



Project Results...

The following is a sampling of results that the people in a few of our client organizations have achieved. These organizations include: Chesapeake Energy, Boston University, The University of Western Ontario, Eastman Chemical, Apotex, DHL, Corporate Express, City of Dayton, Sara Lee Bakeries, The State of North Dakota, Caterpillar and the Caterpillar Dealer Network, The Bureau of Drugs, Gladding McBean, Avon, EG&G Idaho, Potash Corporation of Saskatchewan & Acme Electric.

These result pages are followed by a page of summary results from other unnamed clients and a sample listing of several clients.

Chesapeake Energy

Chesapeake Energy – Chesapeake engaged FileNet Corp to provide a workflow solution for a main mission process – the Authorization for Expenditure process, securing approval to drill a well. FileNet recommended that Chesapeake engage our services up front -- that this would help FileNet and Chesapeake understand the existing process quickly. We were engaged to document the existing process and work with FileNet to document how their solution would tie into and enhance the process. We documented the process in detail in two days – 367 steps and worked through two phases of improvement with FileNet on the 3rd day. We were disengaged from this project at that point; however, the project was completed successfully by FileNet. We were subsequently re-engaged by Chesapeake to train about 50 employees and to provide process management consulting services to the IT Department. We developed a BPM program within the IT Department at Chesapeake. The work evolved out of their desire to document all IT internal processes as well as those processes with potential financial impact (to satisfy Sarbanes-Oxley requirements).

We identified and documented all significant processes and set up a process library, appointed a library manager and developed a schedule to “audit” each process on a routine schedule. All processes are reviewed for “simple improvements” and evaluated to determine if a team should be assembled to analyze the process.



Boston University

At Boston University we were invited to assist in designing an effective system for processing financial aid. New state laws in Massachusetts had mandated a financial aid package including dates when decisions and notification were to be made. B.U. received 10,000 applications the first year and had no processes in place for handling them. They missed the required processing deadlines by quite a few months and by the time they caught their breath they were inundated with 17,000 applications on the second go around. After they had struggled through this second batch we were invited to help them. We trained a team of five people. The process was charted and their team developed an excellent Financial Aid System that easily handled the next year's onslaught.

Several years later we were invited by the executive director of the Massachusetts Association for Financial Aid Administrators to put on a workshop for their members. When we asked her how she had heard of us she told us that B.U. was the only University in Massachusetts with an effective process for handling Financial Aid and she had asked them to put on a workshop. They had explained that Dr. Graham had trained them in the methods that they used to solve their problems and they directed her to us. While this project was not recent (1978) they continued using the methodology and the software through the 1990s. They have completed successful projects in the areas of student loans and financial aid with excellent results, improved customer service, etc. (How many places can you find where a methodology has stayed with an organization for that long? There is a reason. The methodology is fundamental – use charts and employee teams.)

The University of Western Ontario

The University of Western Ontario used our methodology very extensively during the early 1990s. We trained about 130 of their people and they completed numerous projects in conjunction with a major quality assurance effort. They had teams (they called them focus groups) streamline their purchasing systems, credit card, travel expense, bookstore, research office, print shop and others.



Eastman Chemical

We were invited into Eastman to help get a major project moving that had stalled. It involved conversion from multiple paper and electronic systems to an oracle based electronic forms system in their intellectual property area (patents). This is a huge, multi-billion dollar operation and the conversion project was very large. Our process charts resulted in a number of immediate changes and improved communications between the US and International filing groups. They enabled the Oracle Development Team to get on board in a matter of days.

Apotex

In 1997, we were invited into Apotex (a large Canadian Pharmaceutical Company) to help them sort out a complicated process that involved specialized packaging. This problem had been plaguing them for about two years. We charted the process on Monday and Tuesday, held a meeting with Apotex employees on Wednesday and had their solution accepted on Thursday. They were overwhelmingly pleased with the results and now have a department of their own people doing this work for them and using our methodology.

DHL

Several years ago we trained Raymond Seda who worked, at that time, for Nabisco. After some successes with our methodology he left Nabisco and joined DHL. He brought our methodology to them and in 1997, at the prompting of Mr. Seda, we were invited by the Fort Lauderdale, Latin American regional headquarters of DHL to train a number of their administrative people, some of whom were brought in from offices throughout Latin America. They had positive results with the training and have sent people to our public workshops since then.

In 1999, we were called from their offices in Sao Paulo, Brazil to assist them with projects to streamline their main mission processes. We sent our Latin America Director, Hector Piña in to complete that assignment. It took him nine days and it was a major success with dramatic benefits including reducing delivery time from 15 days to 1 day and speeding up billing similarly.

Corporate Express

The printing division of Corporate Express is a large supplier of business forms. They developed a proprietary software system (Odyssey) for managing forms inventories. As they brought this system on line, problems surfaced and they faced the loss of major accounts including one very large bank whose forms and other printing purchases amounted to over \$6,000,000 per year. Our contract was to chart their production, sales and inventory processes and work with teams of their employees to develop the modifications that would effectively integrate those processes with the Odyssey System. This was accomplished and the large Bank's business was retained. Subsequently, they contracted with Baan to integrate the organization with an Enterprise Resource Planning system (ERP) and they are again making use of our charts for this implementation.



