

# New Charter Group How they saved £350K per annum!



Issue 33 // December 2017- May 2018

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## Welcome

With our new bi-annual format, we have a bumper Connector for you this issue.

The New Charter Group case study is particularly interesting, highlighting the extraordinary return on investment achievable from process improvement over just an 18-month period. £350K is very impressive by anybody's standards.

We also have a couple of articles each by Michael Cousins and Jo Dolton. Mike focuses on the future of the Triaster Platform and Jo on Triaster services. The future they describe is bright and coming on 1st February 2018, launch day for the Triaster Managed Service and 17.2. We would love to see you at our launch event and have included your invitation on the back page.

We have had a lot of new starters at Triaster in the last six months and are delighted to introduce them. Lynn Dudenhoefer deserves a special mention because she has been heavily involved in putting this Connector together - hence all the great content.

Enjoy!

Emma

**Emma Harris // Operations Director**  
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The key to customer satisfaction

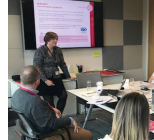
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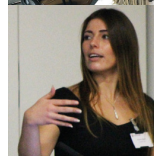
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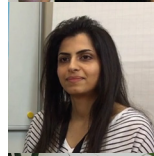
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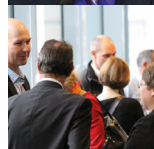
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# New Charter Group

How they saved £350k per annum!

Caught amid the many demands on us all, it can be a daunting task trying to identify inefficiencies and implement process improvement solutions. However in 2016, the New Charter Group, a housing association with properties in Greater Manchester and the East Midlands, became determined to identify their own process problems and work on finding efficient, effective solutions that would save their organisation valuable time and money.

It is fair to say that this was a great move. After only 18 months in the saddle of quality and business improvement, New Charter was not only rewarded with astonishing return on investment but also the Digital Technology Leaders Award 2017 for 'Digital Team of the Year'.

We are delighted that Emma Woodrow, the manager of New Charter's Service Improvement team, took the time to provide an honest and detailed account of the Group's success story.



**computing**  
**Digital Technology Leaders Awards 2017**



## Three initial challenges

In early 2016, the New Charter Group was confronted with three major challenges.

1. In summer 2015 housing associations were prohibited by law from raising the rents on their properties – at all. Given the fact that inflation continues to exist, in real terms this means a 15% reduction in revenue by 2019/2020.
2. This translated into a general reshuffling and restructuring procedure within the Group, resulting in a lack of resources and the inability to deliver on their paper-based processes.
3. The Service Improvement team wanted to improve tenant/customer satisfaction and the service that they provide, despite the difficult financial climate.

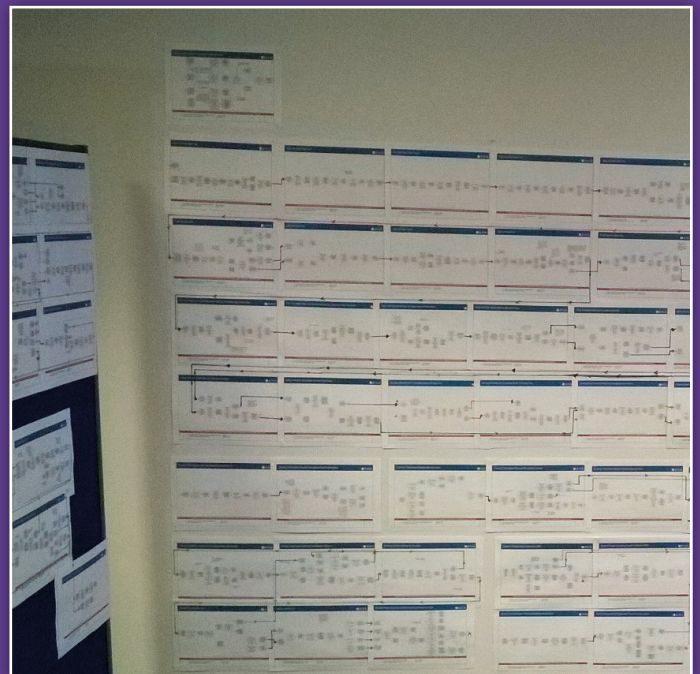
Clearly, these three problems required urgent action and smart problem solving skills. New Charter had previously only used process mapping on an ad-hoc basis, and the team was lacking significant process mapping experience. Emma Woodrow notes that what gave them the push they so urgently required was a BPM trial with Triaster, after which they decided to purchase the software platform.

