



Welcome

Emma Harris // Operations Director

Welcome to a packed and very interesting Connector. There is an article about NG Bailey who, as they move to a multiple Process Library architecture, have been reflecting on their implementation to date. We have quite a lot on the new features developed to better support multiple Process Library implementations and how this structure benefits the organisations who implement it. There is also information on other new features, recently released.

There is an in-depth article on what Paul Elson-Vining has been up to for much of the last 12 months and how Triaster can not only create accurate content for your Library within a very short time frame, but make delivery of a Useful, Usable and Used Process Library a lot easier for you.

In addition, there is T.U.G. news, Tech News, information on a lot of new events planned, the ever popular Community News and Mike's back page article. This is part one of a consideration of return on investment from Quality Management.

On a more personal note, I am now fully recovered after my recent surgery and very much enjoying being back in the thick of it. Thank you to the many people who sent me their best wishes and to all the Triaster team, who have been a great support during a tricky time. I particularly enjoyed the mention in the last edition of the Connector!

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NG Bailey

Reflections on a Triaster Process Library implementation

Darren Garton, NG Bailey's group business process manager and Steve Ward, business process manager, recently visited us at Triaster to discuss the next phase of their Process Library implementation. Whilst they were in the office they were kind enough to spend time reflecting on the whole project with us, so that we could share it with you.



NG Bailey

NG Bailey is an independent engineering, IT and facilities services business. As a market leader with £450m turnover, NG Bailey is committed to offering tailored solutions. Recognised as an industry leader for innovation and sustainability they are a founder of the UK Green Building Council.

Process Library project objective

In late 2010, NG Bailey's general operating executive gave their support for the implementation of a fully Integrated Management System (IMS). The system was required to be structured and maintained to a level that was applicable to all group members; to achieve the standards required to effectively maintain and continuously improve their business processes and meet all external accreditations.

Implementation requirements

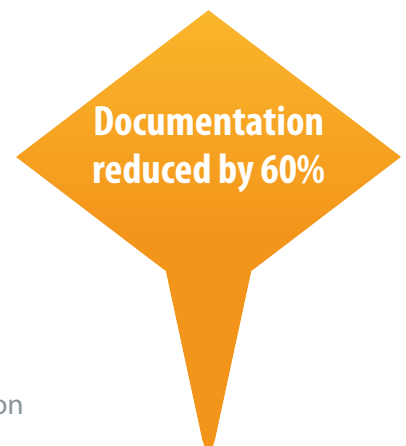
The key requirements of the management system implementation were therefore that it:

- Streamline processes – consolidate, simplify and eliminate duplication and complexity of processes and documentation
- Produce a process repository to enable the business to share standardised business processes
- Review all NG Bailey group processes
- Enable all end users at NG Bailey to access and understand process information easily
- Devolve process ownership to departments for continued process management
- To link to documentation stored in SharePoint 2010 from the processes.

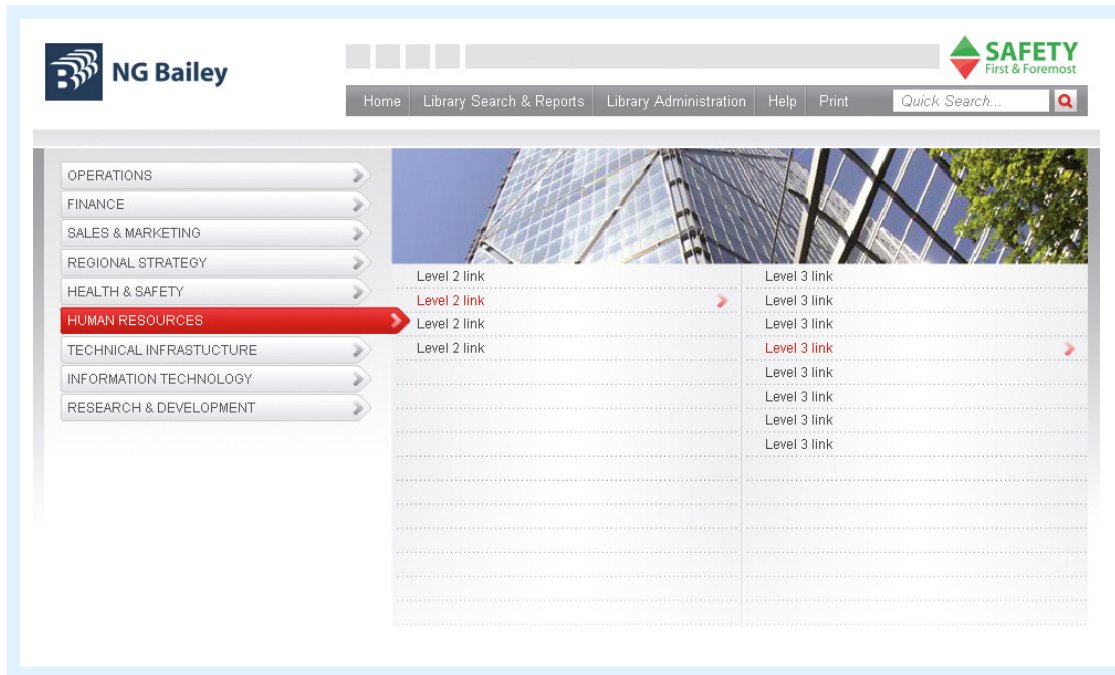
Process Library

Following the purchase of the Triaster solution in March 2011, the group business process team, consisting of a team of just three people, launched NG Bailey's Process Library in April 2012 achieving all objectives:

- Documentation was both streamlined and reduced by 60 per cent
- 1,100 process and procedural documents were rebranded
- All group members had easy access to all processes and related documentation
- Process duplication was highlighted



- Redundant activities were highlighted
- The end-to-end processes across the organisation were clearly visible, which made departmental inter-relationships clearer
- There was increased visibility of process ownership and activity responsibility.



And then?

Interestingly, implementing one IMS highlighted the disparities between the group members or business units and it became clear fairly quickly, that although standardisation and unification had been the initial objective, a system which can cater to the differing processes within the business units would better support their needs. So the next phase for their Process Library is to implement a multiple Process Library architecture. This will enable the retention of their standardised processes where these are appropriate, whilst developing business unit specific processes where required. Best of all, the multiple Process Library search can be configured to return only the results appropriate to the searcher. (For more detail on Triaster multiple Process Library architecture please see the article on page 16.)

Reflections on the implementation so far and some lessons learned

Both Darren and Steve are clear that the process of implementing one Process Library to enable the business to share standardised business processes, has been a learning experience which has helped the business to establish the management system structure which can best support the whole group. There will be some work involved in moving to a multiple Process Library architecture, but having the governance and controls over process documentation already firmly in place will make this a relatively straightforward step. (And of course Triaster will be supporting them.)

Darren and Steve do feel that they would do a few things differently though if they were to start the implementation again. In particular, they would have worked harder to ensure that all regional managers made it mandatory to assist the group business process team with process capture. Also they would have targeted some specific individuals at a site level, rather than at divisional level for process information.

They would also have delayed their training on the Process Library until it had gone live, so that end users could continue to use the library immediately after training.

One thing they wouldn't and won't change is their response time to feedback e-mailed via the feedback button, which they always respond to within 24 hours, but usually within 1-3 hours.

Another thing that they were kind enough to say that they wouldn't change is Triaster, who they view as a partner in their implementation, not just a supplier.



Keep doing what you are currently doing, I can't fault anything - keep it up and we will be an advocate for the company for many years to come.

Darren Garton

Triaster is without a doubt the most helpful, professional and forward thinking company that I have ever had the pleasure of working with.

Steve Ward

Thank you Darren and Steve, everyone at Triaster very much enjoys working with you and we are all looking forward to the next phase.

PEV's Q & A corner

Q: I have a long URL to copy into a hyperlink address, but every time I try, Visio cuts half of the URL off making the link useless. What can I do?

A: Visio has a maximum character limit (256) for hyperlinks, which causes this issue. However, from Process Navigator version 12.1 onwards, there is an alternate way of entering hyperlinks and forcing them to open in a new window. Select the hyperlink and select Process Navigator > Shape Properties from the Visio tool bar. Using this option, you can paste in a URL as long as you like. The right click paste function works in here too.

User Group Forum

LinkedIn

A reminder that all customers should join the Linked-In User Group Forum (if at all possible) as there are often useful announcements and discussions between customers posted here.

