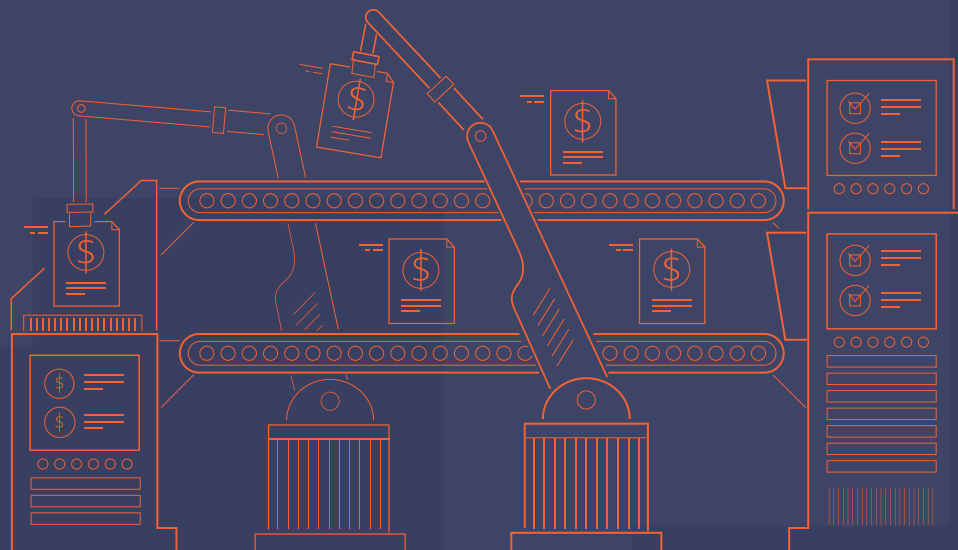


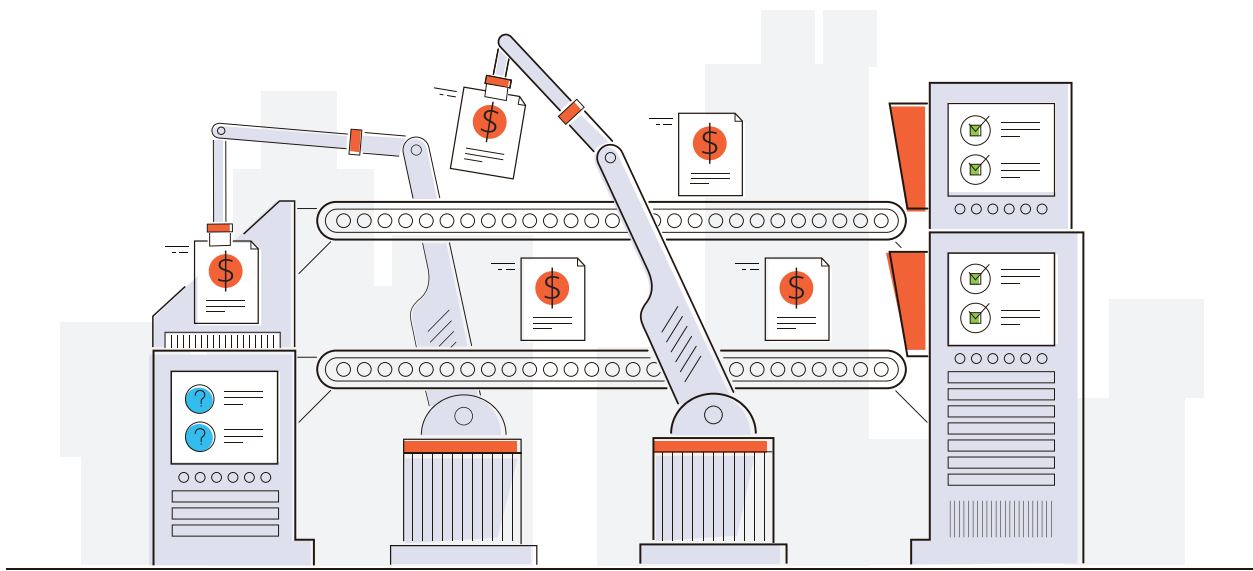


# Finance

## Workflow Management Guide

---

A Publication by Integrify



## Section 01

# Overview of Finance Workflow Management

## What is Workflow Management?

Workflow Management (or Workflow Automation) is the digital automation of a collection of previously manual or disparate business processes and tasks. For example, your company may currently handle an internal request process like capital expenditure requests by having a new employee email a request to Finance for processing. This seems simple assuming a few things.

### The requester knows what information to include

If there is a form they need to have access to the correct (and most recent) form. If it's paper-based they need to fill it out correctly, legibly and not skip any information. If it's an electronic document (PDF, Word, Excel) legibility won't be an issue but the accuracy problems remain. Either way, someone is going to have to re-enter all that information (more on that later).

### The requester knows who to send it to

Especially in larger companies, it's not always clear who handles certain tasks. They'll likely send the request to whomever they know in finance or directly to an executive up the chain. The email will then bounce around until it gets to the right initial contact. Worse, there's the distinct possibility that the wrong person will approve something they're not supposed to.

### No tracking is needed

If you need a paper trail or documentation for audit compliance, emails and file attachments aren't a very

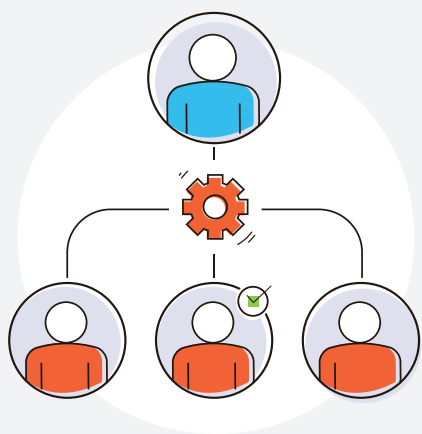
good approach. Questions that arise later regarding requests and approvals for expenditures will likely mean a lot of inbox hunting and wasted time.

### Expedience is not an issue

Email is a valuable communication tool. That being said, emailing someone a request is a poor guarantee of success. Assuming your email gets seen amid today's stuffed inboxes, there's little incentive for someone to follow up unless you are willing to manually remind them every few days.

