



Microsoft Office Visio 2003 Customer Solution

Case study

Kodak Enhances Its Processes by Analyzing Them from End to End

“With the combination of Visio 2003 and ProActivity products, we can add value at any point in the process assessment cycle, which enables process optimization at both functional and enterprise levels. This illustrates how the whole is greater than separate, individual components.”

Brendan Regan

Manager, Business Practices
Commercial & Government Systems
Eastman Kodak Company



Efficient processes that save employees time and companies money are of the utmost importance to successful businesses no matter what the size. Eastman Kodak Company—a world renowned provider of imaging solutions and services—is working with ProActivity, Inc. to enhance its business processes and clearly communicate those processes to the team members involved with them. Using two Microsoft® .NET-connected applications based on Microsoft Office Visio® 2003 technology—ProActivity Whiteboard for Visio and ProActivity Enterprise Hub for Visio—the Commercial & Government Systems (C&GS) operation within Kodak can easily capture as-is business process data with Visio diagrams, seamlessly integrate the diagram fragments into an end-to-end process model, and store the information in a central data repository. By using this integrated solution, Kodak can leverage valuable Microsoft and ProActivity software already used throughout the C&GS operation, better understand process relationships operation-wide, and effectively communicate the enhanced processes through easy-to-understand process models. Kodak also estimates it will save time collecting process data and reduce the cost of maintaining and distributing process information.

CUSTOMER PROFILE	BUSINESS SITUATION	SOLUTION	BENEFITS
Eastman Kodak Company is a multinational corporation that provides high-quality imaging products, solutions, and services. With its headquarters in Rochester, New York, USA, Kodak and its subsidiaries market to more than 150 countries. The Commercial & Government Systems (C&GS) operation provides imaging solutions to commercial and government markets.	The C&GS operation within Eastman Kodak Company needed to graphically capture and evaluate process data, and then distribute new process information in a more integrated manner. It wanted to do this by creating a new solution that combined Microsoft® Office Visio® and ProActivity Enterprise Hub—two tools used widely throughout the operation.	With ProActivity Whiteboard for Visio, subject matter experts can diagram fragments of as-is business processes, and then convert the diagrams to data with the Visio XML file format. ProActivity Enterprise Hub for Visio validates, integrates, and stores the data in a Microsoft SQL Server database, or enterprise hub, which is used to view, analyze, and streamline the end-to-end process model.	<ul style="list-style-type: none"> Increases employee productivity by visually capturing consistent as-is process data with one solution Saves time by analyzing end-to-end processes with a single data repository Reduces the cost of collecting, maintaining, and distributing process information Communicates process information more effectively



Situation

Eastman Kodak Company is a multinational corporation ranked 150th on FORTUNE magazine's list of the top 500 companies, based on the corporation's 2002 revenue. It provides high-quality imaging products, solutions, and services to more than 150 countries. The Commercial & Government Systems (C&GS) operation within Kodak is a leading provider of innovative imaging solutions to commercial and government markets.

Kodak focuses relentlessly on customer satisfaction, which means it must continually evaluate its processes to ensure its performance meets or exceeds expectations. To effectively address this demand, the C&GS operation within Kodak needed software tools that simplified the process assessment cycle—collection, evaluation, and dissemination—and optimized process-related activities.

This operation used to collect process information by traditional means through interviews conducted with process participants. It entered the process data collected from those interviews into ProActivity Enterprise Hub or created separate process models with Microsoft® Office Visio® drawing and diagramming software. After those two tasks were complete, it could take as long as several days for Kodak business analysts to analyze the process data and develop streamlined processes.

Although this traditional method was successful, the C&GS operation wanted to take it a step further by integrating the process diagrams and data, the Microsoft Office Visio and ProActivity Enterprise Hub programs, and the disparate process model fragments into enterprisewide, cross-functional process models. The operation wanted to provide its subject matter experts (SMEs) with a consistent

and standardized method for capturing process information from their desktops. Then, the operation wanted to analyze processes, enhance them, and implement the enhanced processes in a consistent manner across the operation.