You can request to join this group here:
<http://tinyurl.com/78wzlln>

Creating Useful, Usable and Used Process Library Content



On-site assistance offered by Triaster

As we know, all great Process Libraries are Useful, Usable and Used. Triaster are fully aware that a great software solution is only an element of what is needed to enable this. Library content is key - accurate content. Over the years, Triaster has increased its service offerings to assist customers to make capturing useful and usable library content as easy as possible.

During the last 12 months Paul Elson-Vining has completed a couple of projects with large manufacturing corporations, where he was a key member of the project team, responsible for delivering on not only their bespoke Triaster Process Library, but also its content. In his most recent project he was supported by David Isherwood, who first implemented a Triaster Process Library when working for the University of Cambridge.

We asked them to let us know what they delivered during those projects, how that enabled the capture of useful and useable content in a very short time frame and other ways in which they believe that they were able to bring benefits to the project. This is what they said:

Paul Elson-Vining



“In 2011 and again in 2012 I was engaged for nine weeks by a multinational corporation seeking to develop a set of process maps to show a high level end-to-end process for a new product. The process was to cover the full development cycle from concept to ultimate disposal at the end of life.

It was clear that there was a vast amount of knowledge in the organisation, but with the challenges of multiple sites and functions and different styles, information did not always flow seamlessly from one function to another. As I was not attached to any specific department in the organisation, I was (and was seen to be) impartial, and could really get to grips with the whole view of the process.

There were many advantages in using me - an outside resource. I had the time available to facilitate workshops, could challenge or request a better explanation of ways of working (as often people



Public training sessions run by Triaster are always lively and informative.

working every day with a process, are too close to it to see where the gaps are) and ask the 'stupid' questions from an outside view. This then allowed me to create clear and concise process maps in a consistent style and language, enabling any newcomer into the business to follow the process as well as time-served engineers. I then worked with functional process champions, who acted as subject matter experts to provide information on the inputs they needed (rather than those that they actually received) for their part of the process to be successful. This enabled the new product introduction to benefit from the lessons learned on other projects.

Running the review workshops, I could physically walk people through the process showing them where their inputs and outputs fit into the end-to-end process. When the end-to-end process was broadly agreed, a series of launch events were organised.

As I have expert knowledge of the Process Library Solution, I was ideally placed (as part of a full communication programme) to give a demonstration of the processes captured to end users, managers and directors showing how the process was going to work and how it could be accessed. As the project covered two geographic locations, the events were run at both sites. Feedback from the launch events was very positive, with stakeholders starting to understand what happens outside of their world and the positive effect they can have on the process by simply communicating what their issues are.



My next longer term project was on an even larger scale and on quite an aggressive timescale; six months to convert all existing process documentation, for the whole business, from text based documents into fully functional process maps.

The client had already done a large amount of work identifying what was relevant to their site and had a good idea of the priority of the work.

As you would expect in any large organisation, the existing documentation was in different formats, styles and even type of language used. The intention was to divide the workload between three individuals, me on



Paul takes staff through key changes.

the project 100% of the time and two employees on the project 25% of their time.

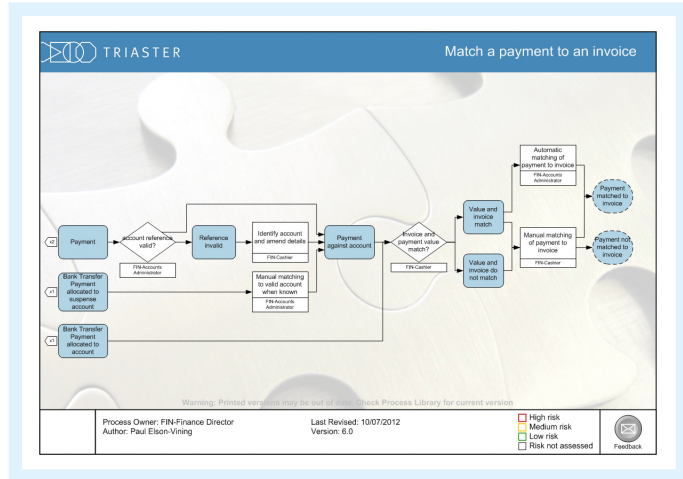
The client had created process maps in the past but not using the Triaster methodology, and had created detailed flowcharts which became difficult to link and manage.

At the start of a big project like this, customers often feel overwhelmed, that it is all too much and that they don't know where to start, but the age old adage "How do you eat an Elephant? One bite at a time..." became my catchphrase.



I have been training people how to use the Triaster Process Library Solution for over five years and have been involved with many different market spaces. This experience means that I can share best practice approaches with clients, knowing from practical

experience what works well, what doesn't and why. By using my expertise with the software we hit the ground running. The only constraint on me was that the content had to broadly match the written documents.



It soon became apparent however, after speaking with the subject matter experts, that the existing process documentation was out of date and that the project required extra resource to complete it in the required timescales. David Isherwood was brought into the project to focus on mapping the area of the business with the most process documents.

Changing from text based process documentation to a Process Library was a big cultural change for the company, so a communication programme was put in place. This included posters, newsletters and, a number of awareness sessions. To reassure end users that the project was an internal initiative, not one driven by an outside company, I worked with the Project Lead to demonstrate the system to end users, up-to and including Senior Directors. This allowed me to demonstrate the draft Library and answer any questions that the Project Lead passed to me, without taking the focus away from it being 'their' system.

Within a few weeks of getting started, content was being reviewed online and feedback given on the process. One important lesson that I have learned over the years, is that people often find it difficult to tell you what they do, but will always tell you when you get it wrong. I used this to my advantage, by deliberately filling any gaps in processes with information that immediately stood out as being an error and the reviewers could then tell me what was supposed to happen. This resulted in maps being corrected far

quicker than when starting from scratch. It was so encouraging to hear feedback from business functions asking "When can we have this? It is going to save so much time... I didn't know I was supposed to do that..."

As my time on the project was coming to a close, another area of the business liked the format and presentation of the Process Library, process maps and linked documents and became a customer in their own right.

Creating all of this content is of course all well and good, but what happens after Triaster leave site? With a good start already made, the next stage of the project was to ensure that all the business units had the ability to create and manage their own maps. Training was delivered on-site using their own process maps.

Without David and I working on the project, it would have taken so much longer with results only being seen in months rather than weeks. Whilst phase one of this project is over and the Library is ready to be launched to the whole site in July, I very much look forward to phase two and being able to help scale the Library further."

David Isherwood



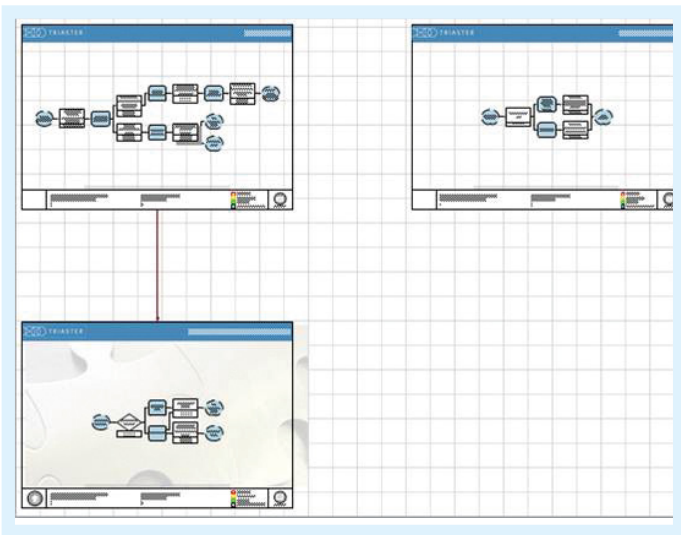
"I very much enjoyed assisting Paul Elson-Vining with this project.

In order to capture the large number of process maps needed in a short time frame, we needed to use our experience and product knowledge to produce 'as is' maps. By making use of experienced 'mappers' the client ensured that the Library would contain maps produced in a consistent format. At this time it was not deemed practical to train new mappers who would have a steep learning curve and requirement for supervision. Time was simply something that the client did not have in this initial phase.

I was allocated a business function that had the most process documents and a dedicated Subject Matter Expert (SME) who liaised with a number of sub

functions. We decided fairly early on that daily face-to-face meetings were needed to maintain the level of momentum that would be required to complete the mapping in the time frame available.

The result of this collaboration was over 90 process maps were created within the 12-week time frame. A weakness identified was that a large number of these processes were 'process islands' which did not have clear inputs and outputs to other processes in the business. As with any project that focuses on converting text based documents, once the processes were mapped it became clear that a second project was required to start integrating these processes with others in the Library.



To ensure that these issues could be addressed after our departure, I trained the lead user and the controller of the current text based system how to link processes together using the library based tools that Triaster provide.



