

Customer Case Study

Herman Miller expands their BPM infrastructure to their Extranet partners



 **Herman Miller**

Customer Profile	Name of customer	Herman Miller Inc.
	Country	United States
	Customer industry	Office furniture and services
	Customer revenue	\$1.47 billion net sales in fiscal year 2002
	Web address	www.hermanmiller.com

Business Issues

Herman Miller, Inc., is a leading global provider of office furniture and services and is serving markets in more than 40 countries worldwide. Herman Miller receives wide recognition for the innovative designed products and is consistently heading the Fortune's list of "America's Most Admired" furniture companies.

Herman Miller has been an active user of the Baan IV solution. In line with the consistent deployment of Baan's Dynamic Enterprise Modeler (DEM), Herman Miller decided in 2000 to further leverage their process modeling investment, by implementing EZ-Publisher from DynaFlow Modeling Solutions Inc. With EZ-Publisher, Herman Miller standardized best practices within the organization by publishing documented processes to all employee desktops and established an infrastructure for continuous business process improvements.

Over time, Herman Miller identified several opportunities to take even more advantage of this Business Process Infrastructure. Since the process modeling and publishing proved to be a great contribution to knowledge sharing and training, Herman Miller wished to implement it in all divisions of the company, including the parts that traditionally didn't work with Baan and Baan DEM before. In addition, departments involved with Process Management started process improvement initiatives, thus requiring re-engineering, statistical analysis and simulation tools.

From another angle, Herman Miller wanted also to improve transparency of those processes that involved Extranet business partners (e.g. suppliers). "Now that all of our processes are browser-based, why not include our business partners in these processes?" was the question rightly asked.

Solution

To address these challenges, Herman Miller extended usage of the EZ-Process solution. To support company-wide Process Modeling, Herman Miller implemented EZ-Modeler, the stand-alone editor of EZ-Process. "With EZ-Modeler, our main requirements were all addressed", says Mr. Rex Kiekintveld, Business Systems Director. "We required process standardization across the company and compliancy with already used tools. Not only is EZ-Modeler compliant with Baan DEM, it also allows our Visio diagrams to be published with DEM ones on our Intranet. Also, we didn't have budget for a training-class for all modelers, so ease-of-use was important. With a train-the-trainer program, we only spent 4 hours on instruction of the modelers."

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Rex Kiekintveld, Director of Business Systems at Herman Miller

In addition, to facilitate the implementation of a new business process for external business partners, the existing EZ-Publisher installation, which was already used to publish the processes on our Intranet, gave our external business partners visibility to those processes that they're dealing with. "We significantly saved costs and reduced errors, by implementing a process that allows our suppliers to update their own prices rather than having our employees doing this. We've secured environments for our external business partners, giving them access to only those processes that they're involved in", adds Mr. Kiekintveld.

Implementation

"EZ-Modeler implementation did take us less time than we expected", says Mr. Kiekintveld. Most of the effort to get modelers to the required knowledge level was used for transfer of knowledge about company standards and conventions. In total, it took about 1.5 days to implement and train the group of modelers within Herman Miller. The effort to publish processes for business partners was a simple story for the EZ-Process Manager. To secure the environments from hackers with potentially malicious intentions was, on the other hand, a harder job.

"We're very much pleased with the expertise and responsiveness of DynaFlow staff", concludes Mr. Kiekintveld. "We've several years of history with DynaFlow, and that gave us the confidence to extend this relationship."

Key benefits

1. One unified infrastructure and set of tools for Process Management across the company, including modeling, knowledge publishing, analysis and simulation.
2. Compliancy with Baan DEM, to seamlessly integrate existing and deployed Baan processes within the fore mentioned framework.
3. Cost reductions and cycle-time reduction for processes that were re-engineered and optimized by thorough analysis and simulation.
4. Better relationship with suppliers and less human errors in the product and pricing data, as maintained by suppliers, by the EZ-Publisher Extranet extension.


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