Solution

ProActivity, Inc.—a Microsoft Office Visio Solution Provider—develops software for business process discovery, design, analysis, and optimization. Both ProActivity Enterprise Hub and Microsoft Office Visio are used separately at Kodak to analyze and document processes. Their functionality is complementary, they integrate well with other Microsoft Office programs, they're easy to use, and they're reliable. The next logical step for the operation was to integrate the programs so that it could more efficiently analyze, integrate, and enhance processes enterprise-wide.

ProActivity did just that. It provided the operation with two comprehensive solutions—ProActivity Whiteboard for Visio and ProActivity Enterprise Hub for Visio. Using Microsoft .NET technology, these solutions combine the analytical capabilities of ProActivity solutions, the diagramming power of Microsoft Office Visio 2003, the data-processing strength of Microsoft SQL Server™, and Web services. This combination provides Kodak with two cost-effective solutions for diagramming, designing, analyzing, and enhancing business processes.

First, Kodak subject matter experts visually capture as-is process information as Visio process diagrams with ProActivity Whiteboard for Visio—a Microsoft .NET-connected application that seamlessly embeds the new Microsoft Office Visio 2003 ActiveX® Drawing Control into its user interface. Then, ProActivity Enterprise Hub for Visio converts those



diagrams into data, validates the data, and integrates it into an end-to-end process model. The application stores the data in a single, dynamic, scalable Microsoft SQL Server database—the ProActivity Business Process Knowledgebase—a single process data repository Kodak can share across the C&GS operation. Using this repository, or enterprise hub, Kodak can analyze and report on the end-to-end process in a variety of ways to reveal process relationships and opportunities for improvement. Ultimately, Kodak can implement new enhanced processes throughout the C&GS enterprise while continually honing and adapting them to fit changing business priorities.

Avi Fogel, ProActivity, Inc. Chairman and CEO, describes the benefits of this SME-driven process and of using Visio business process diagrams: “Many of our clients are looking to expand business process optimization efforts to actively include those employees who are closest to the

process, while leveraging their unique knowledge and providing a true collaborative environment to communicate and facilitate change. By incorporating Visio into our solution and using its extensible platform capabilities, we leverage an existing and well-known diagramming environment to provide an easy way to collect, share, analyze, simulate, design, and communicate enterprise business process information with the help of the employees who are closest to the process.”

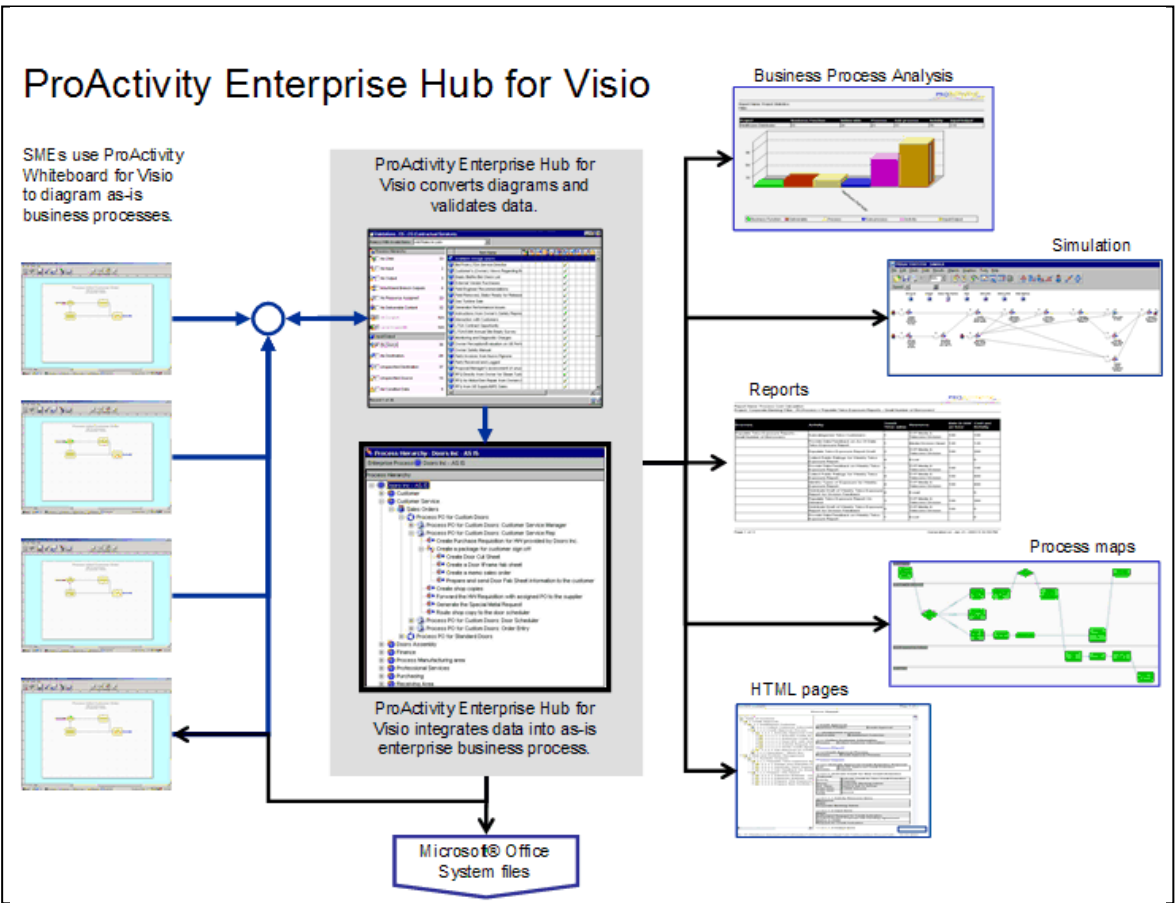
The result is one standard, validated central view of a business process, which enables sophisticated process analysis, simulation, and design.