UNIVERSITY OF CAMBRIDGE

My previous mapping experience using Triaster was at the University of Cambridge. As part of the university project, I trained staff in the use of Process Navigator; checked maps produced against our standards and provided first line support. Maps were often used as part of the business analysis of a particular software enhancement requiring the use of both 'as is' and 'will be' views.

The first was as part of a process change project, where a team of users and business analysts ran some workshops to identify the current processes in draft form and to identify potential bottlenecks. Following the workshops, I worked with the staff to complete the process maps. When complete, the maps were printed and put on long walls where end users actually walked through the end-to-end process. Staff were able to stand back and view the 'shape' of the overall process and then look in detail at each part of the process. Unsurprisingly this added to their visualisation of their day-to-day activities and they spontaneously generated more ideas.

In looking at these projects, it is clear that the reasons for mapping have been different in every case and the method used has also varied depending on what is already available and the purpose for which the maps have been produced for. The timescales of the various projects has also been quite different.

What has been common has been the need to produce usable views of the processes in place in a consistent format that is accessible to a specific audience, though that audience has been different in each project. The most recent project showed the value of having mapping expertise available from the earliest phases of the project to build a useful and usable library so that the organisation can see an early return on its investment. Whilst the mapping is in progress the client staff can work on building awareness and buy-in to the new Process Library and concentrate on the important area of 'how are we going to get the most out of this'.

If you are interested in using Triaster's services to create useful and usable content within a very short time frame, please contact Carma Cooper or Victoria Glancy on +44 (0)870 402 1234 or by e-mail at carma.cooper@triaster.co.uk or victoria.glancy@triaster.co.uk.

And if you are wondering about the client's views on Paul and David's contribution to their project, here is what the Project Lead said:



Seeing the advantages of the Triaster Solution, our Leadership decided to accelerate the conversion of our document-based QMS to a fully mapped system. We needed additional resource to achieve the shortened time scale and Triaster were able to supply two analysts.

The Triaster experts integrated seamlessly with our Team and as work progressed we soon found they were providing more than just the conversion of documents to maps. They challenged, developed and improved our methods as well as providing on-the-job training for Process Navigator. Thanks to the help Triaster provided, we are on target for launch of our new QMS in July this year.

Did you know?

Did you know that it's possible to change the case of the toolbar using a stylesheet called `toolset.css`?



Simply follow these instructions:

Open `toolset.css` (typically found in `C:\Triaster\TriasterServer2011\ProcessLibraries\[library name]\[site name]\static.html`) and find the following section:

```
#toolbar li {
    display: inline;
    margin: 0px 2px 0px 0px;
    padding: 0px;
    text-transform: uppercase;
}
```

Remove the line containing uppercase. Save and close the file.

The heading text will now appear with capitals on initial letter (e.g. "Print").





T.U.G. News

Linda Spinks presents the latest news from the User Group

Linda Spinks // User Group Chairperson

We tell you

User Group

The last User Group meeting was hosted by Openfield at their Grantham offices on 21st March 2013. As usual the minutes of this meeting are available for all customers to read via the secure User Group page (a reminder of the details for accessing this have been posted to the LinkedIn forum). In summary:

The next User Group meeting will be hosted by 3663, Manchester on 9th October 2013.

The Customer Soap Box discussions included:

- Both Julie Mack (3663) and Tom Hamilton (SQA) talked about how they would like changes to their Stencil and Templates.
- Linda Spinks (University of Cambridge) talked about how the University needs to react to external changes such as UK Border Agency requirements and how their systems could change to cope with PhD students who are now sponsored for an additional year while job hunting. Suggestions were to identify stakeholders and management system impact and review development process using charters for each process.
- Nick Watts (Marlin) suggested a process mapping system course might be useful with a view to creating qualified knowledgeable staff – a pool of temps who understand process mapping to provide support.
- Penny Hemstock (Openfield) asked if anyone uses their library for inductions, as Openfield consider new employees to be fresh eyes on the library, potentially identifying gaps. Other companies deliver on-line training through their libraries as part of an induction checklist.

The Host presentation

Penny Hemstock talked through the Openfield Process Library and Jim Hotchin gave an informative overview of their business, which is a mutual society owned by farmers and the second largest seed producer in the UK.

AGM

This meeting included the AGM at which the constitution was reviewed and User Group officers re-elected as there were no other applications for the posts. The Constitution was updated.

The Triaster update:

Along with a general update from Victoria Glancy and Jo Dolton, Andrew Ridgeley provided an update to the group on the following developments:

- Feedback was given about progress with compatibility with mobile devices, e.g. tablets and phones. Although at an early stage, Triaster are working on a prototype system that customers can try.
- A web-based tool for managing configuration settings is currently under development.
- The flash menu will be put into a more intuitive interface which will be easier to edit.
- There will be further SharePoint integration.
- Approvals and Alerts: The shared folder for Live and Prelive maps can cause confusion. There will be direct mapping in future.
- Triaster is working with Microsoft to achieve compatibility between Process Navigator and Visio 2013.
- The process of map management, i.e. moving them from Sandpit to Prelive, will be better automated.
- BPEL and BPML will become a priority.

For more information on some of the areas summarised please see the *Triaster Software Development* article on page 12.

Workshop

There was a discussion regarding the management of multiple libraries linking to a single corporate library. The scenario discussed was one where various separate libraries (some needing logins, others not) are required for accreditation purposes, but an overall corporate library for core processes is also required.

Triaster advised that each customer requirement is different. Each will require a bespoke setup.

For more information please see the *Focus on a Feature* article on page 16.

The next User Group meeting will be hosted by 3663 at their Manchester site on 9th October 2013.

If you would like to attend the next meeting, please register at www.triaster.co.uk/events. Space is limited, so do book on as soon as possible.

Education Group

The date and location for the next Education User Group meeting is yet to be decided. Although, based on feedback, it is probable that the meeting will be held annually in future.

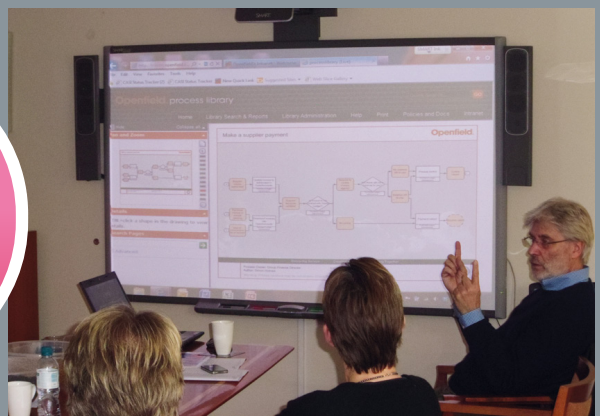
You tell us

Education Group Feedback

So far the feedback on the queries posed by the Education User Group, have suggested that Education customers would prefer there to be a single meeting each year. Once all feedback has been collected, further discussion will be had within the group and a plan will be announced in the July/August edition of the Connector (as well as on the User Group Forum).

If you have further feedback or thoughts on any of the above please e-mail customer.services@triaster.co.uk and they will take them into consideration.

The Education Special Interest Group will meet again later this year, visit www.triaster.co.uk/events for updates.



The User Group convenes at Openfield, Grantham.

Feature requests should be e-mailed with a description of required functionality and perceived benefit to: featurerequests@triaster.co.uk

