



EPM Group
(Empresas Públicas de Medellín)



Case Study awarded the "Global Awards for Excellence" by the "Workflow Management Coalition, WfMC"

Case
Study



1. GENERAL INFORMATION

Entity

EPM Group (Empresas Públicas de Medellín)

Address

EPM - Carrera 58 # 42 - 125, Medellín, Antioquia, Colombia

Website

<http://www.epm.com.co/site/>

Products and Services

EPM is a public utility Group dedicated to the provision of energy, gas, water and waste management.

Extract

The Colombian Group is made up of companies located in Central America, Chile, Mexico, the United States, Spain and Colombia.

The numerous companies in the group work together for regional developments offering services including electricity, natural gas, drinking water, basic sanitation, garbage collection and disposal, and information and communication technologies. These services improve the lives of more than 13 million 500 thousand citizens.

EPM's strategy is to grow with people, with emphasis on sustainability. Corporate social responsibility, effective corporate governance, long-term planning and technical, legal, financial and managerial rigor are the main pillars of their strategy.

EPM contributes to the development of a prosperous environment, promoting a respectful business performance with importance on the economic, environmental and social consequences of their actions.



2. INTRODUCTION

By implementing the iBPMS, EPM has significantly improved the service and relationship with its internal and external customers and suppliers. They have evolved from phone calls, physical documentation and emails to a platform of self-management and the online control of pending tasks and unified notifications.

The integration of technological tools, communication channels and process simplification has created a more productive and pleasant work environment.





3. THE CHALLENGE

The technology platform implementation for the EPM Shared Services center is a key part of the national plan to achieve synergies, economies of scale, savings, and standardization, as well as empowering EPM to place greater focus on its key processes.

During the creation of this new service area, some fundamental problems were detected, including:

- Ⓢ A lack of unified processes for support activities throughout the group, resulting in work duplication and dispersed functions between EPM and the national subsidiaries stemming from acquisitions and changes to the governance structure.
- Ⓢ Multiple technological platforms to support transactional activities (finance, human resources, IT, etc.) in the various companies that make up the EPM Group.
- Ⓢ Synergies and economies of scale are lost in contracts related to similar activities in EPM and its subsidiaries.
- Ⓢ The resources used and activity support indicators do not correspond with what you would expect from a business group the size of EPM.
- Ⓢ The incorporation of new acquisitions cannot be carried out efficiently due to the lack of standardized and unified best practices across the entire group.
- Ⓢ The generation of Group reports is complex and involves many manual activities.
- Ⓢ Structure by functions does not support continuous improvement or promote innovation in support activities.



"Currently at EPM we are working on the structuring of a BPM center of excellence, to drive the continuous improvement of business processes, based on improvement techniques and the use of BPMS and RPA technologies."

