



Customer Success Story:

MediaFLO USA, Inc., subsidiary of Qualcomm

Overview

MediaFLO USA, Inc. delivers FLO TV™, an unmatched mobile entertainment service, to Wireless subscribers, who can watch the best selection of live, simulcast and time-shifted full-length television programming on their mobile phones. The FLO TV solution is an end-to-end service, opening new market opportunities to all members of the mobile TV value chain, including wireless carriers, programming partners, advertisers and device manufacturers. MediaFLO USA's advanced technology and state-of-the art network and broadcast operations center enables MediaFLO USA to manage a robust operation while providing a single point of contact for all service partners. Backed by innovative parent company Qualcomm, the MediaFLO USA service delivers unprecedented mobile programming, an intuitive user interface and high quality picture and sound.

Challenge

In early 2006, MediaFLO USA faced several key challenges. First, it was a start-up business within Qualcomm with a brand new technology in an emerging industry, which resulted in rapid organizational growth and changes. Many of the business processes weren't identified, documented or stable. Some of the regulatory requirements weren't clearly defined or established by the Federal agencies.

Second, with a corporate culture driven by technological innovation, processes were often considered as a hindrance to innovation and flexibility.

Finally, MediaFLO USA had to meet corporate Quality Management System (QMS) requirements. They needed to decide whether to integrate with the Corporate QMS/ISO

Highlights

Media, Telecommunications

Challenge:

- Adding value and relevance to Quality Management System (QMS) and ISO certification
- New business with new technology in an emerging industry
- Corporate culture resisted concept of process

Customer Benefits & Results:

- Obtained executive sponsorship and stakeholder buy-in
- Established business process modeling-based QMS/ISO as being integral to business and process owners
- Created the MediaFLO enterprise process architecture including 200 process/workflow models
- Reduced process documents and eliminated procedures
- Separated process from policy
- Facilitated cross-functional and cross-divisional collaboration in process development and improvement
- Drove business systems improvement/implementation (IT)
- Proliferated knowledge and implementation of Metastorm ProVision across Qualcomm and established a corporate business process modeling community
- Received recognition from the ISO registrar as an "Industry Best Practice"

certification or pursue an independent ISO registration. At the same time, Corporate QMS was seeking an Advanced Registration Model, which meant that all key processes had to be associated with metrics and internal audits had to be process based.

In addition, while ISO certification was a corporate QMS requirement, there were real and perceived challenges with QMS/ISO across the corporation. Many saw it as providing minimal value and relevance to the business. They perceived the internal and external ISO audits to be shallow, with non substantive findings. Some equated it with managing mounds of "ISO" documents that did not reflect their real processes. These ISO documents were static, out-dated and independent procedures, where roles and responsibilities were not well-defined.

The company's business process excellence group was faced with addressing all these challenges. The canvas was blank, and the group's leaders chose to utilize business process

modeling to help them achieve their goals. To do so, they had to overcome additional challenges related to the previously utilized independent process documentation, in which process interfaces and interdependencies were not addressed. Other issues included incomplete and inconsistent process definitions and manual and inefficient process analysis/improvement methods, which led to gaps, redundancies and process sub-optimization.

Solution

MediaFLO's strategy was to implement business process modeling as an effective and innovative approach to QMS and ISO. The business process excellence group sought to define and implement an effective QMS that:

- Creates value and is relevant to the business
- Allows flexibility and scalability—enabling changes to be implemented rapidly
- Ensures regulatory and standards compliance (ISO and SOX)
- Leverages industry best practices
- Satisfies internal customer requirements
- Involves process users, process owners and executives
- Aligns with corporate QMS and IT business process modeling strategies

When the team leader demonstrated the benefits that could be achieved with a comprehensive approach that went beyond defining processes just for the purpose of ISO, they easily obtained executive sponsorship and stake holder buy-in.

Metastorm ProVision® was chosen as MediaFLO's enterprise modeling solution, based on the business excellence team leader's positive experience with it in her previous position at another company. The business process excellence team then began a five-phase deployment process.

In phase one, the team conducted a proof of concept by modeling and simulating the Return Material Authorization process. This process involves hardware that has been shipped to network broadcast sites, but then needs to be returned to the supplier for a replacement. As the process was modeled in Metastorm ProVision, the team was impressed with the outcome. By having process owners and subject matter experts collaborate, they were able to clearly depict responsibilities and identify issues such as redundancies, process gaps and inefficient handoffs. Definitions of deliverables and common terminology were agreed upon, as well.

Following the proof of concept, MediaFLO launched phase two of the business process modeling initiative—establishing a

deployment strategy. In this phase, the team defined the Business Interaction Model (BIM) and Organization Model, as well as prioritized key processes in the value chain.

Up next was phase three, in which as-is processes were developed using workflow models and key processes were prioritized. Modeling in Metastorm ProVision allowed the process owners to define the processes at the right level of detail (high or down to the work instruction) to drive process understanding and consistency. Process health metrics, business goals, ISO requirements, and SOX risks and controls also were associated and incorporated during this phase.

In phase four, the team conducted process improvement activities. Opportunities for improvement were identified, process simulation was conducted, and improvement initiatives were prioritized based on the impact to the business.

Continuous process improvement and automation is phase five. Through its ongoing work, the team has identified many disconnected/non-functional processes that would otherwise have gone undiscovered. The initiative ensures MediaFLO can focus on what its processes are and should be, and it fosters understanding between internal functions and partner organizations.

Results

The business process excellence team maximized the value of the business process modeling initiative by making QMS/ISO relevant and integral to the business. Standards certification and compliance don't automatically drive business value; however, business process modeling has proven to be an effective solution for QMS/ISO and continuous process improvement at MediaFLO.

The benefits and results MediaFLO USA has achieved using business process modeling and Metastorm ProVision include the following:

- Effective communication has been established via
 - Regulatory/standards assessments (e.g. ISO, SOX, environmental)
 - Customer reviews
 - Employee orientation and training
- A centralized repository of processes and associated data allows for
 - Efficient audit planning
 - Accurate and consistent process and role definition
 - Rapid implementation of organization and process changes
- Complete and integrated process definition enables

- Visibility of end-to-end process and hand-offs
- Reusable and flexible processes
- Easier separation of process from policy (rules)
- Elimination of independent procedures and flowcharts
- Maximized process improvement efforts which result in
 - Processes that are not sub-optimized within functional area
 - Reduced project cycle time
 - The evaluation of impact of proposed changes prior to implementation
- Alignment of IT solutions to business processes (needs)

Knowledge and implementation of Metastorm ProVision is proliferating across Qualcomm. The business process excellence team envisions that the solution will help Qualcomm become a process-centric organization and enable best practices to be leveraged across business units.

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