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user.group@triaster.co.uk

Triaster Software Development

News on the latest functionality, events and future plans

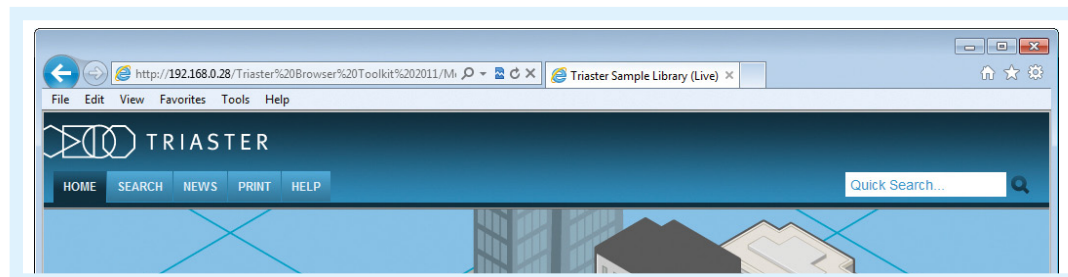


Andrew Ridgeley // Senior Software Engineer

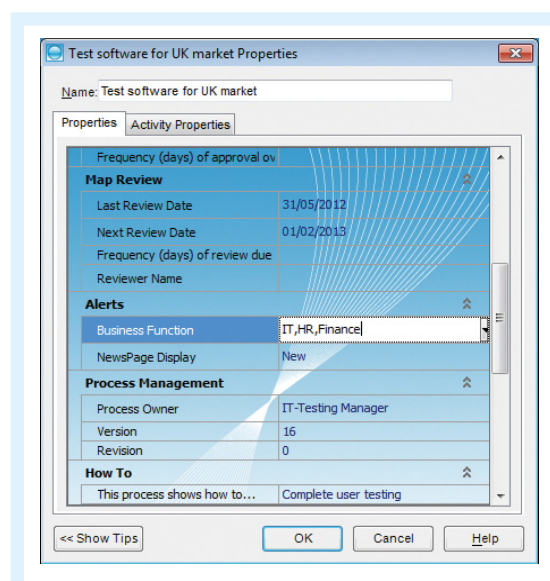
New features available now

Triaster Server – latest version 13.2

- **Document Management System integration is now much simpler:** We have always been able to bespoke the software to merge with customer-specific document management systems; however we have now embedded the capability to reference document management systems directly from the solution with ease. The current quick search results are split into two tabs, one for process search results and one for document search results. By default, the document search is configured to look at the document repository on the Triaster server. However, it's now possible to configure the document search to use a different URL, such as, a SharePoint repository. Alternatively, another document management system could be referenced. This allows an external document management system to be seamlessly integrated into the Triaster Solution. It's also possible to configure a third tab with a separate URL and to specify which tab is shown by default.
- **Configurable Site/Library Toolbar:** It's now possible for a Library Administrator to control which tabs are included in the toolbar. For example, you may wish to hide the Approvals tab from the Sandpit and Live sites, as approvals will only take place within the Prelive site.



- **Multiple Business Functions can now receive the What's Changed Alert:** This new feature allows the Author to add a list of business functions (rather than just one) to be notified when a process map is changed. This is currently achieved by entering the values as a comma-separated list rather than from the drop-down list.



- **Library Level Approvals:** A number of customers are now implementing a multiple library architecture, where each library represents a Business Unit or Core Function. (For more information please see the Focus on a Feature article Multiple Process Library Architectures.) To enable this, it's now possible to set up the approval process to work at individual library level, for example, by assigning library specific approvers.

Please contact customer.services@triaster.co.uk to discuss your Library upgrade.

Process Navigator - latest version 13.2

- **Automated Rollback now in place:** This long awaited feature is to avoid the situation whereby when an operation (say Generate maps from Excel) has to be cancelled mid-way through when half of the maps have been imported and half haven't. It is also to deal with the problem arising when a Shape Replace is performed and although all the maps are modified, the resulting maps are not in the desired state. The new Rollback feature enables stress free reversion to the maps' state prior to the operation being performed.

Prior to performing an operation, all maps are copied into a Rollback folder. The folder is time stamped and a descriptive label file is stored in the folder. Process Navigator then performs the operation. At the end, if a file has not changed during the operation, its Rollback counterpart is deleted, otherwise it is kept. Whenever an operation is cancelled the Rollback is performed automatically. Furthermore, at any point, files can be recovered from the Rollback folders – this is a simple overwrite operation. Most operations are currently supported, in time all will be. Rollback is turned on by default, but can be disabled if required (within Process Navigator via Tools> Options> Replace Features). Please note that this feature is for Library Administrators and Authors and should not be enabled on Process Navigator located on the server. With this feature now in place, the confirmation warning dialogs (for example before Shape Replace) have been removed.

- **Auto-synchronise Properties file with a Triaster Server:** Supporting the rule for all Authors to

Software Development Events

Release Update Webinars

The next Release Update Webinar is on 23rd May 2013 at 10 a.m. to 11 a.m. GMT.

On-line Feature Prioritisation

On 11th June at 2 p.m. to 4 p.m. GMT, Triaster are holding a web meeting to discuss prioritisation of Product Roadmap feature requests. If you would like to join this discussion, please e-mail customer.services@triaster.co.uk. We will ask you to review the current Roadmap and tell us your top 10 feature requests for each area of the solution: Process Navigator and Library.

This will enable us to select the 10 features of most interest to talk through on the day and prioritise for future development. The session will be split into one hour for Library features and one hour for Process Navigator features. This is open to all existing customers. Anyone who is unable to join the call can still contribute by submitting their top 10 features by e-mail.

Maximising the Use of Your Latest Upgrade

If your Library has been upgraded to Sever 11 or above, come to this event at our Wallingford offices on 19th June, to understand the different configuration options and how they may best support your objectives.

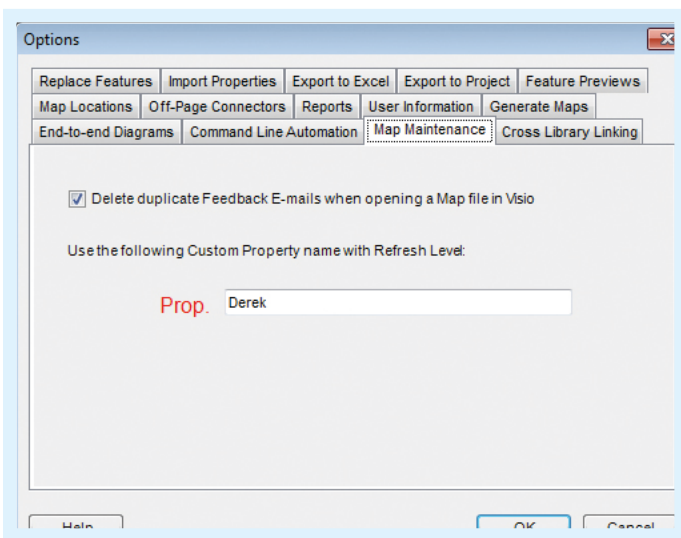
Customer Focus Day

The next Customer Focus Day will take place on 11th July, at our Wallingford offices. The agenda is yet to be confirmed, but is likely to be around the items set out in 'Future Plans'. Any suggestions for areas of discussion are always welcome.

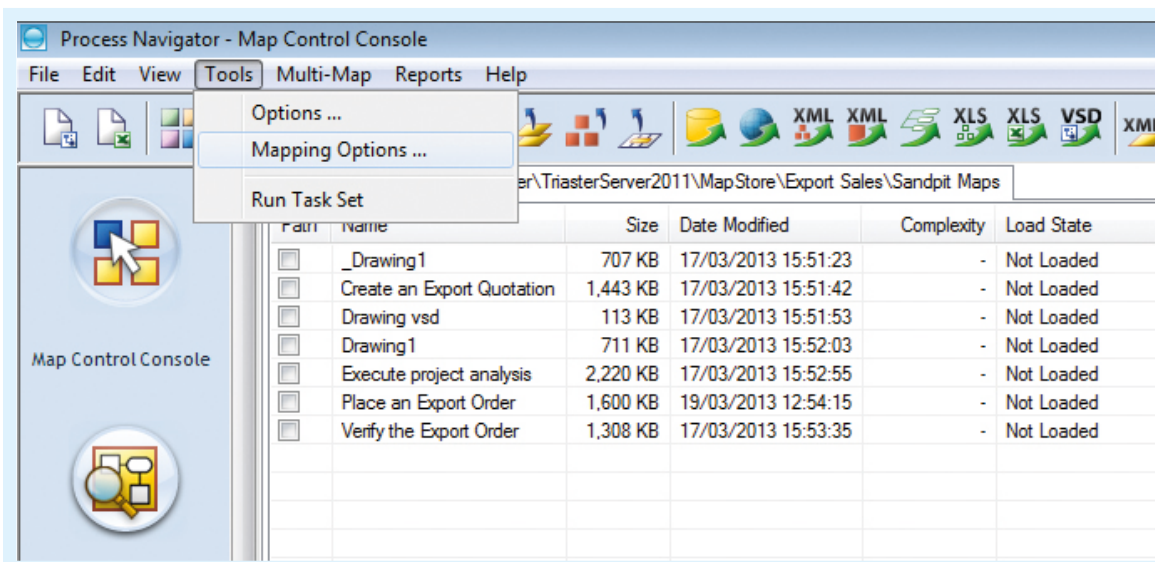
For more details and to register for these events please go to www.triaster.co.uk/events Please book early to avoid disappointment!