### You're not integrating with any other systems

Re-entering data manually has three distinct issues. Number one, it's slow. Number two, it invites errors. Number three, it requires a login to the financial system. Numbers one and two are obvious problems in all cases, number three is an issue when the person doing the entering really doesn't really need a paid license to the system of record but has to have one just to do data entry.



## Simplify the Human Element of a Process

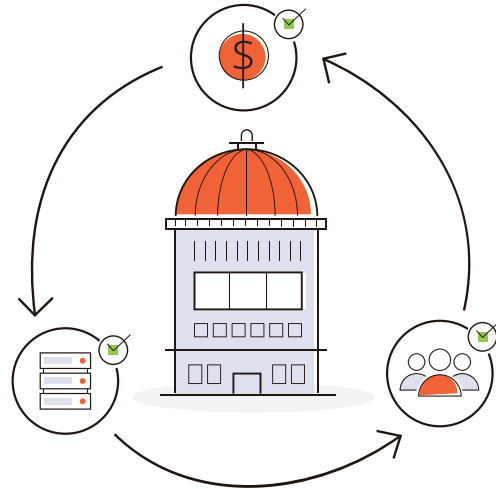
A critical aspect of most internal business processes is that they rely on human interaction and judgement to make decisions, enter data, route information, etc. Workflow management systems are designed to strip away all of the superfluous work tasks and simplify the human element of a process down to making straightforward decisions, often as simple as "Yes" or "No."

That's not to say these processes can't get complex, at least behind the scenes. One workflow process could branch off multiple times based on the data collected from one form and trigger separate, "child" workflows all designed to fulfill a request as accurately and quickly as possible. However, the bulk of this activity is happening without user intervention until it's actually needed.

## Workflow Management Plays Well with Others

Often, especially in larger companies, workflow management systems act as conduits between systems, gathering information along a process and then feeding the information into another system like ERP or CRM solutions. They may also accept information from a separate system, triggering workflow rules based on the received information.

In this way, the workflow management system can act as a gateway into a larger system without having all employees directly access the larger system. This could be to avoid purchasing additional licenses or because the larger system may be irrelevant to an employee's typical functions.



## Analytics & Reporting

The last major element of a workflow management systems is the reporting side. Most human-centric processes are not measured in ways that lend themselves to performance improvement. For instance, it may be helpful to know how many invoice requests Finance receives but it would be far better to know how long they're taking to be completed and who in the approval process is becoming a bottleneck.

When these activities can be measured, they can be improved. Workflow management systems provide granular details on all aspects of the business processes they handle. Automated reports can keep managers in the loop on how their teams are performing and where attention should be focused.

## Workflow Management and Sarbanes Oxley (SOX) Compliance

Inadequate documentation of internal financial control policies is an organizational deficiency. An external auditor seeking to obtain proof that a documented policy is approved and has been communicated and understood needs documentation that shows an organization is in compliance.

With workflow management, a company can considerably reduce the extra time and cost involved by management and the public auditor in auditing and attesting on the effectiveness of internal controls over financial reporting.

By automating enforcement of defined internal controls with a process-centric workflow companies can ensure that all policies are automatically processed as laid out in the organization's policy manual and provide reduced risk of improper CEO/CFO attestation. It also significantly reduces the time required by an external auditor evaluating documentation of internal controls and relevant employees' awareness of the policies.

As the Public Company Accounting Oversight Board (PCAOB) states – "The more extensive and reliable management's assessment is, the less extensive and costly the auditor's work will need to be."

Related to SOX Compliance, workflow management systems provide:

-  Audit trails of policy approval and version control
-  Audit trail of policy communication
-  Audit trail of changes to internal control policies
-  Audit trail of policy communication
-  Audit trail of management viewing the source data  
– goes much further than general internal control questionnaires
-  Escalation of non-effective controls to senior management and internal auditors
-  Reduces the risk of collusion and fraud

## Why Workflow Management?

At the end of the day, why do companies invest in workflow management?

We've already touched on some of the benefits, but here is a more complete list:

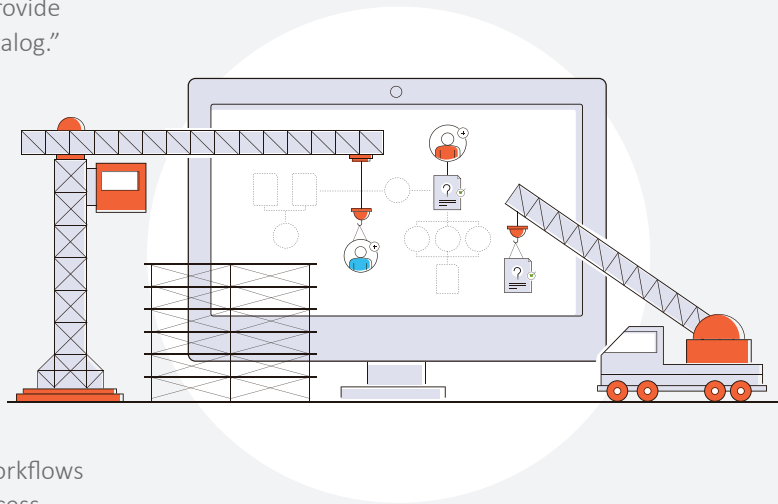
- ✔ Streamline and speed up internal financial processes by reducing manual entry and request handling.
- ✔ Reduce errors and re-work.
- ✔ Reduce risk of improperly approved requests.
- ✔ Improve compliance with audit trails.
- ✔ Increase output and increase productivity (this goes for people handling requests as well as requestors).
- ✔ A unified, personalized request experience for employees.
- ✔ Track request status (completed, pending, or in-progress, etc.) in real time
- ✔ Identify performance trends (group and individual) over time.
- ✔ Reduced license overhead for enterprise systems (ERP, CRM, etc.)
- ✔ Monitor finance team performance against Service Level Agreements.
- ✔ Identify and remove finance process barriers or bottlenecks.
- ✔ Better align tasks with the appropriate skillsets.
- ✔ Drastically reduce paperwork and associated costs and waste.
- ✔ Reduce need for manual decision making and handling with business rules.

## "Packaged" vs. "Custom" Workflows

Some workflow management companies provide pre-built workflows as part of a "service catalog."