City of Dayton

Although our methodology was developed in private industry, it works anywhere, even in situations that have consistently defied improvement. In 1998, Dr. Graham was invited to sit on a Task Force formed to improve city development in Dayton, OH. This was the third time such a task force had been formed, the previous task forces having shared a lot of good ideas and gotten no results. After several sessions Dr. Graham told them, if the city would allow him to chart the building permits process they would get their recommendations installed. A chart was prepared in one day. It was then reviewed by a team of city employees who developed revisions specifically to incorporate the recommendations of the Task Force and in October of 1999 the "One-Stop Shop" building permits process became a reality, with new procedures in new quarters. A task force member representing the construction industry, who had been a consistent critic of the city's permit process, commented at a final task force meeting that it embarrassed him to say it but things are really working better now. It is happening!

Here is what the director of the new one-stop shop had to say at that meeting.

"The city of Dayton got excellent results in its efforts to implement the recommendations of its 1998 Development Enhancement Task Force. (Two previous task forces had resulted in no appreciable change.) One of the key reasons was process improvement technical support provided by the Ben Graham Corporation. They charted our Building Permits Process and guided a team of city employees who studied it, streamlined it, and incorporated the changes that the Development Enhancement Task Force recommended."

John R. Thomas - Assistant City Manager, City of Dayton

The Dayton City Manager, Valerie Lemmie, moved on to the City Manager position for Cincinnati and engaged us to work with their Building Permit process.

Sara Lee Bakeries

A few years ago we were invited into Sara Lee Bakeries to work with their research people on the process of new product development. The team that reviewed our charts represented baking, marketing, consumer testing, advertising, government regulation, a chemist, etc. They cut the processing time by 85% and the chart dropped from 122 steps to 23.

The work at Sara Lee was initiated because a new employee at Sara Lee had seen our methodology producing exciting results where she had previously worked at Gerber Foods. Recently we have gotten a registration for a seat on one of our public workshops from Campbell Soup and we are told that they are interested because a new employee told them about the exciting results they got at her previous company, Sara Lee. This is how our business has been sustained over almost half a century. We provide methodology and skill in utilizing it, achieve positive results for our clients who then take the initiative to contact others.



State of North Dakota

The State of North Dakota engaged us to train employees in the IT group, DOT and various other departments. Over 100 employees were trained. This was strictly training, however, the impact of the training can be understood by this comment from Bill Roach, an IT employee in N Dakota.

“We have a number of projects going here at the state. DOT has the largest with a couple of hundred current processes charted. Another couple of hundred will be charted before we are done. We are in the process of reviewing them with all of the staff to make sure they are complete and accurate. Then we go in and modify the process to take advantage of new technologies, techniques and efficiencies. The ability to map processes in detail was the key factor in our successful implementation of workflow in the Driver Improvement Section. Our workflow vendor told us that we were miles ahead of others they had worked with in the past based on the ability to give concise information of who (or what) does what, when, and how many times. I have recently started working with Job Service on a similar project. I use the charting tool on a daily basis, for even small things as it is so easy for individuals to follow.

The benefits we have received from using the software and system have been outstanding. Using a Graham process chart allow everyone to clearly understand what we are talking about. Our standard method is to map the existing process then design the new process by modifying a copy of the current process map. This way we are sure not to miss any of the critical steps. We can also compare the current and future process very quickly. Doing this graphically illustrates where we have duplication of effort, wasted motion and bottlenecks in a process. It also makes sure that everyone has the same expectations when we make the changes. Finally, and this is a big one for us, we provide our workflow consultants with the process maps and they program workflows from the charts. Because our charts are so detailed, it is easy to see exactly what needs to be done, including any dependencies or connections to business applications.”

Caterpillar and Caterpillar Dealer Network

Our involvement with Caterpillar actually began in 2000 with some Dealer people (Cat Dealerships are independently owned). A few people from Kramer in Saskatchewan attended a public workshop and that led to them sponsoring an in-house workshop in N Carolina where they invited a number of Dealerships and people from Cat as well. Caterpillar ratified this tool as the charting tool for Caterpillar and Caterpillar Dealer personnel worldwide. To date we have trained over 750 Cat and Cat Dealer people in the US, Canada, UK and Latin America.

We also trained Cat folks in the 50s which spawned an internal work simplification program there at that time.



Bureau of Drugs (1970's)

While it happened quite a few years ago (in the 70s) our work with the Bureau of Drugs in Washington D.C. was especially effective. And, once again it followed efforts that had not produced results. Twice the Bureau had engaged consulting firms to come in and streamline their processes, twice they had paid the bills, (the second being \$250,000 which in the 70s was far more than that amount today) and twice nothing had come of it. Dr. Graham conducted a workshop in D.C. for government employees that was attended by an analyst, Don Pope, who worked for the Bureau. He returned from the workshop convinced that the methodology he had just learned would accomplish what their consultants had been unable to do, get improvements actually installed. He talked the Director of the Bureau of Drugs, Dr. Richard Crout into contacting us and we worked with them on a project that resulted in total renovation of the Bureau. Their processes were charted and teams of bureau employees including doctors, pharmacologists, chemists, and various administrative personnel reviewed them and improved them. Eighty-five percent of their forms were eliminated in their main mission – evaluating and approving new drugs – and the productivity was doubled. They estimated approximately \$1,000,000 in savings without any downsizing.