Diagram As-Is Processes

Kodak subject matter experts start the overall effort by capturing process data with ProActivity Whiteboard for Visio, which connects the Visio drawing window to the enterprise hub. ProActivity makes

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Avi Fogel
Chairman and CEO
ProActivity, Inc.



ProActivity Whiteboard for Visio and ProActivity Enterprise Hub for Visio enable Kodak to capture process data in diagram form, convert the diagrams into data, and then analyze and streamline an entire process.



diagramming high-level or detailed representations of as-is Kodak processes simple by providing standard templates and SmartShapes® symbols for Kodak SMEs to use.

Using the intuitive Visio visual work environment and shapes, SMEs across the C&GS operation can create standard, consistent, error-free process diagrams just by dragging shapes from the ProActivity Whiteboard for Visio toolbar onto the drawing page and connecting them.

Add Data to Diagrams

Each diagram created by a Kodak SME— aptly named a process fragment— represents a fragment of a process. As SMEs create the process fragments, they use the Visio functionality in ProActivity Whiteboard for Visio to associate process data with shapes using custom properties that vary from shape to shape.

After SMEs drag shapes onto the drawing page, they enter data for the shape's custom properties. For example, as an Activity shape is dragged onto the drawing page, the Activity Properties dialog box appears, in which SMEs can enter data for that shape's custom properties, such as the activity name, the role of the person performing the activity, the system used to perform the activity, and the hourly cost of performing the activity. This data is stored with the shape and diagram. Later, the data is imported into the enterprise hub,