Next thing they knew, the team found themselves process mapping the entire tenancy procedure from 'Keys-to-Keys'.

## The process mapping stage

Rather than just mapping out individual processes, New Charter's Service Improvement team wanted to map the entire Keys-to-Keys process, broken down in manageable sections. After trying to look for quick wins they recognised that changing one part of an end-to-end process can have unintended and negative consequences. There will always be knock-ons from other parts of the process not yet included in the primary process mapped.

Thus, they invited all the key stakeholders for the Keys-to-Keys process, to a process capture workshop. The team also went on job-shadowing excursions, to ensure that the processes as mapped were what actually happened in reality. Looking at it from a process improvement perspective, they were able to determine the data behind every activity, including properties such as duration, frequency, required resources, and pay band. Using a bespoke properties file developed by Triaster, they were able to automatically calculate the cost of every activity.



*The Keys-to-Keys process when first mapped*

Having mapped the AS-IS of the entire Keys-to-Keys process in about 280 process maps, many process improvement opportunities became visible. There were a great many handoffs and complexities in the process, giving rise for potential inefficiencies.

Starting to model the TO-BE, the Service Improvement team looked at ways of replacing paper-based processes with mobile applications, which they designed and specified to address the Group's key challenges and deliver reduced cost, reduced time and improved service.

To date, three processes have been re-engineered, supported by new mobile applications and the results measured.

## The rewards: extraordinary return on investment

With just three team members, and supported by Triaster, the New Charter Service Improvement team has already delivered an astonishing return on investment.

THE VOIDS PROCESS: SAVINGS OF **£120,000 per annum (62%) + £36,000 per annum**

THE ROUTINE TENANCY VISIT PROCESS: SAVINGS OF **£104,000 per annum (66%)**

THE SURVEYOR'S INSPECTION PROCESS: SAVINGS OF **£90,500 per annum (56%)**

While the first two processes were process mapped using both Microsoft Visio and the Triaster software – with the Visio maps imported into Triaster - the surveyor's inspection process was mapped exclusively using the Triaster software. This enabled the team to calculate on every single activity exactly what had been saved.

It is clearly visible that all the hard work and long hours were worth it. "It's been a steep learning curve", Emma Woodrow recalls, "which is why we bought Triaster E-learning at the beginning of 2017 – we just wanted to make sure that we could get as much help as we needed."



To hear Emma Woodrow, Service Improvement Team Leader, talking about their project please go here:

[tinyurl.com/tri-video-ew](https://tinyurl.com/tri-video-ew)

## Continuing continuous improvement

In light of such fantastic savings, it might have been easy to stop right then and there. Fortunately, the New Charter Service Improvement team have not. They have revisited the voids process and identified another £36,000 of savings per annum, **taking the total savings to £350,000 per annum**. In addition, another six mobile applications are being developed to enable another six re-engineered processes to be rolled out, meaning that significant additional savings per annum are in the pipeline.

It is the focus on continuous improvement that matters. Now the New Charter team is working on creating a higher level, less detailed Process Library for employee training purposes.

The team has also been sharing their experiences with others: their presentation on their process improvement journey at the Housing Quarterly Network conference in September 2017 was a huge success and inspired other associations to analyse their potential for process improvement.

Why is New Charter Group now sharing all of this information with us? In order for others to benefit and catch the process improvement bug, Emma Woodrow recommends opening up communication channels: "This age is all about going digital – honesty and transparency definitely are the keys to success".

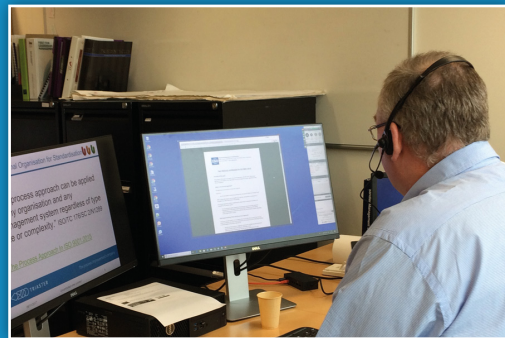
## Well done!

We at Triaster congratulate the New Charter Group on their hugely successful process improvement voyage. The astonishing return on investment is well-deserved. We were not the only ones who think that New Charter is doing an outstanding job: their excellent work was rewarded with the Digital Technology Leaders Award 2017 for 'Digital Team of the Year'.