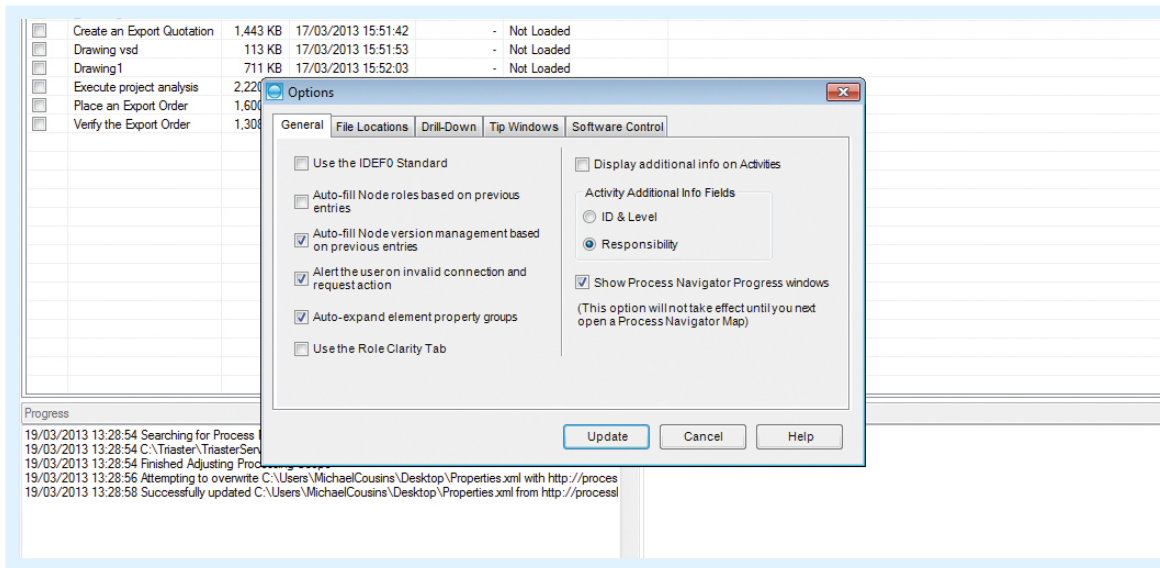
use a single properties.xml file, this new feature ensures that the server-based properties.xml file is synchronised with all Authors. This is especially useful for Authors working remotely. When they return to the office and connect to the network, their Properties file will automatically try to synchronise with the one saved on the server. If the Properties.xml file saved to the server can be retrieved, it is downloaded and overwrites the local file. (If it can't, the previously downloaded Properties.xml is used.) This feature enables the Library Administrator or system (in the case of approvals) to make changes to the properties file (e.g. adding a new approver) which are automatically rolled out to all mappers.

- **Auto-update of Level property in Node:** For some customers who had the Node Level Indicator feature as part of their template, the only method to update the level indicator was to manually edit the properties file for each process map. With this new Process Navigator feature, the Node level is updated automatically as it reads the level of the process map directly from the Visio file.



- **Import Properties Extended to all Triaster Shapes:** Previously, only Activities, Deliverables or Nodes could be updated from Import Properties. Now, any Triaster shape can be updated.
- **Mapping Options Available via Process Navigator:** Previously, these options could only be accessed by opening the process map in Visio. Now, they can be accessed directly from Process Navigator by selecting Tools> Mapping Options.





- **Cross Library Off-Page Connectors now enabled:** End users are now able to navigate an end-to-end flow that spans many libraries, whilst at the same time being able to partition their libraries into departmental libraries. Another key feature for a multiple library architecture.
- **Off-Page Connectors link to Top Level Map only:** Previously, off-page connectors could connect across the same level or across multiple levels. This new feature enables off-page connectors to be added to the highest level the deliverable is available.

Process Navigator 13.2 can downloaded now from:
<http://knowledgebase.triaster.co.uk/Home/software-downloads>

Future Plans

Following on from the discussions at the last Customer Focus Day and User Group meeting, an update on Triaster Server development focus is below.

- **Mobile version of Process Library:** We're aiming to create a version of the Triaster Process Library which is fully compatible with all commonly-used browsers and works smoothly and intuitively on both smartphones and tablets. Some initial work has been done around this and can be viewed at the URL below (please bear in mind this is designed to be viewed on a tablet or smartphone). Have a look at: www.triaster.co.uk/triaster_mobile/v1/home/menu.html
- **Web-based configuration tool:** We're currently working on a web-based tool to replace the current server-based Configuration Utility. This will have a clear and easy-to-understand design, making both library administration tasks and technical set-up quick and simple. We're aiming to discuss this more at the Triaster Focus Day.
- **Tool to edit Flash menu layout:** We've had feedback that editing the XML file directly can be frustrating for library administrators and so are planning a new easy-to-use web interface for this.
- **Improved Handling of Multiple Approvers:** As many of our customers are opting to implement multiple approvers for their processes, we are continuing to focus on improving how the approvals process handles multiple approvers.

Detail on the development plans for Process Navigator will be included in a later edition of the Connector.

Focus on a Feature

Victoria Glancy & Carma Cooper take a look at Multiple Process Library Architectures



Carma Cooper // Client Services Manager & Victoria Glancy // Customer Project Support Consultant

It is great to see an emergence of customers implementing a multiple Process Library architecture, and we are pleased to discuss here what it delivers, the benefits of such an approach and the latest features developed to support it.

Multiple Process Library architecture works brilliantly to support organisations where:

- Business Units are quite independent and each have their own ways of working.
- The relationship with the customer/supplier involves more than one Business Unit, so there is a need to understand the end-to-end process across the organisation.
- Core functions such as HR and Finance support all of the Business Units, with a standardised process.

Accordingly each Business Unit needs its own Process Library containing their own processes, which they are able to capture and update. Maps within each library need to be able to link, both within the Business Unit library and across other Business Unit libraries, where they form part of a cross-functional process.

Core functions such as HR and Finance need their own libraries, containing their own internal processes. These usually need to be confidential. However, the standardised core processes which support all the Business Units (e.g. the expenses claim process) have to be accessible from each of the Business Unit specific libraries, so that users of each Business Unit specific library can access all the processes that they might need (both Business Unit specific and core) from just one place.

Business Units must not be able to alter core processes that they don't own. So for example, only Finance can alter the expenses claim process and not Marketing and Communications, even though Marketing and Communications will be able to access the expenses claim process from their own library.

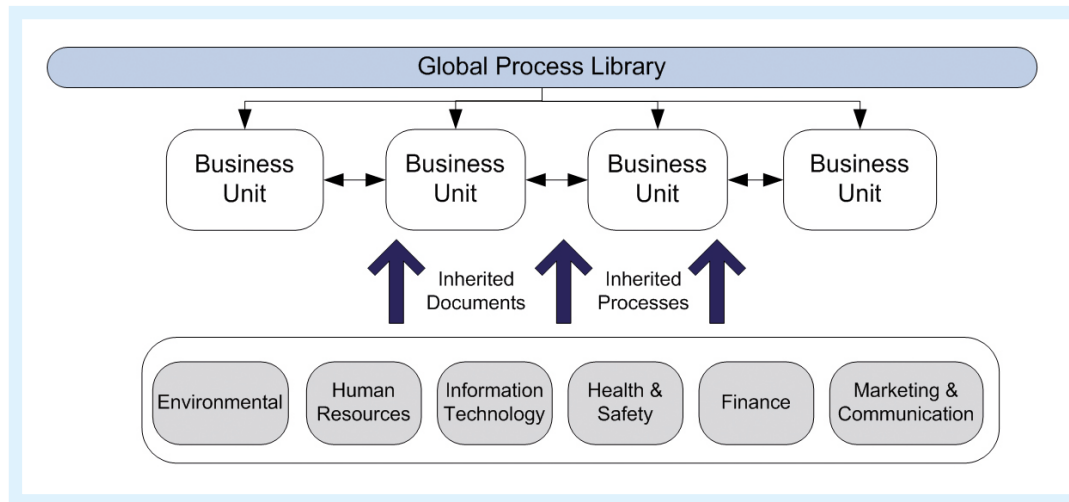
Search must only return results for the library searched. So for example, anyone searching for 'working at height' in the Civil Engineering Library must only have results returned from that library and not from the Utilities 'working at height' process from the Utilities' Library. There must be however, the option to search across all libraries - a global search - should the end user want to view all available business processes.

Such multiple Process Library architectures ensure that:

- End users can easily and quickly find all the information that is relevant to them (and only that information).
- The creation, maintenance and ownership of process documentation remains with the relevant Business Unit/Core Function.
- At the same time, standardisation is supported where appropriate.
- There is a central platform or mechanism for the entire business to collaborate, communicate and improve their end-to-end processes.

Triaster recommends setting up a multiple Process Library architecture as follows:

- A top level, global Process Library is set up, that enables search functionality across all Live library content and acts as a channel to each individual library (Business Unit and Core Function). It is often designed to represent the business as a whole.