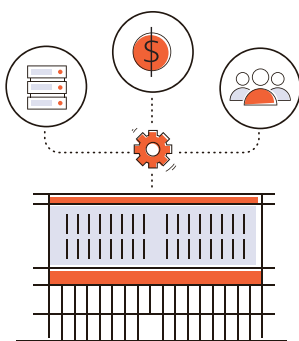
While these solutions sound logical on the surface, the reality is that pre-built workflows are usually more trouble than they're worth. Most organizations have very specific, custom ways of handling requests and pre-built workflows invariably need to be customized to methods.

Often it's faster to simply build from scratch than to modify automated workflows that have been designed "theoretically." That being said, pre-built workflows can be helpful when going through the process definition stage.



## Types of Workflow Management

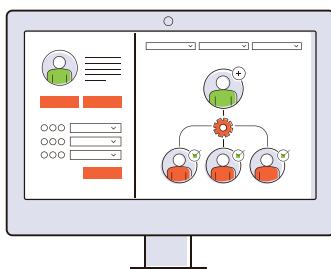
Workflow management comes in several different “flavors,” from the all-encompassing Business Process Management solution to the basic Form Automation tool. Here are some quick definitions of the types available:



### Business Process Management (BPM)

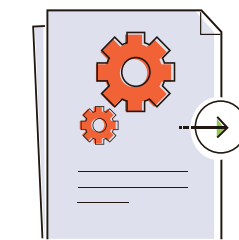
Gartner defines BPM as “the discipline of managing processes (rather than tasks) as the means for improving business performance outcomes and operational agility. Processes span organizational boundaries, linking together people, information flows, systems and other assets to create and deliver value to customers and constituents.”

BPM systems go beyond task-based workflow to try and manage the entire universe of processes that a company executes. These BPM systems are large, complex and understandably require big budgets.



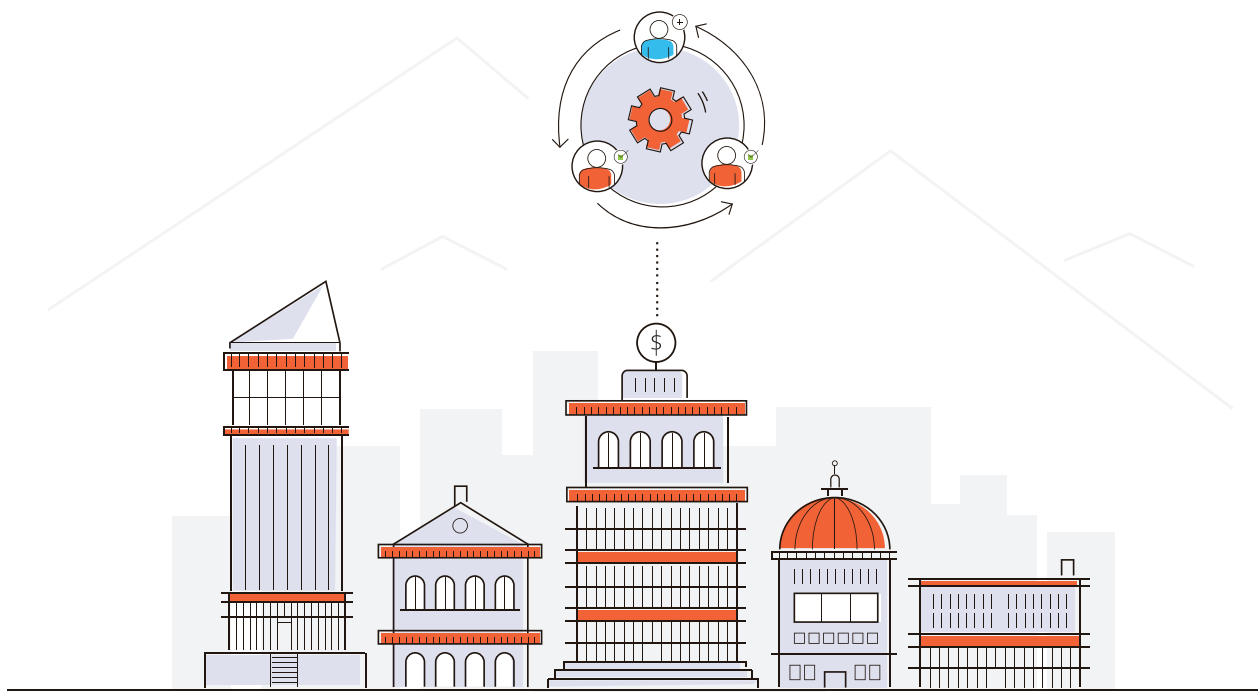
### Workflow Management Systems

As we’ve covered, workflow management systems are designed to replace manual, human-based tasks and while they may interact with larger systems (including BPM), they are purpose-built to streamline tasks, rather than systems, assets and big data. Because these systems are more focused than large BPM systems they tend to be less expensive and easier to implement.



### Forms Automation

Forms automation is, as the name implies, built around forms. While Workflow Management incorporates forms to handle data entry, it’s simply a part of the entire workflow system. Forms automation keeps workflow basic, with simple submit-send-email functionality. These systems are great for simple form collection needs and tend to be available cheaply. However their limitations prevent them from being useful for larger organizations and more complex requirements.



## Section 02

# Finance Workflow Management Use Cases

### Introduction

Workflow management systems allow employees to submit requests, gather approvals, and see status updates. Requests for status changes, recruitment, travel, timecard approval, grievances, on-boarding setup, etc. are drastically simplified.