We are glad to have accompanied and supported the New Charter Group throughout this journey and want to thank Emma Woodrow for her warm words: "the support we got from Triaster was amazing, the speed invaluable. That made a massive difference; I would recommend Triaster to anybody".

## WEBINAR: THE PROCESS APPROACH TO ISO 9001:2015 CERTIFICATION

Our World Quality Day webinar on the new ISO 9001:2015 certification was a huge success! Mike delivered an insightful presentation on why a process approach is so important to achieving ISO9001:2015 and how precisely Triaster can help you achieve that.



In a nutshell, the webinar covered important concerns such as, what the ISO 9001:2015 process approach principle for quality management systems really means, and practical steps to taking a process approach and achieving ISO 9001:2015 certification.



Missed the webinar?

Watch the full video here:

[tinyurl.com/tri-process-approach](https://tinyurl.com/tri-process-approach)



# Proactive Customer Service

## The key to customer satisfaction



Jo Dolton // Customer Success Team

Over the past year or so, Triaster have introduced a new method of assessing our customers' satisfaction with everything we have to offer. Essentially, we have been working to further align our understanding of our customers' satisfaction, with the things that are important to them. We then work to ensure that we are providing the best possible service, as defined by each individual customer.

### PROACTIVE RATHER THAN REACTIVE

We at Triaster have long recognised that our customers' loyalty has to be earned each and every day. We absolutely understand why ISO 9001:2015 identifies a consistent focus on customers as the first of seven quality management principles.

What's been introduced over the last year or so, however, is that rather than taking a blanket approach, we now individualise a survey to our customers' expressed satisfaction criteria - so that we can then individually customise Triaster's delivery model to meet their specific requirements in future.



### EMPOWERING CUSTOMERS TO EXPRESS THEIR NEEDS

A customer's criteria may well change over time, which is why we schedule reviews to take place every six to nine months. There are no more than five satisfaction factors to decide on and then score each time. This way, it is a much less onerous task than filling out online forms.

We simply arrange a convenient time to talk through what the important satisfaction points are; (such as responsiveness, quality of support, etc.) and then later book another short call to review these and score them.





## TAILORED TO THE INDIVIDUAL

So far, the feedback from customers who have begun this process reveals that they have found it very useful. They appreciate stepping back from their day-to-day work in order to assess what they need from Triaster as a supplier. The questions that matter are the simple ones: for example:

- Do you appreciate regular catch up calls?
- Do you find our responsiveness to your queries most important or are you more concerned about our ability to provide a solid product?

Different organisations, teams and people come with different preferences and needs, so there is no point in Triaster insisting on constant calls with a customer who just likes to be left to their own devices – until they need help of course.

Equally, other customers who rarely find time to contact us about small queries or even support questions may love having a regular call booked-in.

## AS FOR THE RESULTS...

We are gaining a really good insight into what makes our customers happy and we are pleased to say that we are already scoring highly on the top priority for many customers, namely providing a high level of fast, friendly responses to any queries or support issues that arise.

Of course there are other areas that although we have scored fairly well, we do need to improve on – after all, we are all about process improvement.

The overall results from the first year are as follows, based on weighted scoring of most important to least important factors:

**85%**

**OVERALL SATISFACTION**

**4.3 OUT OF 5**

**AVERAGE SCORE FOR EACH FACTOR**

## TAKING PROCESS IMPROVEMENT SERIOUSLY

Triaster is always striving to improve and as we gain an even clearer understanding of what our customers care about, we can do so more effectively.

If you haven't already started the Customer Success process, please contact us at [customer.services@triaster.co.uk](mailto:customer.services@triaster.co.uk) and we will be happy to arrange the initial criteria set up with you.

# Triaster as a Managed Service

## The future is coming soon



Michael Cousins // Managing Director

In my Connector article entitled Continuous Compliance (issue 32), I introduced the ideas around Triaster's new hosted offering. I'm delighted to be able to report we have moved forward several big steps since then, and will launch the Triaster Managed Service on 1st February 2018.

The purpose of this article is to explain the Triaster Managed Service, how it will work, how it will differ from the traditional on-premise model and all the benefits it will deliver.

