



Case History TNT

Building bridges to link functional islands

Client

TNT, it's a multinational company leader in express distribution, with headquarters in the Netherlands and listed on Amsterdam Stock Exchange (AEX). The company is formed by 2 divisions: Express & Mail.

TNT Express Italy (www.tnt.it) is the Italian subsidiary of TNT, punctually picking and delivering goods and documents to customers all over the country with over 800 locations served. To meet the criteria of speed, reliability and security required by this business sector, a key factor is the optimization of processes, resources and documentation management.



Implementation

Inventors of openwork BPM methodology and technology have been directly involved, also taking in charge project management responsibilities.

Of course TNT resources from different departments have been involved in the project too. While their role has been crucial as expected, users positive approach, level of involvement and creativeness have been surprisingly high and valuable, especially from business users.

In fact, openwork methodology and technology, featuring its well-known *Implementing-Analysis* business-oriented approach and tools, from the very beginning of the project, let TNT key (non-IT) users directly participate and contribute not only describing project scope business environment and processes, but also defining related software application logics they discover they were now able to.

Objectives

The major need of TNT Express Italy was to streamline and orchestrate a very important corporate process related to accounting document archiving, featuring verification and approval steps also including digital signature.

Before openwork introduction, all activities needed and defined in the procedure were separately managed by each of several functional areas involved and were difficult to control as a whole: printing of electronic accounting books, copy, verification, approval, trusted archiving, delivery and storage of CD / DVD, indexing and storing documents on DMS.

All those steps strictly needed to be completed on time, respecting all deadlines, adding the possibility to trace and verify each step for audit purposes, flexibly supporting changes, but the way they were managed presented many criticalities:

- extremely time-consuming process activities while most of them could be automated
- software tools providing functional solutions, but each limited to one single area/ environment
- most important process steps were pull-driven (operators had to manually check event occurrence to trigger further actions)
- all process operators communicated with each other exclusively with an unstructured approach (e-mail, phone, etc.)

Solution

For this project TNT Express Italy has chosen openwork technology, but not only for the direct benefits it implied.

In fact, customer management and key users appreciated very much also the methodological approach and the way the evolution of ideas and needs were supported by openwork. As a consequence all involved departments, clearly perceived the improvements the project have brought, but most of all, people started to understand the potential of a completely different process-oriented approach and the relevant role they can have in the company adopting it.

“ The added value of openwork lies in its ability to enable the evolution of business process along the way, allowing to cut both, execution and maintenance time up to 50%.

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Francesco NICOSIA

Finance Administration
Process Manager

Achievements

Some of the relevant results generated by the openwork adoption include:

- time: reduced timings for process definition, execution and maintenance
- automation: everything possible has been automated and users are now involved and guided in processes only when strictly required
- knowledge: the solution delivered is the direct result of business people knowledge and not a translation of their ideas and point of view; process documentation is obtained directly with the definition of processes in openwork
- control: WHO has done WHAT, WHEN and HOW is now fully traced

With openwork it has been possible to implement actions to automate the business in a manner consistent with the organizational process, creating a software solution capable of adapting in a few moves to organizational changes.