

## **BOLDFlash – Internal Business Process Artifacts**

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After several months on the job, Roger Cahill called a meeting with all department heads and stated:

Having had the chance to observe operations now for several months, it is obvious to me that we do not have sound business processes in place in a great many areas. We are creating problems for ourselves that are impacting product quality, delivery timeliness, efficiency, costs, and, my greatest concern, customer satisfaction.

Competition within our marketplace is heating up, and we need to quickly get on top of our processes to regain the confidence of our customers and make BOLDFlash their first choice when purchasing.

Cahill then presented examples of the internal business processes in use at BOLDFlash. To highlight the broad nature of the problem throughout the Mobile Division, he presented troublesome process examples from every department. (A subset of the examples follows.)

To reinforce the importance of establishing solid business processes, Cahill closed by saying:

Within the next 45 days, we will focus on establishing clear, efficient, defined business processes and gain agreement on these processes among all departments. This is now your top priority.

As you read the following process-related memos, consider how other department heads and their staff members might interpret the processes being introduced or revised and what their reaction might be. Also consider whether the communications are clear, unambiguous, and workable. Are there gaps or assumptions? Are there any common themes among the memos?

Memo #1 - Revised R&D Product Release Process

Memo #2 - Product delivery commitment process

Memo #3 - Product enhancements

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Manchester, New Hampshire*

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From: Karl Melzer - Director, Product Development  
To: All department heads  
Subject: Revised R&D product release process

R&D is making changes to the product release process so that we can reduce the time we're spending on putting this together.

The new manufacturing package will no longer include special notes, because we already send these to Kevin's admin assistant. We're also dropping the product documentation because that's sitting on a server so already out there.

The manufacturing package will now be made available 5 business days prior to production start. I know this puts a squeeze on Mfg., but we always need more time to work on it.

Finally, I'm directing my staff to no longer respond to questions coming on from Tech Support prior to actual product release date. We are continually crunched for time and need to move on to the next product release as quickly as possible.

Karl

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From: Chip Bryant - Director, Sales  
To: All department heads  
Subject: Product delivery commitment process

We have been running into problems with customer orders where requested delivery dates are not being met—a very hot topic at a recent Sales staff meeting. So to eliminate the problem going forward, we are implementing the following process beginning immediately.

Sales reps will check in with Manufacturing on product availability against our requested ship date. If we don't hear anything back within 2 business days, we will assume that the order can be filled and shipped per our requested date, and we'll confirm back to the customer.

Chip

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From: Kavita Patel - Director, Marketing  
To: All department heads  
Subject: Product enhancements

Representatives from Marketing have been attending a number of industry trade shows this season. We are receiving a lot of feedback that customers are looking for more enhancements to existing products. We are also seeing our competitors paying more attention to enhancements.

I have directed my staff to focus on identifying enhancements that we can make, particularly to our new flash drive line. We're going to look at enhancements that can generate some "flash" in the marketplace for our product!

Time is of the essence with these new enhancements. We are confident we can keep these changes simple and not rock the boat too much. So that we can speed this along, the team will feed those requirements directly to Manufacturing.

This new approach will give us a great story for our upcoming trade show in Las Vegas, so I know everyone will be behind us in this!

Kavita