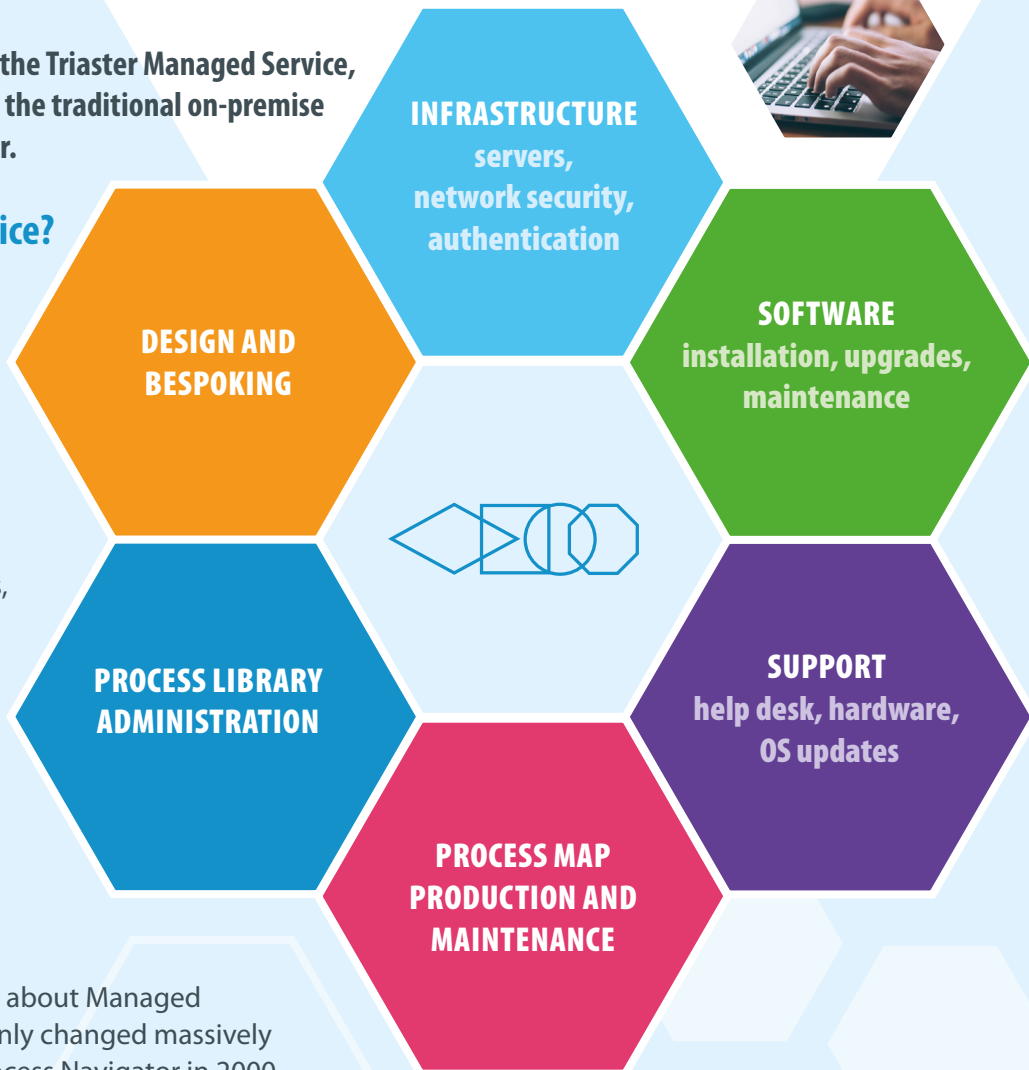
### What is Triaster's Managed Service?

Put simply, with Triaster's Managed Service Triaster will take care of all aspects of Process Library ownership in respect of:

1. Infrastructure (servers, network security, authentication, ...)
2. Software (installation, upgrades, maintenance, ...)
3. Support (help desk, hardware, OS updates, ...)
4. Process map production and maintenance
5. Process Library administration
6. Design and bespokeing

By way of a brief historical explanation about Managed Services, the software world has certainly changed massively since Triaster launched version 1 of Process Navigator in 2000 - back then, even Google was just a team of recent graduate students working from a garage! So much of what we take for granted now in the world of technology didn't even exist then, the first iPhone for example wasn't released until 7 years later in 2007.

One of the many technology revolutions we have had the privilege to witness from day 1 has been the birth and adoption of cloud computing. Cloud computing comes in many shapes and sizes depending on precisely what is being referred to, and it has given rise to a whole host of new terms such as 'SaaS', 'IaaS', 'hosting', 'web services', 'AWS', 'Azure' and increasingly more often 'managed service'.





