

## CASE STUDY

# DELIVERING LOW-COST, HIGH-IMPACT BUSINESS PROCESSES WITH INTERNS & AUTOMATION



## CONTEXT

A municipal utility (Gainesville Regional Utilities) and other agencies needed to improve processes for better cost efficiency, clarify and prioritize application automation opportunities, and improve communication (both internally and with other municipal agencies).

## CLIENT CHALLENGES

Multiple municipal agencies wanted to realize efficiencies across and within agencies, but needed to understand and prioritize key process improvement opportunities, but had several challenges:

- Agencies did not communicate well together, or have end-to-end processes views (such as Code Enforcement working with Billing & Collections)
- Existing process efforts were “words on paper” or isolated, basic Visio diagrams, making process information complex, difficult to understand, difficult to communicate/collaborate and quickly outdated
- For key priority optimization efforts, it was difficult to make data-driven improvements
- Large ERP implementation programs needed understanding of baseline processes to accelerate optimization (e.g., SAP Finance project)
- Even if process improvements were made, they might not solve important pain points, and fail to improve the User Experience (UX)

For ongoing improvements, the client needed an agile, sustainable BPM program with the right mix of tooling/automation, experienced full-time staff and consultants to work side-by-side training, recruiting and delivering incremental improvements.

## SNAPSHOT



Business Process Improvement & Analysis / Intelligence



Utilities + Municipal Agencies



LSA AI-assisted BPM Cloud Technology

## CHALLENGES

Poor communication within and between agencies, missed opportunities to invest and scale technology, not enough funds to scale process team

## RESULTS

- Hundreds of processes mapped and optimized across city, then scaled up to tri-county areas
- Example data-driven improvements: 371% ROI, 149 days reduction wait time, 97.92% 911 calls dispatched in less than 1 minute
- Some interns were promoted to full-time as additional recruiting benefit
- Central BPM “Center of Excellence” (COE) established to deliver long-term improvements – not just “one time”

## RESULTS & BENEFITS

- A municipal BPM program was started for utilities, police, fire and general government -- using a mix of full-time, consulting and intern labor. It was so successful and cost effective that it expanded to the tri-county area, to make CCC (Combined Call Center) 911 dispatch improvements.
- Enterprise cloud BPM tooling installed, configured and maintained to automate and accelerate collaboration among agencies and departments, including process intelligence features such as data-driven simulation analysis.
- Social features such as live web process collaboration greatly improved multi-stakeholder participation across and within agencies, helping to have fewer meetings (and come better prepared to the meetings that were necessary). This was paired with “facilitation and counseling” training for staff and interns to improve facilitation efforts between disparate groups.
- Using a lean approach, “just enough” end-to-end “AS-IS” processes were mapped in the BPM system to understand how different people, departments and systems were involved in the process, so improvement efforts could be prioritized.
- Example data-driven improvements were made in priority process optimization projects:
  - Landlord licensing – Interns completed a process optimization project (with limited supervision) at a direct labor cost of \$2,046.20 and overhead tool & supervisory cost of \$5,000 – identifying deficit of \$58,617.60 of labor hours per year and full-time temp recommendation at \$32,448.00 to compensate, with **371% return on investment** and **simple payback period of 3.2 months**.
  - 911 dispatch – **97.92%** priority calls dispatched within **One (1)** minute
  - City hiring – **24 days** reduction wait time
  - Public Works – **125 days** of delays identified in contract processing, with recommendations to improve processes across Public Works, Legal, and Purchasing.
- Large ERP implementations were accelerated with better understanding of existing finance, procurement and treasury processes and their related touchpoints in the organization.
- As an additional benefit, application/technology value was highlighted in context of process mapping efforts, helping to further accelerate and prioritize application rationalization efforts for better automation and technical debt reduction outcomes.

## WORDS OF ADVICE

The implementation of a Business Process Management program had demonstrable data-driven outcomes and improved collaboration between departments, but it takes more than installing tools and basic training. Agility principles help guide the efforts to chunk and prioritize processes and change culture for a “shared responsibility” – helping processes reach cross departments and help people work together to deliver data-driven results.