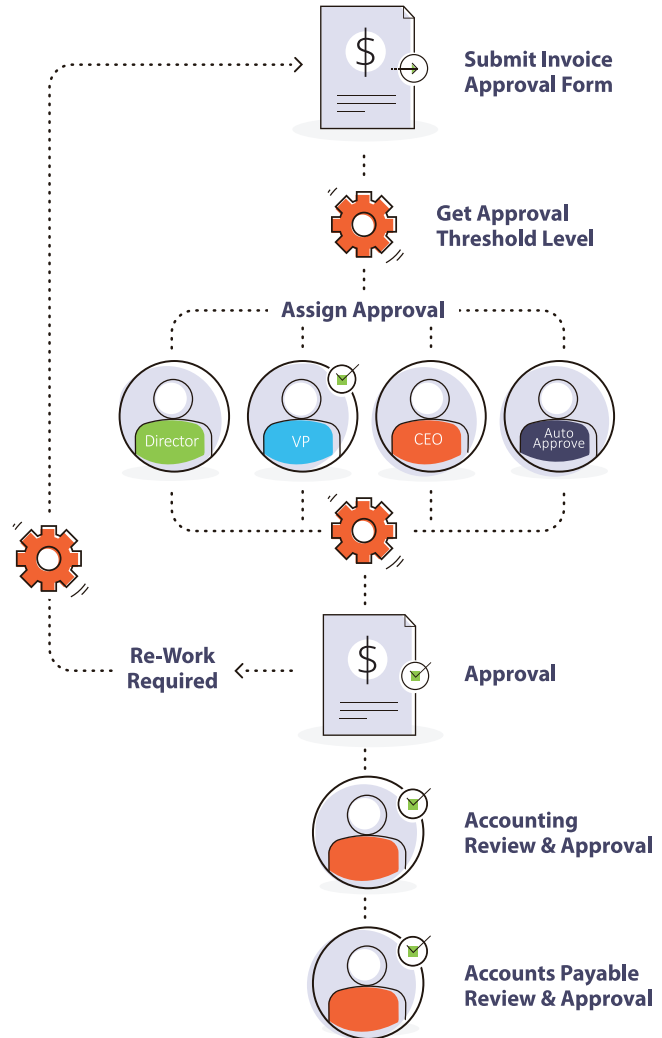


## Workflow Example

### Invoice Approvals

Anyone who's dealt with invoice approvals (either from the Finance side or the requester side) knows how trying the process can be. Especially if you're a manager approving invoices for a team or department.

In this automated workflow process, invoices are started online, with a form. Once all the information is entered (with required fields and lookups) and attachments are included, the system analyzes who is submitting the invoice, what the amount is, what category it is, etc. That information is looked up against the company's organizational hierarchy and the request is routed to the appropriate approver. From there the request travels through the accounting process as shown.



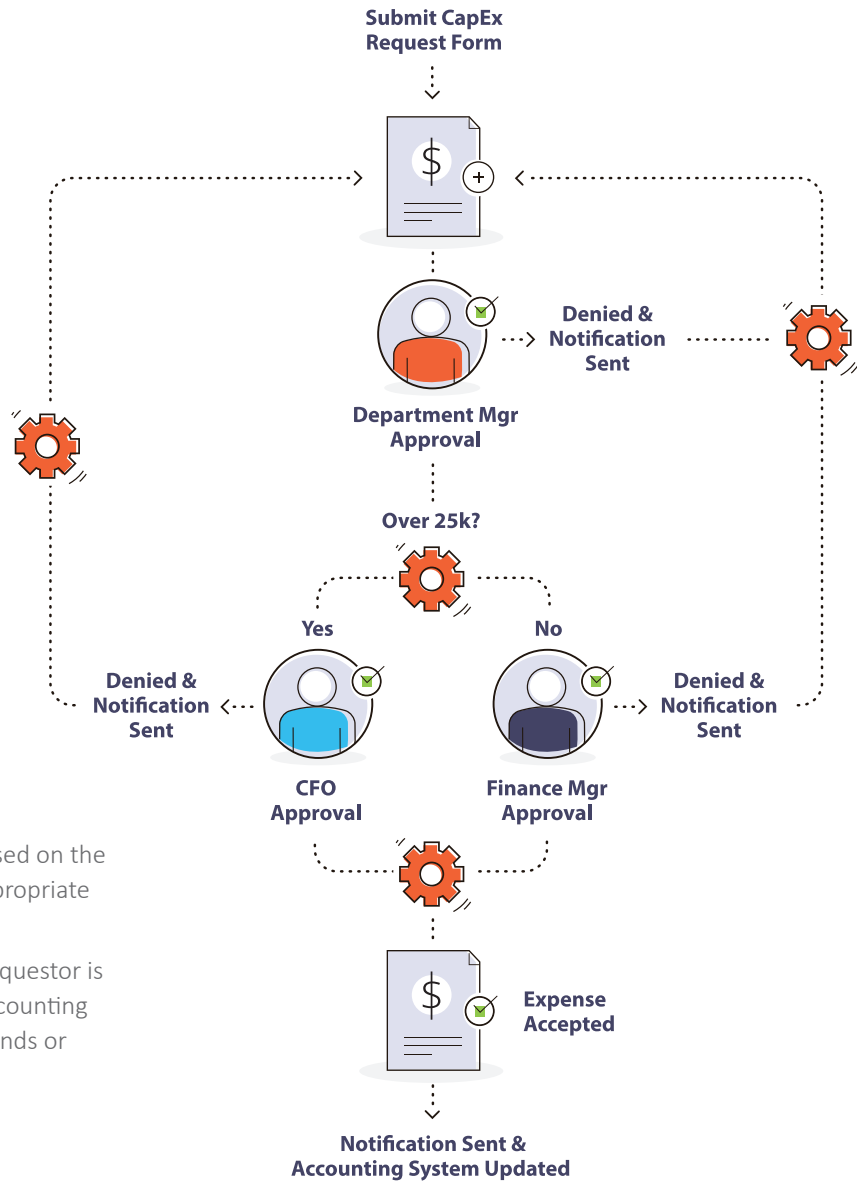
## Workflow Example

### CapEx Request

Improperly tracking and evaluating capital expenditure requests is one of the top issues preventing CapEx programs from being successful. Workflow automation plays a pivotal role early in the CapEx process by providing a consistent, compliant and measurable method for managing CapEx requests.

In the simple diagram on the right, you can see the process initiated with an employee completing a form designed to capture all the required datapoints to initiate a capital expenditure request. The request, once approved by their department manager, is passed through a basic business rule regarding the size of the request. Based on the rule, the request is passed to the appropriate Finance approver.

Once the request is approved, the requestor is notified, the data is passed to the accounting system and this part of the process ends or continues to Purchasing, etc.



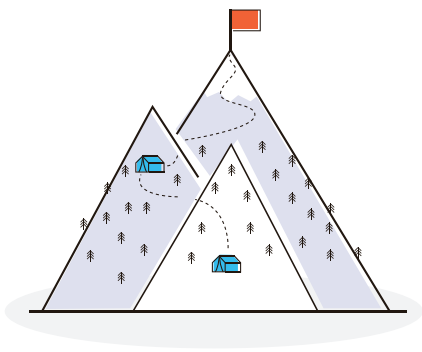
## CASE STUDY: Baylor University Transforms Its Department Productivity



### About Baylor University

Baylor University in Waco, Texas, is a private Baptist university and a nationally ranked liberal arts institution. Chartered in 1845 by the Republic of Texas, Baylor is the oldest continually operating university in the state. With more than 12,000 enrolled undergraduates and hundreds of academic and administrative professionals to support, Baylor operates under a centralized IT office that services its users on the main campus as well as satellite locations.