In the Managed Service model, there is no software licence for the Process Library, it is simply a generic service that Triaster are offering, defined and delivered according to a Terms of Service agreement. Technically, the Managed Service can be thought of as a combination of 'Saas', 'IaaS' and mapping and support services.



## How does the Managed Service differ from the on-premise model?

Compared with the on-premise model, Triaster's Managed Service differs as follows:

	On-premises	Managed Service
<b>Agreement Length</b>	Typically 1 or 3 years	From as little as 1 month
<b>Notice Period for Termination</b>	3 months	No notice required, service automatically stops at the end of the agreement period
<b>Provisioning Effort</b>	Up to 2 days	Automated
<b>Lead Time from Order to Provisioning</b>	Up to 20 working days	Same day
<b>Technical Due Diligence Effort</b>	Significant effort to confirm Triaster will operate within client environment	Nil
<b>Legal Due Diligence Effort</b>	Significant effort required to review Software Licence	Typically nil
<b>Procurement Due Diligence Effort</b>	Significant because contract length and software Ts and Cs often require it	Much reduced
<b>Software Licence Requirements</b>	Required for each Process Library and each Process Navigator. Visio also required	None
<b>IP Ownership</b>	All maps are owned by the customer	All maps are owned by the customer
<b>Mapping Effort</b>	Typically sits with the customer	Typically sits with Triaster
<b>Hardware or Virtual Server Costs</b>	Can be significant internal costs for server provisioning	Nil
<b>Support Requirements</b>	Difficult and costly to support across customer firewalls. Multiple environments creates non-standard implementations, each requiring specific troubleshooting approaches	Simple, standard and uniform deployments lead to much reduced support demand and costs
<b>Security Model</b>	As implemented by the customer	Single tenant 'bank-grade' security which is ISO 27001 compliant baked into the architecture from the ground up
<b>Single Points of Failure</b>	Many and varied	None
<b>Cost Model</b>	Software licences per Process Navigator and per Process Library	'Pay as you go and for what you use' calculated as a multiple of the underlying Azure fee subject to a minimum monthly amount



The on-premise model suits organisations that do not want their data held in Azure, but in nearly all other respects, the advantages of the Managed Service model are compelling.

## What are the key benefits of the Triaster Managed Service?

Some of the major benefits of the Managed Service are:

- No Software Licence management required
- No installation or set-up required
- Costs are fundamentally aligned to end-user adoption rather than to Process Navigator users or Process Libraries
- Triaster, with our business partners, can optionally take care of all the mapping work for you
- No hardware, virtual machine or other infrastructure costs (storage, network usage etc.)
- No lengthy contractual commitments or capital outlay
- Trivially easy to scale up or down as required
- No cost use of a Publication Server cluster, massively reducing publication times and increasing publication robustness

## What if I want to draw and maintain my own process maps?

That is perfectly fine.

In the complete Managed Service, Triaster will produce your process maps, and all you need to do is approve them, and approve any subsequent modifications to them. In essence, our team becomes a part of your process discovery team, and we will attend on-site or work remotely as suits. We can work from source documents, team interviews, facilitated workshops and work observation as appropriate.

If you prefer to do this for yourself, then remember Triaster process maps are simply Visio drawings. As well as the standard Triaster template (which we can supply to you free of any charges) there are a number of approved Visio templates you can use such as Basic Flowchart, BPMN and so on.

Simply draw out the processes as you want them, store them in the Azure store, and Triaster will take care of the rest! All the maps will be published, linked, searchable and reportable within your dedicated Process Library within minutes.

If you are a business analyst, or work extensively with data, you might want to use the tools the Triaster team use to produce process maps and the various analysis reports available with the platform. Because these are locally installed software products, they sit outside the

Managed Service and need to be purchased separately – but this can be easily arranged and the install is normally complete in a matter of minutes.

### What happens to my maps if I end the Managed Service?

All the maps are owned by you, and at any time they can be downloaded to a file store within your organisation and kept permanently, edited thereafter and so on.

Ending the Managed Service only ends access to the on-line Process Library and any associated services.

### Are there any “gotchas”?

No, it really is as simple as it seems.

### When will the Triaster Managed Service be available and how much will it cost?

Pricing for the Triaster Managed Service will be subject to Microsoft’s Azure charging model and is being finalised at the moment.