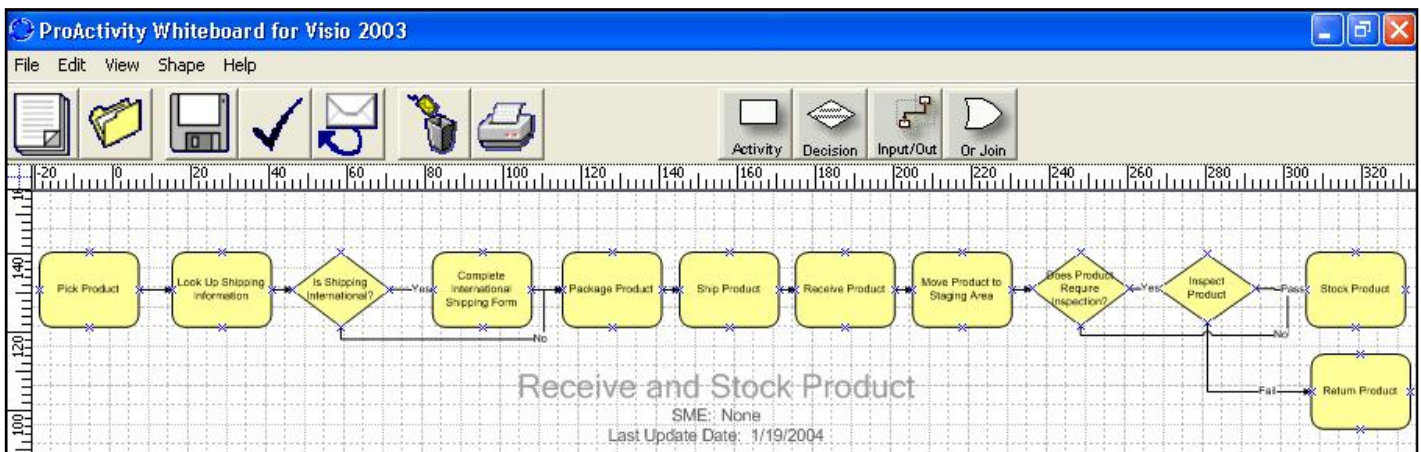
analyzed, and used to generate reports, such as process costing and timing or process resource reports.

Validate Process Diagrams and Convert Them to Data

Using the Submit Drawing to Hub option on the ProActivity Whiteboard for Visio toolbar, Kodak SMEs can validate and submit process fragments directly from the Visio drawing window to the enterprise hub. Process analysts provide one more layer of validation by reviewing the diagrams to ensure the SMEs captured all the information necessary to integrate the diagrams into the end-to-end process. Analysts then export the approved process in the Visio XML file format, which retains all of the data associated with shapes in the diagram. ProActivity Enterprise Hub for Visio converts the diagrams into data and stores the data in the enterprise hub for analysis and further enterprise-level validation.

Link Process Fragments and Create the End-to-End Process Model

As ProActivity process analysts submit business process fragments, they populate the enterprise hub with individual fragments of a process. ProActivity Enterprise Hub for Visio links these fragments by matching the inputs in one process fragment to the outputs in another. Then, it integrates all the fragments into a comprehensive, end-to-end process model,



ProActivity Whiteboard for Visio enables Kodak to create consistent business process diagrams using standard SmartShapes symbols that look and behave exactly the way Kodak SMEs expect.



which enables organizations like Kodak to successfully take on large, complex streamlining efforts.

Analyze and Enhance the End-to-End Process

Using the integrated process data in the enterprise hub, process managers, business analysts, system developers, strategic planners, and directors can all see the same detailed end-to-end view of how teams in the operation function. As they collaborate with ProActivity process analysts to review and analyze the information, they can perform the following tasks:

- Determine how individual processes affect the end-to-end process, how individual processes detract from one another, and how they add value to one another.
- Dynamically view and analyze the end-to-end process in a variety of ways, including viewing swim lane and activity-level diagrams.
- Run reports, such as gap analysis, process costing and timing, and process resource reports.
- Improve an as-is process and design the to-be process by generating Visio process diagrams from process data in the enterprise hub, and then modifying the diagrams with ProActivity Whiteboard for Visio.
- Simulate optimized process scenarios throughout the operation before process deployment.
- Publish process data in a variety of file formats, such as Microsoft Office Visio, Microsoft Office Word, Microsoft Office Excel, XML, HTML, and PDF file formats.

C&GS analysts can then hone the process until it's optimized and aligns with the business priorities in the C&GS operation.

Implement the Enhanced Process and Distribute Process Information

After the enhanced process is approved, C&GS can implement it across the operation and provide documentation for the entire process or fragments of it to employees in visual and accessible file formats, such as Visio diagrams or HTML pages on an intranet site. Kodak can use this documentation to train employees on the enhanced process and ensure they comply with particular rules and regulations throughout the process.

This ongoing process improvement cycle comes full circle when ProActivity develops new Kodak best practice templates, based on the enhanced process, and distributes them to SMEs across the C&GS operation so they can use them when documenting and submitting new as-is processes to the enterprise hub.