In 2007, in line with its goals of identifying and implementing effective technologies, Baylor University's Information Technology Services (ITS) implemented a workflow and document management application with Integrify to centralize and streamline the data entry and approval of all departmental requests that impact the university's budget, from hiring temporary personnel to requests for funding a new building or new department.



### The Challenge

In Spring 2007, Pete Able, Manager of Human Resources and Financial Systems at Baylor recognized the need to improve the workflow associated with requests. Up to that point Baylor had worked with a Project Management Software vendor to create a custom/proprietary solution for financial requests, but that method became cumbersome. It had a poor user interface for end users submitting or approving requests, making end-user adoption difficult. The software customization required was pricey, yet limited ITS' ability to scale existing processes across departments and to re-use or modify processes once they had been automated.

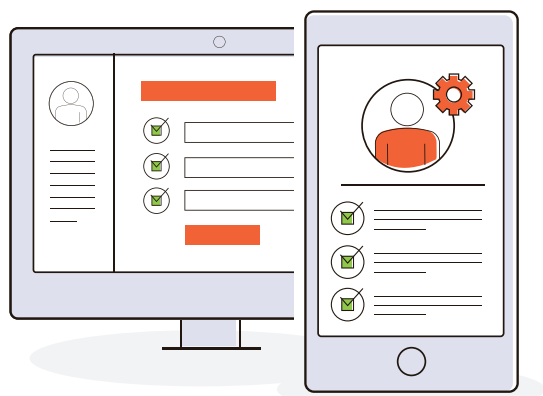
Baylor University needed an effective workflow management solution that would:

- ☒ Limit or completely replace manual and paper-based processes for personnel actions
- ☒ Centralize and streamline the review and approval process for requests that had a budget impact
- ☒ Track and summarize requests that needed to route through multiple departments before approval

*Baylor was able to simplify and in some cases reduce the need for human data entry, saving time and reducing the potential for mistakes*

### Activation Summary

Baylor chose Integrify as their solution. They went live nine months after the initial installation and rolled out Integrify campus-wide, customizing its version as “BearQuest” with the Baylor logos. It experienced resistance-free end-user adoption from the start. They initially licensed Integrify for hundreds of potential requesters and upwards of 100 defined “approvers.” Today, all of the university’s faculty and staff, more than 3000 in total, are designated users of the system, with a few hundred using it daily, and up to 50 using it concurrently. They’ve added a variety of new requests and processes over the years, so that now anyone on campus making a budget, hiring, reimbursement, or travel request does so through BearQuest.



### The Integrify Solution

Upon selection of Integrify, Baylor immediately began development in the new system. Its goal with the Integrify solution was to build a process around a re-usable framework that would work for the first process and scale for additional processes down the road.

While processes are being defined, Integrify generates a visual workflow diagram that illustrates the steps, branches, loops, and milestones in a process. Using the workflow diagram was crucial for Baylor. In addition, Integrify allowed them to copy, version, or modify a process with just one click so they didn’t need to start from scratch for each new process it added.

Baylor was able to simplify and in some cases reduce the need for human data entry, saving time and reducing the potential for mistakes. For example, Baylor integrated its proprietary .NET Employment Management System (EMS) with Integrify so that personnel changes initiated through Integrify used and validated against the EMS data. During the request process, Integrify launches EMS and pulls data from ERP systems. Once the requester submits the necessary data into the proprietary system, it then advances to the next step in the Integrify process flow. When the information has been updated in the proprietary human resources (HR) system, the data refreshes within Integrify.

The rollout of Integrify also allowed Baylor to evaluate approvals and optimize its automation accordingly. Integrify enables easy routing through multiple departments when a user requests a high-dollar item, while a request with little or no budget impact is accelerated and optimized with a collapsed approval flow requiring less data entry and fewer administrative departments involved in the review.

*“We needed a system that would help the administrators by giving them visibility into all the request data”*

.....

**Pete Able**

Manager of Human Resources and Financial Systems

Just three months after initial rollout, Baylor had met all of the initial goals. In the beginning, BearQuest was used for human resources functions such as hiring requests, creation of new positions, and separation/termination processes. In the last few years, use of Integrify has been expanded to requests for academic departments such as creation of new courses or changes to existing courses in the catalog prior to registration periods. In another process, when Baylor students are planning a mission trip through one of the campus organizations, the request is made through Integrify and routed to the coordinator of missions and the center for international education, and a risk assessment of the destination is made before the trip can be approved.

The newest process, Baylor's most extensive to date, is for submission and approval of expense reports for travel. Baylor uses the database push/pull utility to write out data to local reporting tables in their financial system, Peoplesoft, which provides administrative users better visibility to travel expenses by category or department. Once a request is approved for payment, the Accounts Payable office can run a job that takes that data and creates a voucher in the financial system to issue the payment.

According to Able, up to 400 departments are now using Integrify—close to all departments within the university—since at some point they all need to hire, terminate, promote, create new positions, request construction or premises improvement, and file expense reports.



### The Benefits

For departments making requests, Integrify provides real-time and 360-degree visibility into the project life cycle for the request. From the time the user launches the browser to enter the request data, they can see what steps are involved in getting an approval and where their request is in the process, and they receive updates on the status through email notifications.

“Before moving to the Integrify solution, there was a lot of confusion on the back end of the budget process – we’re geographically and operationally distributed with different schools and deans all needing to make and manage requests. From the smallest academic request for a new faculty position to a major capital request for a new building, there is associated financial request data to be reviewed on the administrative

side,” said Able. “Often the people making the request didn’t know who to contact or how to proceed. We needed a system that would help the administrators by giving them visibility into all the request data, but even more so, something that would help the requesters follow the right practice while making a request. In the past, we have had to reject requests because the person making the request skipped a step, failed to supply all the pertinent information, and the like. Now with Integrify and its easy-to-use, 100% web-based interface, we have greatly reduced these problems.”