The Managed Service is being launched on 1st February 2018 and will then be immediately available. We will e-mail everyone signed-up for Product Release e-mails on launch day and also warmly invite you to our launch event. For more information on this please see the back page, or e-mail [customer.services@triaster.co.uk](mailto:customer.services@triaster.co.uk).



Keep up-to-date with all Triaster Software Release info >>



[tinyurl.com/tri-sof-rel](https://tinyurl.com/tri-sof-rel)

### UTC AEROSPACE SYSTEMS TESTIMONIAL



**UTC Aerospace Systems**

MOTOR DRIVE SYSTEMS CENTRE

We were very pleased to learn that UTC Aerospace Systems in the Motor Drive Systems Centre (MDSC) Hemel Hempstead completed their AS9100 Revision D transition audit in November with resounding success. With advice from Triaster their team converted a wordy, paper based Quality Management System into a visual, easily accessible Business Management System that the whole business could not wait to use.

All of their team efforts were validated at the audit closing meeting, where their external assessor gave the team the highest praise and wrote the following into their report:



#### Strengths and Good Practices

Business Management System shows excellent control of process maps, responsibilities, flow of information and the inputs and outputs expected. Considered to be industry best practice. Accessibility of AQMS information via the BMS considered to be very intuitive and easy to use with search functions.

A big shout out to the UTC Aerospace Systems team in MDSC Hemel Hempstead for the great planning and teamwork! Well done and keep it up.



# T.U.G. News

Linda Spinks presents the latest news from the User Group

Linda Spinks // User Group Chairperson

## User Group meeting in October

WE TELL YOU

We were delighted to see some new faces at the User Group meeting in October. Many thanks go to Eva at Equifax UK for hosting the meeting at their Leeds offices. As per usual, we had some interesting conversations and it was an excellent day. We hope to see even more new faces at the next meeting.

## Presentation by Eva Newberry – Equifax UK



Eva explained how Equifax adopted the Triaster solution in 2016 and that they are now going out to the much wider business globally. Eva talked through their new User Guide for HUB as this shows all the new features of the system and how she is communicating across the business. She provided some background of the BPM challenge and why systems often end up unused, then elaborated on the fact that Equifax do already use IBM Blueworks in the US, however working within such a heavily regulated environment and with stricter UK requirements, this is just not suitable.

The structure of the Equifax system needed to change in line with GDPR requirements, which is why Eva has

recently worked with Triaster’s web designer to get a new overall design that would work for everyone. Originally built for Global Customer Services, the new design incorporates a high level entry page to the separate libraries – one for each country, meaning that they can have country specific content and be managed locally.

*Eva’s presentation slides are currently unavailable due to security restrictions.*



To see Eva’s webinar given at PEX BPM Live 2017: Equifax UK: Improvement at the centre of our business please click here:

[tinyurl.com/tri-plex](https://tinyurl.com/tri-plex)

## Workshop 1 - Process Improvement – who uses Triaster for this?

This subject was raised by me as I wanted to know if anyone is using Triaster as a platform for Process Improvement activities rather than just a QMS. I talked about how I’ve just started running a Lean course internally within the Operations office and so far have trained 40 people. Within this course I have been showing a video example of process improvement



within Western Union and so showed part of it, to set the scene for this workshop, as it clearly allows you to see how some processes are far too lengthy and tedious considering what could be done. The example shown following improvement activities went from taking 19 days to 22 minutes!

There were many discussion points following this but the most prominent was from Emma Woodrow at New Charter who confirmed they run two Process Libraries, one for business as usual - which hosts the 'To Be' maps once they are approved - and then a more detailed Business Improvement Library that the team use for streamlining projects.

**For more on this please read the New Charter case study. See page 2**



## Update from Triaster

Jo Dolton and Carma Evans provided a short update from Triaster. You can see their presentation slides on the User Group secure page (please contact [customer.services@triaster.co.uk](mailto:customer.services@triaster.co.uk) if you do not have the log-on details for this page).

Jo talked through the fact that Triaster's team is changing slightly, but services to customers essentially continue as before. All Design, stencil and technical



assistance will come directly from Triaster's Customer Success team and it is only onsite services that will be provided by Paul who is now employed directly by Libreea; Triaster's services partner lead by Victoria who then spoke of the origins of the company and what she is looking to achieve.