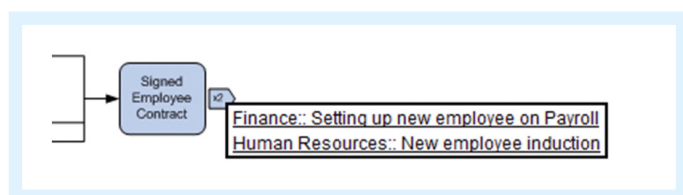
- Process Libraries are set up for each Business Unit and Core Function , which ‘hang’ from the Global Library. Each Business Unit/Core Function Process Library is wholly independent and is controlled by its own Library Administrator. Each Library has its own homepage designed for the Business Unit/ Core Function area it represents.

Feature: Library specific search, alerts and approvals

- Search is now library specific and the search results yield documents and processes relating to that specific library.
- Alerts and approvals are now library specific and the library search yields only processes and documents pertaining to that library.

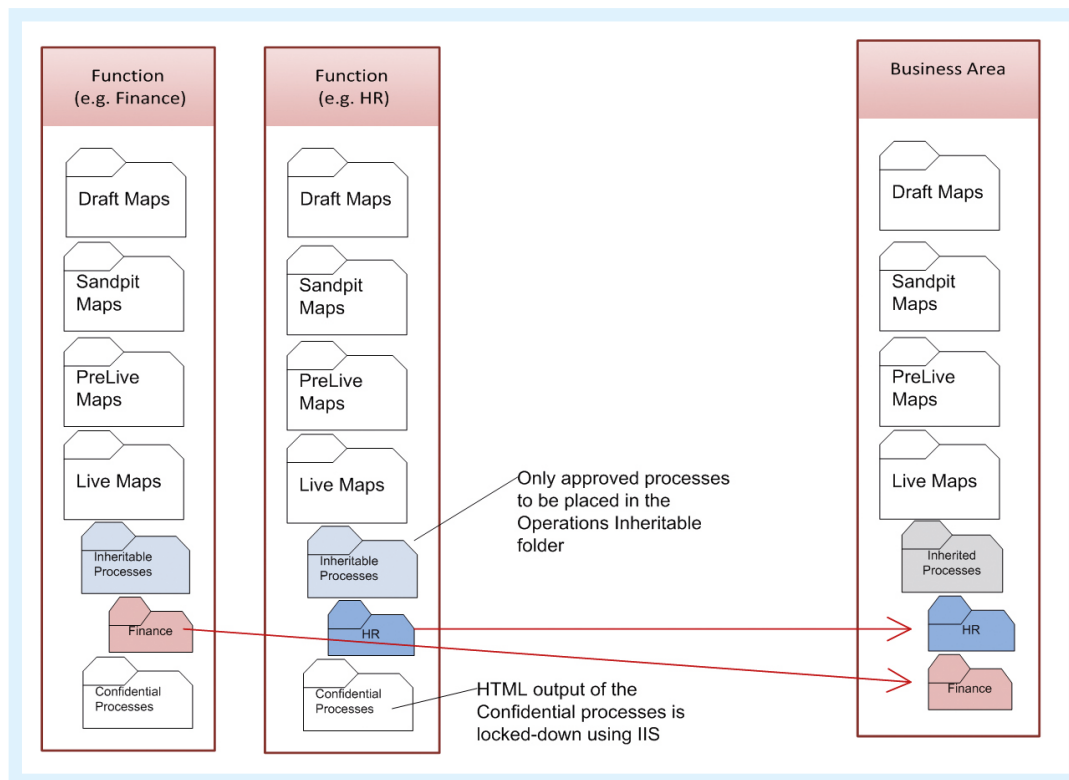
Feature: Library cross-library linking

- Of course linking maps with off-page connectors has always been possible within libraries. Triaster has now developed the ability to hyperlink across libraries using off-page connectors. This enables an end-to-end process view of the organisation making the customer/supplier relationship visible across the business. Cross-library links are represented by a coloured off-page connector and the links are preceded by the library name so the end-user is aware of when they are entering a new library.



Feature: Inheritable processes and documents (custom publish)

- In addition, Triaster has introduced the concept of inheritable content which enables processes and/or documents to be pulled from one Core Function Process Library into a Business Unit Process Library. For example, Human Resources might want to share the updated recruitment process that everyone should use. Finance might want to share the updated expenses claim process and forms that should be used. The Core Function Library Administrator simply drops the approved process into an inherited process folder within their own (Live/Master) map store and following a global library publish, the process is inherited by the other libraries.



The inheritable content functionality is maintained through a text file which can be edited by the Library Administrator(s) to enable the scaling of the architecture to include more libraries as required.

Triaster strongly recommends that a multiple Process Library architecture is supported by a central governance group that agrees and maintains a governance framework which is adopted and adhered to by the whole organisation. We also recommend that the central governance group sets up author user groups, to support and sustain the collaboration and communication across all areas.

If you would like to discuss how your organisation could benefit from implementing a multiple Process Library architecture, please contact either Carma or Victoria on +44 (0)870 402 1234 or e-mail either carma.cooper@triaster.co.uk or victoria.glancy@triaster.co.uk.



Tech News

Reports in Triaster Server 2011

John Blight // Technical Support Manager

Report Exchange was introduced in Triaster Server 10, as a simple way of implementing custom reports. Making additional reports available was merely a matter of adding the new report definition file (an XSL transform) to the Report Exchange folder.

In Triaster Server 2011, the report definition files have changed, but are still stored in a single, dedicated folder: [Triaster\TriasterServer2011\reports](#)

Although a report is now defined by two files - an XSL transform to create the data, and an XML file to define the way in which the report data is displayed - creating custom reports has arguably become easier. A comparison of the old- and new-style XSLT files show the newer ones are significantly simpler.

As with the previous system, the easiest way to create a new report is to take a copy of an existing one that most closely matches the one required, and change it to suit.

Report XSLT file

The old-style XSLTs created HTML output from Catalogue XML files. The new-style ones create XML files, and so don't include the extra HTML-generating code of the old, making their structure more straightforward to understand.

1. General

REPORT NAME	DESCRIPTION	VERSION
Contents	This report shows all activities, maps and process owners.	1.1
How To	This report shows a list of 'how to...' tasks and links to the processes that explain them.	1.1
RACI Analysis	This report is designed to show roles that are responsible, accountable, consulted and informed about an activity. These attributes are stored in activity shapes.	1.1
Risk Analysis	This report shows the level of risk associated with activity shapes.	1.1

Report XML file

The report XML file defines:

- general information as viewed in the report listing on the Reports page.
- the report layout - columns, captions, sort-order, etc.

General information

General report information is near the beginning of the file.

```
<name>Contents</name>
<description>This report shows all activities,
maps and process owners.</description>
<category>1. General</category>
<version>1.1</version>
<lastModified>01/05/12</lastModified>
<pictureURL>icon_reports_contents.png</
pictureURL>
```

It's this that defines how a report is listed on the main Reports page.

Transform file

This is the XSL transform, which, in association with the XML file, defines the report.

```
<transformFile>contents.xslt</transformFile>
```

Columns

Columns correspond to the columns of data as they are displayed in the report.

```
<column>
<fieldname>Name</fieldname>
<caption>Activity Name</caption>
<visibleindex>1</visibleindex>
<sortindex>-1</sortindex>
<groupindex>-1</groupindex>
<sortorder>0</sortorder>
<type>normal</type>
<displayformat></displayformat>
</column>
```

- **fieldname** - relates to a field, defined later in the XML file
- **caption** - column header caption
- **visibleindex** - order in which columns are displayed (from 0 onwards)
- **sortindex** - order in which columns are sorted (-1 for items not sorted; from 0 onwards for sorted items)
- **groupindex** - order in which columns are grouped (-1 for items not grouped; from 0 onwards for grouped items)
- **sortorder** - 0 - not sorted; 1 - ascending; 2 - descending

Any column requires a corresponding field.

Fields

The fields correspond to elements defined in the XSL transform file.

In the XSLT, you may have an element called 'Name', which, in the case of the Contents report, takes its value from an Activity's name:

```
<xsl:choose>
<xsl:when test="string-length(Name)>0">
<xsl:element name="Name">
<xsl:value-of select="Name" />
</xsl:element>
</xsl:when>
</xsl:choose>
```

The element 'Name' will be defined as a field in the XML file.

```
<field>
<name>Name</name>
<datatype>xs:string</datatype>
</field>
```

More information

This has been an introduction to reports as used in Triaster Server 2011, which, in conjunction with the existing reports as examples, may help in constructing your own reports. Some more detailed hints are available in the article 'Reports in Triaster Server 2011' found at:

<http://knowledgebase.triaster.co.uk/help-for-library-administrators/triaster-server/reports-triaster-server-2011>

Meet Carma Cooper

Client Services Manager



Fact File

Been working with Triaster since 2001

Before that
US Department of Defense

Professionally she is most proud of ...
I am very proud of collaborating with the Triaster team to restructure the sales process to ensure we align with our customers' requirements.