Both department and institution budgeting processes have become better managed with reporting and real-time visibility. For any given project, the budget impact and the timing of the budget items are immediately available in Integrify. Reports can be run directly from Integrify or can be exported for further manipulation and analysis

into Baylor's reporting package. Baylor linked Integrify to Crystal Web Enterprise so that the functional users in the Budget, HR, and Payroll offices can access the data from Integrify along with their department-specific needs and run more detailed reports.

Not only do requests get entered and responded to in a timely manner, but everyone who considers making a change, can see the full budget impact of their request before the request is completed and approved. Additionally, user's can see their open items and a complete view of their request history. "The administrative areas see the more immediate benefits but the campus community sees the benefits over a longer time frame," said Able. "For all the users on this campus, even those initially resistant to change, they can now see where their request is, rather than just think it's a piece of paper laying on someone's desk somewhere." The BearQuest system processes almost one thousand requests per month, several hundred of which are expense reports.

*"The administrative areas see the more immediate  
benefits but the campus community sees the benefits  
over a longer time frame"*

.....  
**Pete Able**

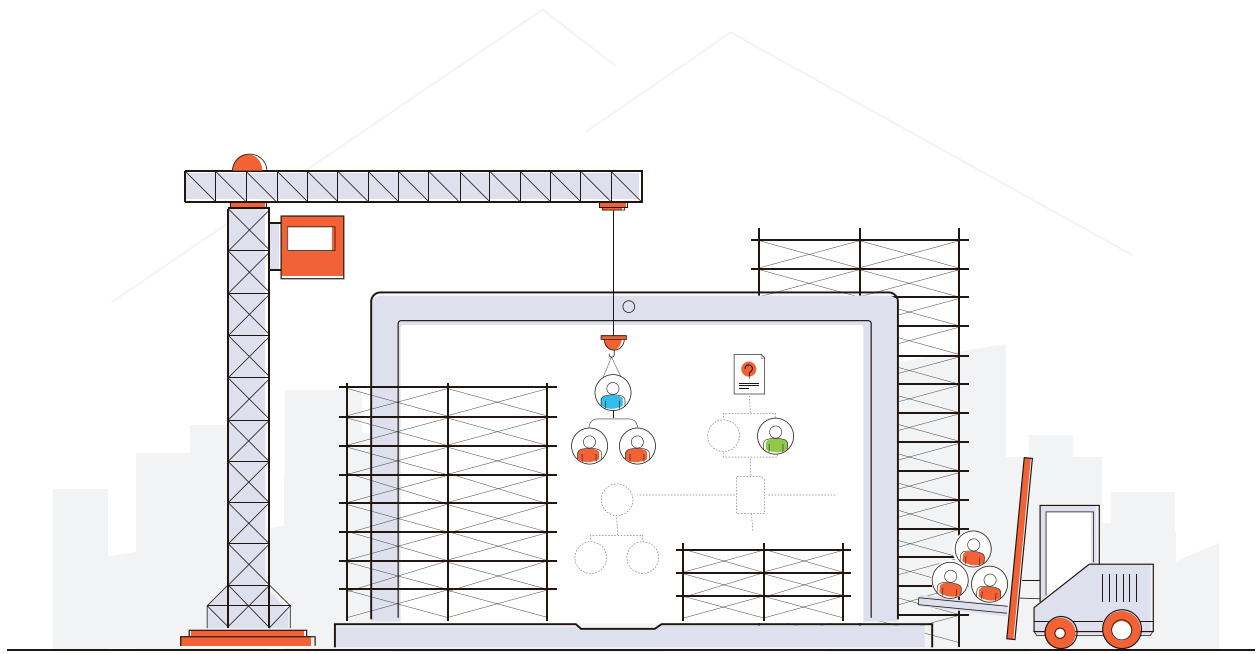
Manager of Human Resources and Financial Systems

### ROI for Baylor University

Just three months after rolling out Integrify, ITS started receiving positive feedback. Academic departments adopted the application and users were happy with the interface and the streamlined process flows.

Administrative departments found that Integrify made it almost impossible for requests to fall through the cracks. Requests are submitted correctly, no steps are missed, so decisions that carry a budget impact are happening in a more timely fashion and with 100% visibility.

Unexpected budget shortfalls and surpluses have been reduced. The institution is able to make better, timelier decisions about budgets across the board.



## Section 03

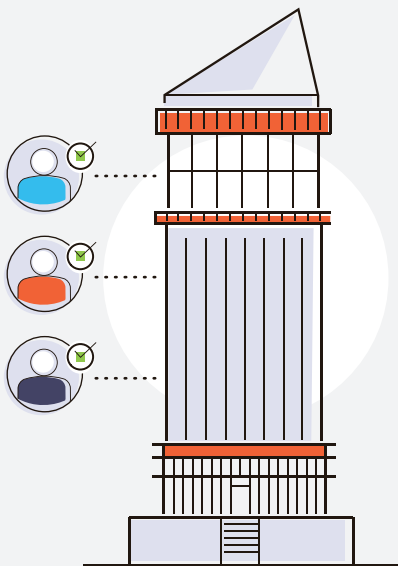
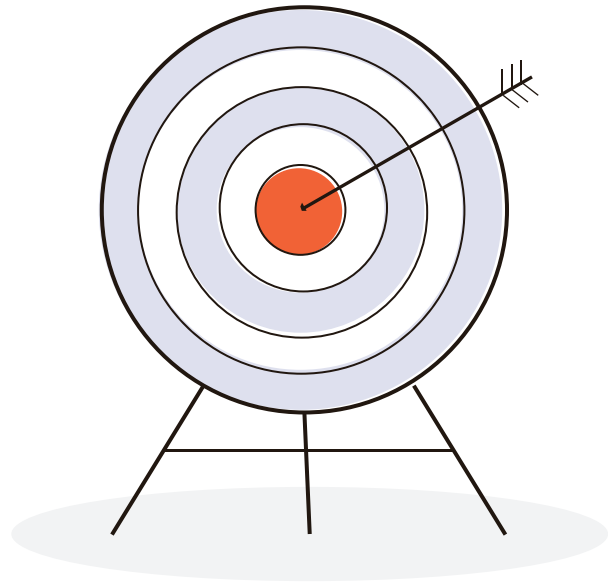
# Planning & Executing a Workflow Project

### The Keys To Success

Rolling out a workflow project requires a great deal of discipline, organization and people skills. The benefits of a more efficient process may be obvious but that doesn't mean A) everyone will buy in and B) the information you'll need is readily available. Documenting processes, achieving consensus and developing a thoughtful rollout and training plan are key elements in a successful workflow project. Here are our seven keys to success.