Gladding McBean, California

Inventory process gone bad, 5% out of stock, seventy-two records being maintained. After improvement, four records, ½% out of stock.

Avon, New York

Two project teams - twelve people. Senior manager was trying to fill key positions, heard presentations - decided to stop filling from outside - better people inside. Seven promotions that year – two of major level.

EG&G Idaho

Fifty people received two days training – completed 33 projects in 12 days – Estimated \$680,000 saving, \$60,000 already installed during the 12 days – year end savings \$35,000,000

Potash Corp. of Saskatchewan and Texas Gulf, NC

Merger of two fertilizer suppliers – Charted both shipping processes and developed new process better than either – Analysis to develop new process one day.

ACME Electric, New York

Major Delivery problems – Owners secretly trying to sell company. After improvement project sales plans cancelled, within a year purchased another company.



Other Projects

Insurance Company – With EDP, reduced cycle time of renewals from *nine days to nine days*. Work Simplification team then reduced cycle time to one day (63% of policies) and 2 ½ days for the rest.

Cable Company – Cut new installations from three weeks to two and one half days. Second go around cut it to two hours. Increased customer satisfaction. Revenue increased approximately \$150,000.

Federal Government – Cut photo copies of checks from three to one. Saved \$120,000 in paper and developer fluid alone.

Insurance Company – Redesigned twelve forms saved \$500,000 in fill time.

Utility – Cut parts supply from thirteen days to one day.

Chemical Manufacturing Company – Formula Control process faulty, losses about \$2,000,000 over two years. Process corrected in one week.

County Government – Cut process time for medical appointment scheduling from two weeks to fifteen minutes.

Insurance Company – Eliminated 500 memos per year by checking calculations before distributing information.

Oil company – Eliminated 63,000 perfunctory signatures per year. Project time, three days.

Research Corporation – Combined sixty invoices into one.

Bank, Security Trading – Reduced process from seven forms with nineteen parts to one form with three parts.

Cosmetics Company – Credit check process eliminated. Was costing \$75,000 per year to protect against contingent loss of less than \$200.



Here is a list of clients we have worked with:

Caterpillar, Eastman Chemical, Chesapeake Energy, Ford Motor Company, General Motors, Sara Lee Bakeries, Campbell Soup Company, Mayo Clinic, KPMG, MBNA, NASA, The US Navy, The US Air Force, US Coast Guard, Naval Air Station - Jacksonville, Cryptologic Systems Group (USAF), The U.S. Bureau of Drugs, The U.S. Treasury, The US Dept. of Education, The US EPA, State of North Dakota, The State of Illinois Dept. of Public Aid, Dept. of National Defence (Canada), Canada Post, Canadian Penitentiary Service, Washtenaw County, Hennepin County, Ramsey County, McHenry County, Martin County-FL, The City of San Diego, The City of Cincinnati, The City of Dayton, The City of Boca Raton, The City of Ottawa, Boston University, The University of Western Ontario, Oklahoma State University, University of Delaware, Gregory Poole, Rust Tractor, Alban Tractor, Hawthorne Machinery, Holt of Ohio, Foley Equipment, Finning Canada, Carolina Tractor, Wheeler Machinery, Walker Machinery, Sunbelt Power Systems, Holt Co. of Texas, Patten Tractor, Empire Southwest, Finning (UK), Thompson Machinery, H. O. Penn, Finning Chile S.A., Beckwith Machinery, Atlas-Copco, 3M Canada Ltd., Westinghouse, Nortel Networks, Manitoba Tel, New Brunswick Tel, SaskPower, Enmax, Oklahoma Gas and Electric, Con Edison, Newport News Shipbuilding, Abbott Laboratories, Syntex, Schwarz Pharma, Ross Laboratories, Standard Register, Mead, Hillcrest Medical Center, Robinson Memorial Hospital, Johnson and Johnson, PCL Constructors, Teton Industrial Construction, Georgia Pacific Corporation, Algoma Steel, Cannelton Coal, Potash Corporation of Saskatchewan, Zurn Industries, Owatonna Tool Co., Babcock Energy Limited, ABB, EG&G Idaho, EGG Florida, Rogers Cable TV, Suncor, Syncrude, The Bank of Nova Scotia, Canadian Imperial Bank of Commerce, Southwest Bank Shares, Mitsui-Babcock Energy Limited (UK), Petroleos de Venezuela, The Bank NT Butterfield Fund Ltd.(Bermuda), Jamaica Ministry of Finance, L'Assurance-Vie Desjardins, Hartford Ins., American States Ins., CareFirst Blue Cross Blue Shield, Royal Insurance Group, Federated Insurance, Metropolitan Life, Great-West Life Assurance Co.