Hobbies
Golf, gardening, travelling, entertaining my 4 year old daughter, Illy

Likes
Coffee, cats, theme parks and Danish/Swedish crime dramas

Dislikes
Poor service levels, rudeness, Turkish delight

Everyone at Triaster will always remember...
Before Illy was born, Carma would never walk anywhere if she could possibly drive. (She seems less averse to it now though.)



Carma Cooper plans to change her name to Carma Evans before too long, following her marriage to Mike Evans in February 2013. When she does, it's going to be tough for many of us to think of her as such, Carma Cooper having been at Triaster for just over twelve years. One thing that we know won't change with her name though is her calm, friendly approach and her very positive attitude. I don't think there is a role at Triaster that Carma hasn't done at some point (apart from development!) but she seems particularly suited to her present one: Client Services Manager. We asked her to explain what being Triaster's Client Services Manager entails and what she likes best about it. This is what she said:



My role entails working across the entire spectrum of the customer journey. I work primarily in a pre-sales environment, establishing relationships with potential new customers. I know that continuity is very important for the customer and therefore I strive to be the common thread from evaluation through implementation and onto further deployment of the solution throughout the organisation.

Lately I have been quite heavily involved in the definition and delivery of multiple process library architectures to a number of customers. I see our software and services developing in magnificent ways to support our customers' evolving requirements - in particular around sharing processes and data with other operating areas of the business.

I am actively involved in discussions about future development and form part of the feature request group who assess the feasibility and application of features requested by customers. I am also actively seeking potential innovative partnerships with organisations which would enhance the Triaster offering. For example, I have worked closely with OBM IT Consultancy over the past few months to launch the latest IT Services Management Library.

I love my role at Triaster. My job is ever-changing and challenging, and I am always excited to see what is around the corner.

Carma is an excellent communicator and is committed to helping us learn and improve what we are doing. Carma's collaborative style and genuine interest and concern for people, backed up with her impressive knowledge and experience of the Triaster Solution are valuable attributes. We enjoy partnering with Carma as we progress our business process mapping journey within the Triaster Community. Carma delivers to promise and is a super example of someone providing service excellence.

Mary Derrick, Strategic Support Manager, Spirax Sarco

Community Events

Jo Dolton reviews the upcoming calendar



Jo Dolton // Customer Relationship Manager

Triaster and our customers host a number of events as listed below. Many of these events are free of charge to organisations with a Trusted Partner Licence Agreement. Of course, all Triaster training courses can be delivered on-site, if you would like to discuss this further, please give us a call:

+44 (0) 870 402 1234 or e-mail customer.services@triaster.co.uk

Date	What is the Event?	Who benefits from attending?	How will I benefit?	Location
23rd May 2013 25th Jul 2013 26th Sep 2013	Release Update Webinars	All Triaster Customers	An executive briefing from the Triaster Team looking at new features from Triaster, what's happening in the Triaster Community and what's coming up next.	Webinar
4th Jun 2013	New! IT Services Library Launch Event	IT Directors, anyone interested in ITIL/ITSM best practice	The event will introduce you to the newly launched IT Services Library and the benefits of adopting the Library Solution.	Birmingham, UK
5th Jun 2013	Triaster Partner Seminar	Consultants interested in partnering with Triaster	The seminar will detail the Triaster Solution, how we work with our customers to create great Process Libraries and how you could work in partnership with Triaster to achieve the same success with your customers.	Triaster HQ, Oxfordshire
11th Jun 2013	New! Feature Prioritisation On-line Meeting	Triaster customers interested in impacting future development of the Triaster Solution	This on-line meeting has been set up to discuss prioritisation of Feature requests currently within the Product Roadmap. We will ask you to review the current Roadmap and tell us your top 10 feature requests for each area of the solution; Process Navigator and Library, which will enable us to select the 10 of most interest to talk through on the day and prioritise for future development. The session will be split into one hour for Library features and one hour for Process Navigator features.	On-line meeting
17th & 18th Jun 2013 19th & 20th Aug 2013 21st & 22nd Oct 2013 9th & 10th Dec 2013	Triaster 2 Day Training - Creating Maps For Your Library	Anyone needing to map their processes	This training course covers the basic software skills needed to create process maps with Process Navigator and publish them to your Library. "The whole course was useful. I have been busy with Triaster for some 6 months - and I finally get the concept...before that I was just messing about really..."	Triaster HQ, Oxfordshire
19th Jun 2013 14th Nov 2013	New! Maximising the Use of Your Latest Upgrade	All Triaster Customers on Server 11 or above	Now that you have had a chance to try out your upgraded Library, come along to understand the different configuration options and how they may best support your objectives.	Triaster HQ, Oxfordshire
27th Jun 2013	B2E Community Communications and Networking Event	Consultants interested in process mapping and networking	Michael Cousins of Triaster will be presenting: How to Make Process Maps Useful, Usable and Used. Great Process Maps are Useful, Usable, and Used. By contrast, all other Process Maps are a waste of time and space. So what makes a Process Map Useful, Usable and Used? Come along and find out...	Triaster HQ, Oxfordshire

Date	What is the Event?	Who benefits from attending?	How will I benefit?	Location
11th Jul 2013	Triaster Customer Focus Day	Project Leaders interested in influencing the development of Triaster software & services	Customer Focus Days give the opportunity to workshop with Triaster development regarding both software and services and directly influence and impact the end results. "A golden opportunity to influence the development of the solution to deliver on your company objectives" Skanska	Triaster HQ, Oxfordshire
16th Jul 2013	New! Making the most of Process Mapping - Useful, Usable and Used	Anyone interested in process mapping	These seminars will give you an insight into the creation of user-centric process libraries to support business process management and process improvement.	Cardinal Place, Microsoft, London
4th Sep 2013	Customer Experience Exchange	Existing Triaster customers and potential customers from all sectors	Each Triaster customer has a different experience of working with the Solution. Both existing and potential customers frequently say how beneficial it is to hear and discuss how other customers are working with the Triaster Solution. That is what this event is about - three very different customers share their experiences. "The diversity of use is encouraging. Thoroughly enjoyed this event, thank you." SQA	Triaster HQ, Oxfordshire
9th Oct 2013	Customer User Group	All Triaster Customers	A great opportunity to meet customers from a variety of industries and share your views and experiences of Triaster. "Come along to our lively and interactive User Group meetings and gain an opportunity to influence future Triaster developments as well as getting to know some like-minded people." Linda Spinks, University of Cambridge, User Group Chairperson	3663, Manchester Depot, Salford
Dates TBC	Education Special Interest Group Meeting	Triaster Customers in the Education sector	Meeting users in the Education sector who are able to share, understand and solve each other's problems with process in this particular environment.	Venue TBC
Dates available on application	Triaster Training - Technical Workshop	Library Administrators, IT and Support professionals	The workshop answers in-depth all of the commonly asked technical questions about the Triaster Server installation; as well as providing plenty of opportunity for delegates to discuss their own systems. "I would recommend the workshop as it gives the attendees a good insight into how all the elements of Triaster piece together." Rob Fletcher, ING Direct	Triaster HQ, Oxfordshire
Dates available on application	Triaster Training - Process Discovery Facilitation	Anyone responsible for process discovery	Training that covers the skills and approaches that will enable you to successfully facilitate your Process Discovery workshops. (Triaster can also deliver on-site Process Discovery workshops.)	Triaster HQ, Oxfordshire

Not to be missed!

Anyone with an IT department looking at ITIL / ITSM best practice will want to let them know about Triaster's Launch Event on 4th June. We will present the newly launched IT Services Library and explore the benefits to both your IT department and whole organisation of adopting it.

For more information and registration for Community Events please go to: www.triaster.co.uk/events.php



From the Community

Latest news and discussion

Skanska – Our way of working conference

Triaster were pleased to be invited to take part in Skanska's recent internal "Our way of working" conference, held on 23rd April. The key aim was to consolidate and reinforce the remit of the 'Our way of working' community, encourage networking to improve communication and feedback across the business, and facilitate future process improvement. Development and growth of the system is dependent on this interaction. The day was a complete success. The Skanska team received lots of positive feedback and the proof of this success was that everyone seemed to be buzzing with enthusiasm at the end of it.