## (1) Alignment With Organizational Goals & Policies

This is probably a given, but any workflow automation project should be born out of the goals of an organization and designed to follow the instituted policies. Often workflow automation is brought in because the organizational goal is to improve efficiency or internal customer service. The project should adhere to those goals and be consistently described in those terms. This goes a long way toward positive internal PR for the project and helps ensure executive and stakeholder buy-in.



## (2) Buy-in & Involvement From All Department Stakeholders

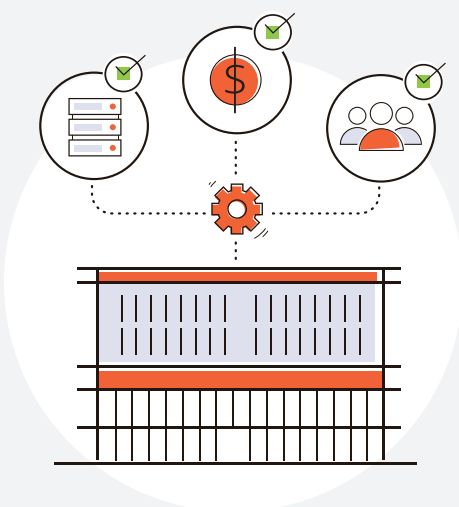
Speaking of buy-in, here are the primary stakeholders to consider for a workflow project. The more buy-in you can generate in the early stages of the project, the less you will have to manage change at the end of the project.

- ✓ **Workflow Administrators:** Building and editing workflows, translating business requirements into a workflow solutions, creating reports, designing the end-user experience
- ✓ **End-Users:** Initiating workflows, acting on tasks that are assigned to them from the workflow (indicating approval or rejection, entering data on a form, viewing and creating reports)
- ✓ **Executives:** Viewing reports generated from the workflow data to analyze status and trends



### (3) A Documented Walk-Through of the Current Process & Future State

Before you start looking at how your workflow will operate within your workflow software, walk-through the entire process with the people involved and document it as it is. Then discuss and document how you want it to be, where bottlenecks are, etc. This is the most critical step in the project. Having a well-defined future state will help drive the granular requirements needed to develop the solution.

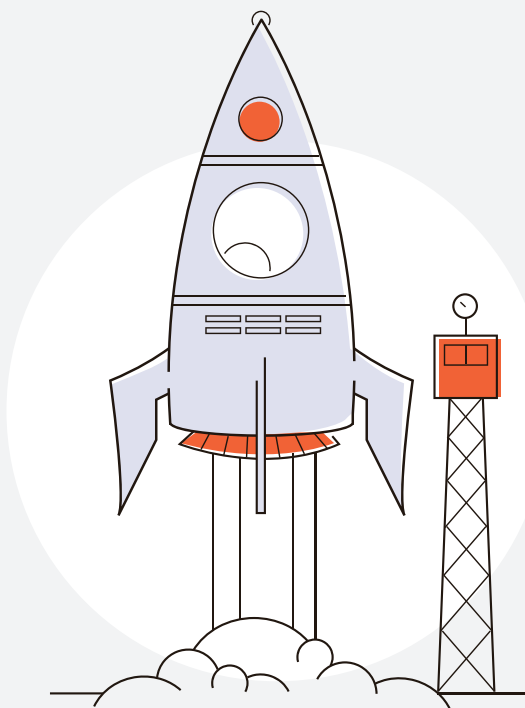


### (4) A Business & Technical Plan for Integration with Existing Business Systems

It's critical to understand both the "which" and the "how" of your integration plan. Which systems are currently housing data involved in the process and which systems need to be fed data? How will this data be retrieved and then pushed where it needs to go? In some cases the "system" housing the data is simply a shared spreadsheet and in other cases it's a massive ERP system. How will the workflow connect and retrieve this data? It's also a good time to consider what other systems might benefit from integration with the workflow that aren't currently involved. In larger organizations, it's important to requesting permission (even if it's read only) to these other systems as early as possible in the development life-cycle.

## (5) Documentation of What Will Be Measured & How it Will Be Reported

These should be aligned with the organization's goals and values of course. Some workflows will be mission critical and provide a majority of the overall value in terms of ROI and efficiency. Some workflows will be helpful and necessary but less valuable than others. Regardless, all workflows should be measured and the results communicated by role. For instance frontline managers should have access to all reporting metrics and should communicate them to their teams as they see fit. Meanwhile, executives should have access to top line metrics for ongoing business review.



## (6) Getting Feedback Early & Often

One of the biggest mistakes we see is not getting feedback early in the development life-cycle. Even if the entire solution is not completed, attempt to engage your end-users early in the process so they can provide feedback. This will help you identify issues/requirements you may have missed and make you users feel like they are involved in the implementing the change. A rigorous testing plan is essential.

Before anything is built in your workflow tool, walk-through several scenarios, including rare and unlikely scenarios that will result in exceptions. Most exceptions will be manageable but you should know them before you start building the logic and rules that will become the foundation for your workflow. Once the automation is built you'll obviously want to test it through the entire process, including those potential exceptions. Recruit testers you can count on to take the project seriously and will be responsive.

## (7) A Thoughtful Roll-Out & Training Plan

People may fight the change you're implementing, but this will be greatly reduced if you've involved all stakeholders from the outset. However, be prepared to train and train again. Don't roll out every new workflow process all at once. Add workflows in small groups or individually and let people get used to the new way. The benefits may be obvious to you but most people will believe it when they see it. Too much change at once will distract people from their day-to-day and may cause resentment.



## Section 04

# Environment & Considerations

### Choosing The Right platform Is Critical

Despite the volume and momentum of cloud-based apps, there are still very valid and sometimes necessary reasons to choose an on-premise workflow management solution. That being said, because cloud-based/SaaS solutions provide low overhead and typically less expensive license fees for users and easier development cycles for vendors than supporting multiple platforms, not all workflow management providers have chosen to provide premise-based solutions.