*Carlos Ignacio Jaramillo Chica
BI IT Solutions Unit and Support Areas*





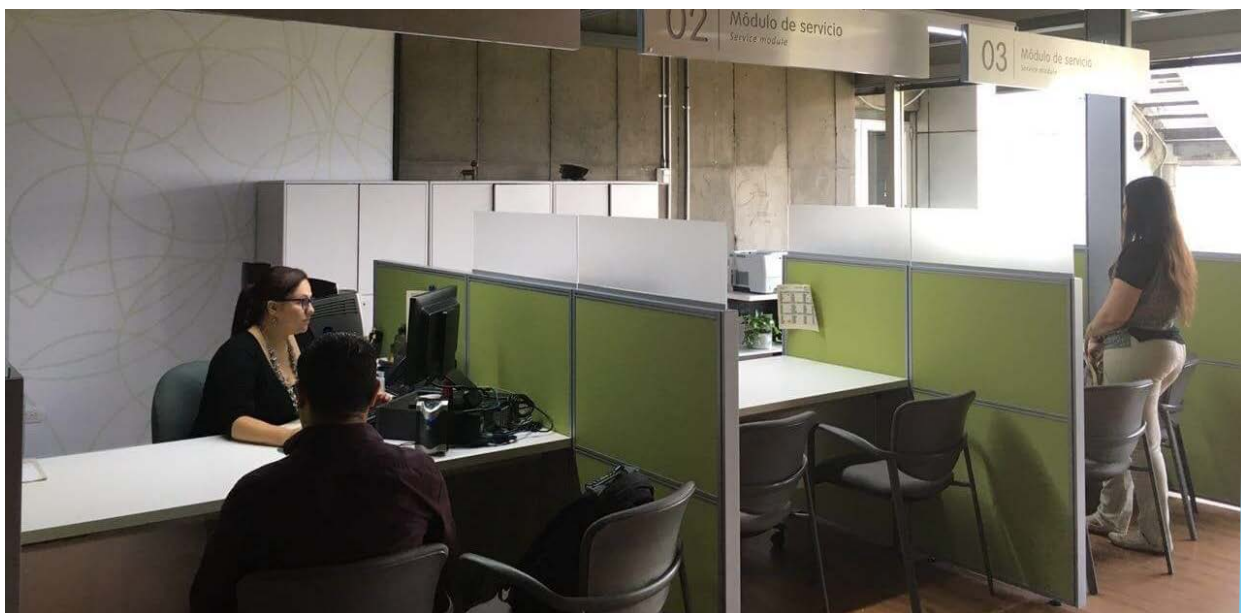
4. THE SOLUTION

The main strategy used for the adoption of new models was based on self-management. Teams working on organizational culture and business communications structured the fundamental idea of self-management, focused on all levels of education and responsibility within the organization and for external users.

By implementing the iBPMS, EPM has significantly improved the service and relationship with its internal and external customers and suppliers. They have evolved from phone calls, physical documentation and emails to a platform of self-management and the online management of pending tasks and unified notifications. In a single interface, the internal clients can initiate different types of processes, they can keep abreast of the status of their applications and track processes in progress or completed processes. They can also receive notifications on the status of their pending tasks or general communications.

The external customers now have the option to start processes from the comfort of their homes. Prior to the implementation, customers had to travel to offices as they were required to attend offices in person; in most cases this involved long-distance travel and long queues.

The platform gives suppliers an immediate link to the ongoing processes, thanks to the direct assignment of personal tasks. The interaction through the iBPMS has reduced process times and has positively impacted the environment thanks to the significant reduction in paper documents required for the processes. Additionally, this generates economic savings for the suppliers by reducing the amount of travel to hand deliver documents.



"The changes have been significant and positive for our employees. The unification of technological tools, attention channels and simplification of processes has led to a more productive and pleasant work environment."



Carlos Ignacio Jaramillo Chica
BI IT Solutions Unit and Support Areas





5. THE RESULTS

EPM's digital transformation has created a culture of continuous improvement for their services and the AuraPortal platform allows for an accurate measurement of employee performance.

The implementation project resulted in the following benefits:

- ⦿ Consolidation, standardization and centralization of transactional activities at the national level with generation of economies of scale for the business Group.
- ⦿ Implementation of a service provision model for support processes based on a portfolio of services, cost transparency and the development of service level agreements.
- ⦿ Optimization of the resources used for services by sharing best practices and a culture of continuous improvement.
- ⦿ Empowered the fast and effective integration of new companies to the group.
- ⦿ Internal air-travel service management has reduced from an average of 10 business days in 2015 to an average of 2 business days in 2017.
- ⦿ The improvement in compliance with the service agreements for the travel service has gone from 24.41% in 2015 to 83.88% in 2017.
- ⦿ The self-management percentage was 61% in August 2017, compared to 0% in 2015.





**BUSINESS PROCESS
MANAGEMENT SOFTWARE
(BPM)**

AuraPortal is an international software provider, recognized by leading analyst firms, including Gartner and OVUM, for its extreme ease of use, fast implementations, seamless integration with other systems, scalability and many other features.

Getting started with the AuraPortal solution is easy. Simply tell us about the challenges facing your company and we will guide you through a successful BPM implementation with a high ROI which will turn your project into the next success story.



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