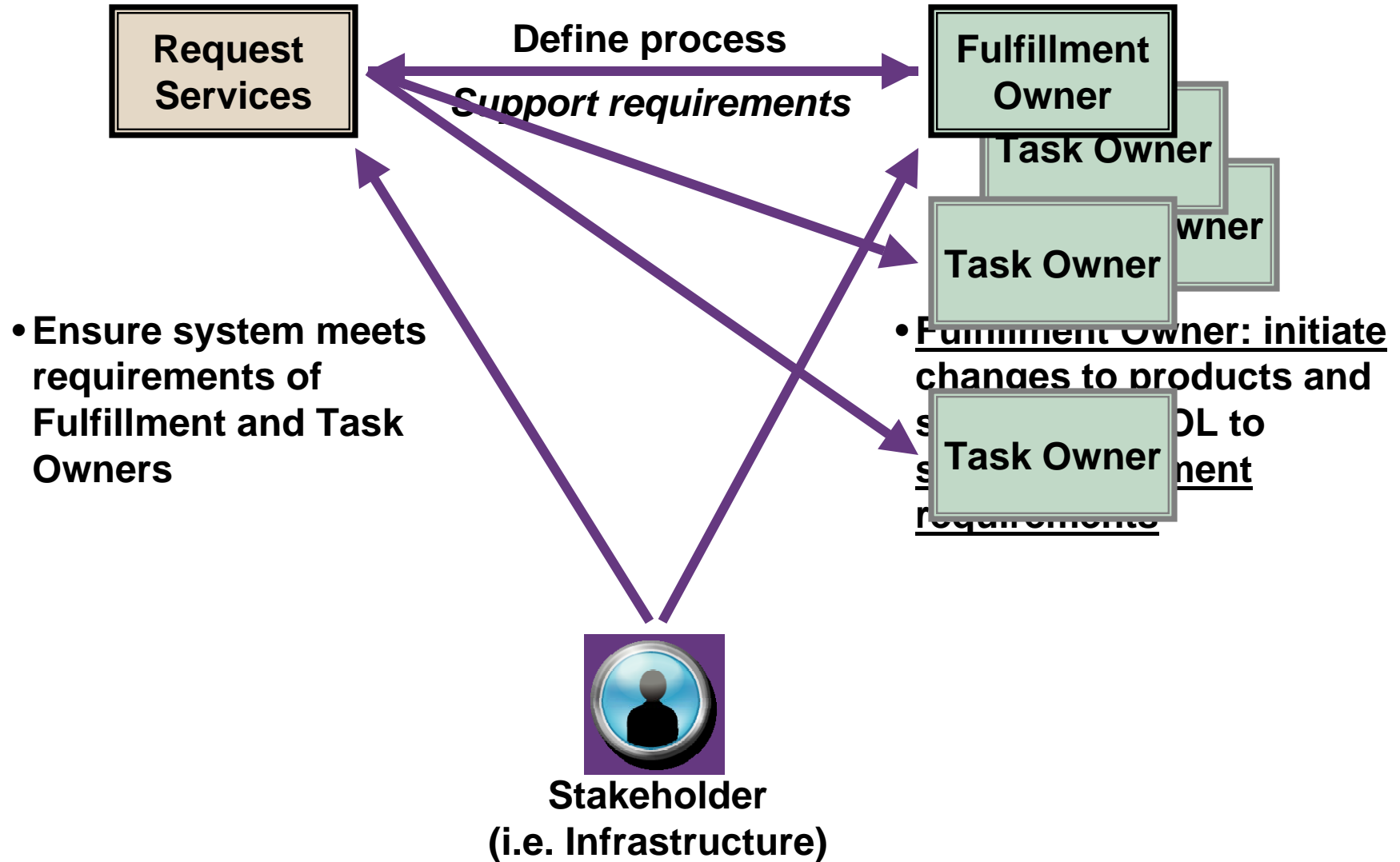


# Next Steps

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- Goals
  - Support natural evolution of system
    - Both service offerings and fulfillment automation
  - Ensure long-term viability of Request Services
- Need to do
  - Get Fulfillment Owners driving change
- Approach
  - Step out of Business Owner role...

# Application Owner



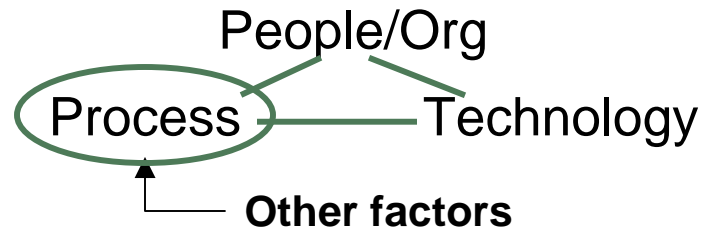
# Growth

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	<b>2001</b>	<b>2004</b>	<b>2008</b>
<b>Employees managing tickets</b>	<b>5</b>	<b>7</b>	<b>8</b>
<b>Requests per day</b>	<b>75</b>	<b>100</b>	<b>150</b>
<b>Service Offerings</b>	<b>15 +</b>	<b>170</b>	<b>210+</b>
<b>Teams receiving work</b>	<b>9</b>	<b>35</b>	<b>64</b>
<b>Lag time to Open</b>	<b>3+ days</b>	<b>&lt;1 hr</b>	<b>---</b>

# Conclusion & Take Aways

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- Our evolution is ongoing...
- BPM(S) is not a Project...
  - ...you will change what you do and how you do it
  - ...and you don't need to have it all figured out
- Encourage appropriate evolution
  - ...focus on process performance

Thank you