## Shared Cloud

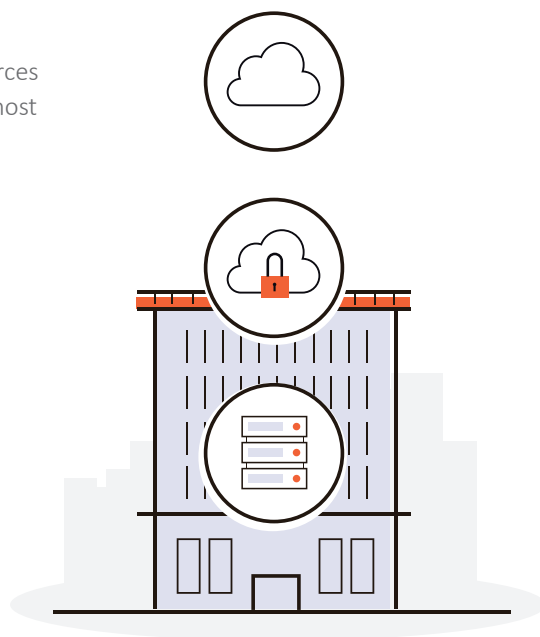
Choose this option if you do not require integration with other systems or the systems you need to integrate with can be accessed over the Internet. Commonly, internal applications are configured to accept connections from the cloud.

The public cloud option requires that user accounts are managed within the cloud system. This option requires no internal IT resources to set up, is fully managed by the vendor and can be available almost immediately after purchasing a license. No hardware is required.

## Private Cloud

Choose this option if you require data isolation, an encrypted database, custom login page or an SSO bridge. The private cloud also allows you to schedule your own updates and allows for direct access to your SQL database.

This option may require some involvement for internal IT if SSO is required but is fully managed by the vendor. This option can be available within an hour of purchasing a license. No hardware is required..



## On Premise

Choose this if you are required to integrate with systems that cannot be exposed to the Internet or your corporate policy requires that your data reside within your company's firewalls. Integration with Active Directory is also available with the on-premise option.

This option requires internal IT resources to install, configure and maintain the app server(s). Hardware or virtual hardware is required to run the system. Additionally, a database license (MS SQL Server, Oracle, etc.) is required.

---

Section  
05

## Summary of Finance Workflow Management

---

### The Value Of Workflow Management Solutions

Clearly, companies have found great value in workflow management solutions and in many ways, the surface has only been scratched in terms of which business processes can be automated to provide significant efficiencies throughout an organization. Every day, creative workers are designing efficient and unique automated workflows with rapidly improving workflow management tools.

## Overview of Workflow Automation

We've discussed workflow management from a variety of perspectives:

### What it is:

A tool used to systematically automate manual business processes.

### Why it's Used:

To streamline request management, reduce risk, automate compliance, etc.

### How it Integrates with Other Systems:

Workflow management can both feed information into existing systems as well as accept information from them.

### Types of Workflow Automation:

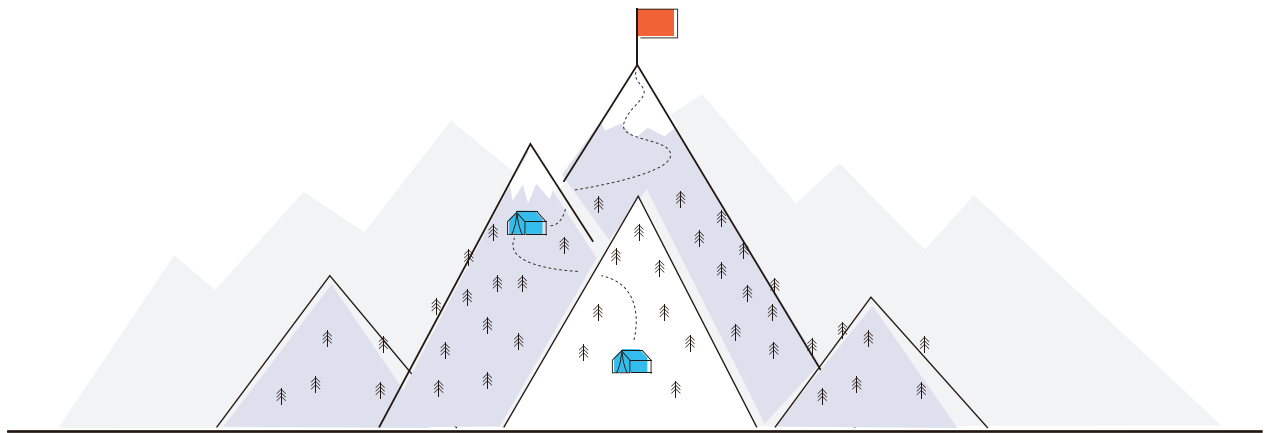
We discussed three types of workflow products: Business Process Management, Workflow Management and Forms Automation.

### Examples of Workflows:

We reviewed several workflow management use cases, including a case study for Urban Partnership Bank.

### Environmental Considerations:

Finally we reviewed different workflow management deployment environments: Cloud, Private Cloud and Premise-based. Clearly, companies have found great value in workflow management solutions and in many ways, the surface has only been scratched in terms of which business processes can be automated to provide significant efficiencies throughout an organization. Every day, creative knowledge workers are designing efficient and unique automated workflows with rapidly improving workflow management tools.



---

## Section 06

# About Integrify

---

### Our Mission

For over ten years, Integrify has been a leader in request and workflow management. Launched in 2001, with headquarters in Chicago, we've built a reputation for creating software with the customer in mind. Users value simplicity and integration. That has always been the focus of our product. Rapid distribution, broad scalability, and high ROI are goals that we are constantly reaching, only to again set the bar even higher.



## Our Mission

For over ten years, Integrify has been a leader in request and workflow management. Launched in 2001, with headquarters in Chicago, we've built a reputation for creating software with the customer in mind. Users value simplicity and integration. That has always been the focus of our product. Rapid distribution, broad scalability, and high ROI are goals that we are constantly reaching, only to again set the bar even higher.

We believe that our job is to ensure customer success by helping them to do more with more efficiency. We are constantly innovating to provide compelling solutions that are simple to use and adopt. We believe that we can work together with customers to build solutions to buck the status quo and make organizations more productive.

**Want to discuss your workflow management needs? We'd love to talk!**

[GET A DEMO](#)[SEE HOW INTEGRIFY WORKS](#)

