

Assignment

It is expected that each group:

- **Model the AS-IS business process**, i.e., design a detailed BPMN process model reflecting the current state of the process.
- **Deliver a Bizagi file** composed by the different processes modelled

Process suggested by the lecturers

The Company

Fims is a well-known retail company selling electronic and culture products. This company was found in 1998 and marked a turning point in the cultural and technological offer in Portugal. The company has stores open in Lisbon, Porto, Faro, Coimbra, Santarém, Torres Vedras, Braga and Évora. Presently, Fims has more than 100 employees working in different departments.



The company has a department completely dedicated only to the sale of tickets for shows (concerts, theatres, ...). This will be the focus of this project. Some dissatisfaction of customers and employees, as well as the inability to deal with some of the work, led the top managers to decide to analyze their processes in order to overcome these difficulties and increase its efficiency.

Order-to-cash (O2C)

The scope of this project is to understand, model, analyse, and redesign Fims ticket sales order-to-cash (O2C) process. Other processes exist within the company, e.g., Procure to Pay, Sustain and Retain, Opportunity to Order, which are, however outside the scope of this project. However, you may consider these in your project, making the proper assumptions. It is expected that you combine IT/IS with management changes that allows a redesigned O2C process.

The stores with this ticket sales department are Lisbon, Porto, Faro and Coimbra. Customers can buy tickets through different ways: physical store and call center. There is a call center in each of these 4 stores. Each store is open from 11:00 am to 7:00 pm every day. Each show has a specific period when tickets are for sale.

In one month, thousands of ticket purchases are made. In this specific case, we will focus on the Lisbon store (as representative of the others) and in the Lisbon call center. The Lisbon store receives around 100 ticket purchases per day and the call center receives 110, on average.

After a conversation with the managers, some information was collected regarding the problems that the department has registered. The company registered some customer dissatisfaction, namely in the inefficient and slow process of purchasing tickets. Sometimes, when buying tickets at the store, the employee is unable to serve all customers during regular

work hours, having to make more time to be able to serve customers or sometimes does not even attend them. And there are even customers who complain that they cannot be assisted at the call center, since the line is busy.

Order (tickets) registered at the stores

One way to purchase tickets is by going to one of the physical stores. However, not all stores include the ticket sales department, only Lisbon, Porto, Faro and Coimbra stores have this service. The customer can simply show up at one of the stores, without any prior reservation, within the opening hours of the stores. In this situation, the employee who is in charge of this work deals directly with the customer. When the customer arrives, he does not need to be registered in the store system to purchase tickets (represents 40% of the cases). However, since the company offers a 20% discount on the first purchase as a registration reward, the majority of customers who arrive at the store and are not yet registered, want to register at the moment. In these situations, the employee will have to register the customer in the system, which requires a set of information such as full name, address, telephone number, tax number and email. After the data is entered into the system (which takes about 1 to 1.5 minutes), the customer receives a message on his phone with the promotional code that he will have to show to the employee in order to apply the first purchase discount. The message is not immediate, and it takes about 2 minutes to reach the customer, resulting in wasted time. Registered customers (who are identified by the customer card or tax number), as well as those who do not want to register (15% of cases), do not need to go through this process, and immediately start with the purchase of tickets. The customer indicates the tickets he wants to purchase. The employee searches in the system for the chosen show and in case of stock still available (85% of the cases), offers the customer the choice of seats. After this process, the customer proceeds to payment where he receives an invoice to collect physical tickets at another sector in the store dedicated just to deliver the tickets.

There is 1 employee per store handling this process, receiving € 850 monthly salary. On average, this process takes 6 minutes to be performed, per customer.

Order (tickets) registered by phone

Since the tickets department are not available in all regions (representing only 50% of existing stores), customers have another way to purchase tickets, which is through the store's call center. There is a call center in each store where tickets are sold and, like the store, it is also available every day from 11:00 am to 7:00 pm.

Whenever a customer calls to buy tickets, he is answered by an operator who follows the same process as the physical store: the customer can be registered at the moment, or if he is already registered or does not want to register, he does not need to go through that phase. The customer indicates the tickets and quantities to be purchased and the operator sees in the system if there is stock availability, as in the physical store. In these situations, the operator indicates the area of available seats and the customer decides what he wants (it takes about 1.5 minutes). The tickets will be sent to the customer by one of the 3 available means: go to the store with the invoice (25% of the cases), by physical mail (5% of the cases) or by email (70% of

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the cases). The tickets are sent only after the company registers the payment for tickets, which has a maximum period of 24 hours to be carried out. The operator must register the type of payment in the system, as well as define the delivery method with the customer and adjust those details (it takes about 1 minute).

There are 2 call center operators, each receiving € 750 in salary. On average, this process takes about 5 minutes to be performed, per customer.

Order (tickets) delivery at the store

Regardless of whether customers have purchased at the store or at the call center, to collect tickets they have to go to a specific sector in one of the stores. The process is simple. The customer presents the ticket purchase invoice and the employee delivers them.

There is 1 employee per store handling this process, receiving € 850 monthly salary. On average, this process takes 2 minutes per client.

Order (tickets) delivery by email or post

In these cases, customers only receive tickets 48 hours after having contacted the company, in order to ensure that the payment is registered in the system. However, this situation of waiting more than 2 days to receive tickets leaves some customers dissatisfied. A company employee is in charge of sending emails with the tickets, as well as preparing a letter and putting the tickets in an envelope to be sent to the post office later (a postal worker will pick up the envelopes from the store). By email, customers receive tickets 48 hours after their purchase and by physical mail about 4 days later.

There is 1 employee per store where tickets are sold handling this process, receiving € 800 monthly salary. On average, this process takes 1.5 minutes per client, in the case of email and 2 minutes in the case of physical mail.