Benefits

Kodak predicts it can enhance the processes in the C&GS operation by working with the ProActivity Whiteboard for Visio and ProActivity Enterprise Hub for Visio solutions. It predicts it will also derive the following benefits.

Save Time Collecting Process Data

Even though capturing as-is process information is an obvious starting point for any streamlining effort, many organizations see it as a daunting task and rarely do it because they do not have the right tool for the task: ProActivity Whiteboard for Visio. The intuitive Visio 2003 interface incorporated into ProActivity Whiteboard for Visio allows the people at Kodak who are used to working with Visio to transfer their skills to this program and continue quickly and effectively creating as-is process diagrams.

As Dan Hay, Microsoft Office Visio Group Product Manager explains, "Visio makes it easy for ordinary people to produce

detailed, accurate, professional diagrams that can be broadly communicated and understood. Microsoft is excited about the ProActivity solution that together with Visio provides enterprise customers a valuable, strategic asset that can be used to decrease costs, improve the bottom line, and optimize business processes.”

In addition to a low learning curve, there is no confusion about which shapes to use. Everyone throughout the organization uses a handful of simple shapes to diagram their portion of the overall process. The result is consistent, error-free, as-is process diagrams that are simple to understand and easy to validate and integrate into the enterprise hub. Kodak predicts that using ProActivity Whiteboard for Visio to capture as-is process data in diagram form will reduce the time it takes to capture data, thereby increasing employee productivity.

Save Time and Reduce Costs by Analyzing End-to-End Processes

In order to enhance processes operation-wide, Kodak needs to analyze them from end to end. This seems like another obvious component in any streamlining effort; however, it is also another daunting task. It is much easier and less overwhelming for individual departments or teams to improve their part of the process, while overlooking interdepartmental dependencies, process overlaps, and the operation-wide big picture. Shortcuts like these are often expensive and the root cause of all streamlining effort failures.

To avoid these types of costly mistakes, Kodak is taking an operation-wide approach by analyzing its processes from end to end with ProActivity Enterprise Hub for Visio. Kodak predicts its employees will save time and effort by analyzing processes across the entire C&GS operation using one accurate data repository. Kodak predicts it can also reduce the costs of collecting, maintaining, and distributing process data with one repository.

Leverage Valuable Software Tools and Integrate Their Functionality

ProActivity Enterprise Hub is an efficient tool for process analysis and Microsoft Office Visio is an effective tool for documenting processes. Kodak wanted to leverage these valuable tools and enable its employees to transfer their knowledge about these tools to an integrated solution that combined both products. ProActivity enabled them to do just that. Now with ProActivity Whiteboard for Visio and ProActivity Enterprise Hub for Visio, Kodak can seamlessly move data from Microsoft Office Visio to ProActivity Enterprise Hub and vice versa without distorting the data, which enables Kodak to leverage the functionality of each tool and add value to each tool’s output. Kodak realizes the best of both worlds—maximum functionality and value.

Microsoft Office Visio 2003 is an easy-to-use diagramming application that enables business and technical professionals to document, design, communicate, and improve ideas, processes, and systems.

For more information about Microsoft Office Visio 2003, go to: <http://www.microsoft.com/office/visio/>.

Software and Services

Microsoft Office System:

- Microsoft Office Visio 2003
- Microsoft Office Word 2003
- Microsoft Office Excel 2003

Other Microsoft software and technologies:

- Microsoft SQL Server 2000
- Microsoft .NET Framework 1.1

Hardware

A variety of portable and desktop computers and servers

Partners

ProActivity, Inc.



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ProActivity, Inc. is a leading provider of next-generation Enterprise Business Process Analysis (EBPA) and design solutions for commercial and government enterprises. For more information about ProActivity products and services, call (877) 332-0095, or visit the Web site at: <http://www.proactivityinc.com/>.

Eastman Kodak Company is a leading provider of imaging products, solutions, and services. For more information about Kodak products, solutions, and services, visit the corporate Web site at: <http://www.kodak.com>. Or visit the C&GS Web site at: <http://www.kodak.com/go/cgs/>.

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