The day started with the most important item... everyone grabbing a bacon sandwich. Then introductions to the day were given by Bill Hocking (Executive Vice President), Andy MacAskill (Technical Services Director) and Steve Arkell (Business Process Manager) who welcomed attendees to the conference.

Bill emphasised how in 2006 an Operating Unit held up a mirror to itself using the EFQM Business Excellence Model, and identified three major aspects of the business that needed to be reviewed. The results enabled the business to capture improvements and value which are now embedded in their culture and way of working. A key element of this capture is the use of Triaster process maps.

Attendees were split into three groups to attend three sessions.

Session 1 with Victoria Glancy (Triaster) - What's New?

This session introduced the process owners to the new Triaster features such as the feedback function available in each map. Victoria demonstrated the approval process whereby e-mails are automatically sent to approvers after modifications are made to maps. Process map users were shown the new search and print functions.



Sessions at the Skanska - Our Way of Working Conference.

Session 2 with Steve Arkell (Skanska Business Process Quality Manager) – Process Management

Steve emphasised the need to improve communication between process owner groups. He mentioned some of the highlights and benefits derived from successful intercommunication which include achieving commonality, consistency of approach, stakeholder acceptance and control of processes. The important point of the day was for attendees to network and obtain at least 3 new contacts on the day. Steve encouraged process owners to provide regular feedback to move what has been achieved even further forward.

Session 3 with Kerry Ann Christelow (Skanska Business Process Technical Manager) – Change and Improvement

Kerry Ann told a story to illustrate what continuous improvement is all about and likened process improvement to a ship in rough seas, where to avoid the rocks and reefs you need a map and a good crew on board. She also described the importance of feedback; managing process change and communication; and used an exercise to identify the characteristics and consequences for Skanska of not implementing and embedding 'Our way of working' into the business. It also helped draw out what Skanska needs to do to continue improving.

Kerry Ann encouraged the use of the process map feedback feature to advance process improvement and the benefit of the new 'NEWS' feature to communicate 'why' changes have been made to processes and documents.

Michael Cousins' speech rounded up the day, by unravelling the financial benefits gained by using a management system such as the one developed by Triaster for Skanska. It also highlighted the culmination of years of strategic thinking that helps process owners understand and clarify the intrinsic value process maps deliver in the form of ROI.

The conference enjoyed a surprise appearance from Skanska's CEO, Mike Putnam who visibly lent his support and leadership to reinforce the messages of the day.



It was a great team effort by the BI team here at Skanska and you at Triaster! We are all delighted with the outcome. Thank you both again for the time you spent preparing and for making the day such a success.

Kerry Ann Christelow, Skanska UK



Attendees take part in a useful hands-on exercise.

AMHEC 2013 Annual Conference

Triaster were very pleased to be asked to sponsor the AMHEC conference in April, following our successful sponsorship of the AMHEC workshop in September 2012. The event was held at the University of Chester, which is undergoing a little bit of a makeover, so parking was interesting!

It was lovely for Triaster to be recognised and attendees to be familiar with what we do and how we can help them. It was a very informative two day event, with a lovely gala dinner, including the University of Chester's own wine! External speakers stimulated discussions throughout the daily sessions with the core theme focusing on how higher education is adapting to the new financial reforms and how this continues to impact all of the universities across the UK. Many thanks go to AMHEC for inviting us to participate in this conference and to the University of Chester for their great hospitality.

Triaster are always happy to be involved in events with our customers. They provide us with a great insight into your industries, your current issues and hot topics which always has a positive impact on how we develop the Triaster Solution. Your events are always a brilliant chance to network with new communities, where we always pick up new ideas, as well as sharing the hurdles we all face. Please contact customer.services@triaster.co.uk to let us know of any event you would like Triaster to support or attend.



Send us your news!
We love to include your news in the Connector. Please e-mail customer.services@triaster.co.uk, or just mention it next time you call in. Would you like to feature your project in one of the main Connector articles? Just let us know.

Great to see!

We were all delighted to see the great article written about the Triaster Library Solution by the Quality Assurance Manager at The AA, in March's Quality World. The article was in the 'ONLINE SOFTWARE: FIND THE RIGHT TOOL FOR YOU' section.

Many thanks to Mark Brahm, for taking the time to do this.



Personal challenges/sponsored events

Triaster try a Tri

Some of you will be aware that a few of Triaster team (Jo, Emily, Mike and Victoria) decided to do a Triathlon this year – a first for all of them. Although it went better for some than others, everyone finished and was pleased with their achievements. And now Dan Macleod is booked to do a triathlon this May!



Moonwalk: Linda Spinks, Triaster User Group Chairman

Being a glutton for punishment I will again be taking part in the Moonwalk London on 11th May 2013. For those of you who don't know, this excellent event is a night-time marathon through the streets of London, raising money for Breast Cancer Research.

It would be great if you could sponsor me for this challenge via my fund raising page below, and I thank you in advance for any donations that I receive.

Thank you. Linda

www.walkthewalkfundraising.org/linda_spinks



Milton Keynes Marathon: Victoria Glancy, Triaster Project Support Consultant

Many of you know that I am a keen runner anyway, however this year is my big 30 and I thought I would challenge myself a little bit more, so as well as completing my first triathlon, I also ran in the Milton Keynes Marathon – after going to a music concert the night before!! (That's not the best planning, but you only live once!) I am raising money for The Treehouse School, which is a school local to Triaster, set up to support children who don't perform as well in mainstream schools. Any support would be much appreciated.

Thank you. Victoria

www.virginmoneygiving.com/VictoriaFrancescaGlancyRunforFun

Welcome

To Steve Odeyemi, who has joined the Triaster team as a Product Support Consultant. He will be working alongside both sales and delivery teams to assist with requirements gathering, project management, training and consultancy.



Steve brings with him a wealth of experience from working with various organisations to implement systems and ensure their success.

Travel Competition

Thank you for those who entered the Travel Competition. The person who took the sign the furthest from their office was: Terry Giles from Barclays Direct (formally ING Direct) who visited Japan in April.



This was very close and the runners up were Pauline Blake: University of Cambridge with Bangkok and Steve Staunton: Interserve Defence with the Ascension Islands.

Terry there's a £50 Amazon Voucher on the way to you. Well done.

Return on Investment (RoI) From Quality Management

Michael Cousins' considerations, part one.



Michael Cousins // Managing Director

“Focus on costs and the quality goes down. Focus on quality, and the costs go down”

I was delighted to see the release last year of a joint study performed by the Chartered Quality Institute and the Chartered Management Institute looking into the question of ROI from investment in quality management. The report itself is entitled “The contribution of quality management to the UK economy” and it can be downloaded from here:

www.thecqi.org/Knowledge-Hub/Research-and-reports/The-economic-contribution-of-quality/

This type of research is incredibly valuable and I applaud the research team for the thorough work they did, and the individuals responsible for commissioning the study.

It makes great reading too if you are keen to promote the benefits of formal business management to senior sponsors and financial backers in terms they can readily relate to.

The study itself is a triplet of a literature review, a survey of 120 companies, and a more in-depth set of case studies. The data were consistent across the three sources of input and this is claimed to strengthen the findings (similar methodological errors in independently sourced data are unlikely).

There are many interesting findings in this research, and one of my favourite sentences from the report is:



We also find, from the literature review evidence under scrutiny, that a precondition of a QM programme's success is senior management's active commitment to the programme in the first place.

The only way I could improve this sentence is to add the words “on-going” after active. It really is the key in Triaster's experience to the successful outcome of the projects we become involved in.

And what about the hard facts regarding monetary return on investment (RoI)? Well, the report sums it up as follows:



Speaking directly to business leaders, where a case study respondent provided sufficient data, the RoI of his or her business's QM programme was estimated. These RoI estimates consistently indicated that businesses achieve gross monetary benefits, in terms of reduced costs or increased revenues and profits, which far outweigh the cost of their QM programmes. Across those case study respondent businesses which provided sufficient information, the data indicated an average Cost RoI of 16:1. This implies that for every £1 spent on a QM programme, costs were reduced by £16. The data also indicated an average Revenue RoI of 6:1, ie for every £1 spent on a QM programme, revenues were increased by £6.5. All case study respondents who provided sufficient data were found to have derived positive RoI benefits from their QM programmes. The consistency of these RoI findings suggests that businesses will generally gain more from their QM programmes than they spend on them.

Part 2 of this article will appear in the July/August edition of Connector

Wonderful stuff. How does this relate to a Triaster implementation? And how is the RoI actually generated? More from me on these questions in the next Connector.....