Carma talked through the current status of Development and the Feature Requests due to be reviewed shortly. Also functionality coming soon - V17.2 is now in testing:

- Hyperlink integrity report
- Faster publish times

**For more on Triaster Platform version 17.2 please see the article on Triaster Software Development. See page 15**

Next round of Development likely to include:

- Web interface (GUI) on Properties.xml
- Identify new maps that have been published to a site in the publication e-mail and in the Menu Editor

## Workshop 2 - Ratio of mappers within an organisation

Damian from Menzies Aviation explained that he was just coming up to budget time and wanted to get an idea from everyone on the numbers of mappers they have access to within their organisations.

Some key points were:

- The University of Cambridge has 9 in total but none of them are full time. We try to ensure they go through some internal training and then when possible attend the 2 day Triaster course.
- At NG Bailey, Steve is really the only user mapping/administering the system. Although it's not the mapping itself that takes time it's the thinking through a process.
- Mick from Galliford Try suggested that it helps to know what money the business is losing before you can justify the time/resources required to map processes.
- A common point raised was that there usually needs to be a business case for people to attend workshops and be given the time to work around the business.
- I mentioned how I now create a 2-pager to show what is required and who is required for any project and ask the stakeholders what the target is, then I can scope the BA time required.
- In many circumstances it was discussed how often money is not spent on quality until something goes wrong.

If you would like to host a meeting, or have any questions about the User Group please drop us an e-mail to [user.group@triaster.co.uk](mailto:user.group@triaster.co.uk)

YOU TELL US



[user.group@triaster.co.uk](mailto:user.group@triaster.co.uk)



## NEXT MAIN UK USER GROUP MEETING

The next User Group meeting is likely to be hosted by UTC Aerospace Systems at Triaster's offices on 21st March 2018. If you are interested in attending this meeting, please either e-mail [customer.services@triaster.co.uk](mailto:customer.services@triaster.co.uk) or once the date is agreed you will be able to register via the Triaster website here [www.triaster.co.uk/connector-events-user-group.php](http://www.triaster.co.uk/connector-events-user-group.php)

We have yet to agree a date for the next US User Group meeting. If you would like to register your interest in attending the next virtual meeting, please contact Jo Dolton on [customer.services@triaster.co.uk](mailto:customer.services@triaster.co.uk)

Please remember to raise any community questions on the User Group forum on LinkedIn. The forum can be both clicked to from the User Group's Secure page and via this link:



Visit the User Group Forum  
[tinyurl.com/tri-user-group](http://tinyurl.com/tri-user-group)

If you aren't already a member of this group, please simply request to join and the group owners will approve your request.



# Triaster Software Development

## Triaster Platform Version 17.2

Michael Cousins // Managing Director

The Triaster Platform version 17.2 is being released 1st February 2018. The release will mark a big step forward for Triaster and we recommend that all customers upgrade as soon as practicable after this.

Looking firstly at the major benefits of version 17.2, these are:

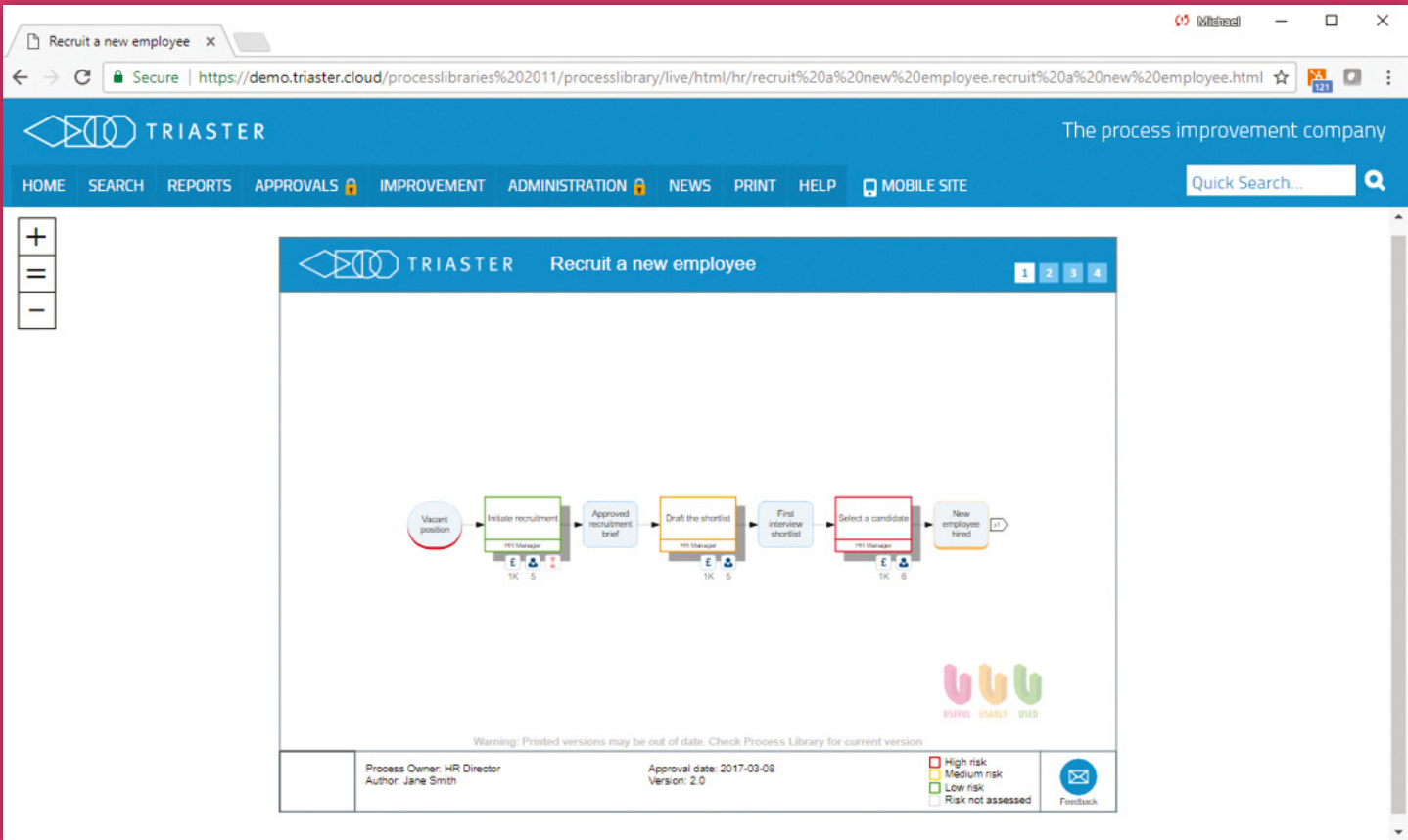
- 1. One click upgrade to SVG
- 2. Publication performance enhancements
- 3. Launch of APQC Process classification framework

### One click upgrade to SVG

VML has been deprecated by Microsoft and Microsoft are actively encouraging users of VML to migrate to SVG. Please see [https://msdn.microsoft.com/en-us/library/ee384217\(v=vs.85\).aspx](https://msdn.microsoft.com/en-us/library/ee384217(v=vs.85).aspx) for more detail on this.

VML has been used by Triaster since it was first introduced, and many customers will be familiar with the VML interface.

Contrast the above diagram with an example SVG map:



The data widget has been replaced, and the data view is now achieved by clicking on an object.

The screenshot shows the same web browser window, but with a detailed data view for the 'Draft the shortlist' step. The view is titled 'Hyperlinks' and 'Properties'. The 'Hyperlinks' section contains a link to 'Draft the shortlist.vsdm'. The 'Properties' section includes a 'Hide Empty' checkbox and a table with the following data:

People and Organisation	
Responsibility	HR Manager
Accountability	HR Director
Consulted	Manager
Informed	Director
Risk Management	
Risk Level	Medium Risk
Risk Description	Enter risk description here
Performance Measurement	
Total Cost	515
Opportunities	
Is this Activity a bottleneck?	No
Business Analysis	

The URL at the bottom of the browser is <https://demo.triaster.cloud/processlibraries%202011/processlibrary/live/html/hr/draft%20the%20shortlist.draft%20the%20shortlist.html>.



All customers are strongly encouraged to move to SVG as this will give the widest browser compatibility, and it is likely at some point that future browsers will simply stop displaying VML at all.

17.2 makes this incredible easy to do, simply set the Publication Format to one of the 2 SVG options.

## Publication enhancements – we’ve witnessed an 80% performance gain!

Publishing is a process that requires Visio to open a map and save it in a HTML format. This seemingly simple step can sometimes fail for many reasons, for example:

- The map is in some way corrupt
- The HTML file name of the map is too long for the OS to cope with
- Visio crashes
- There is a hierarchy circularity condition

The time taken for Visio to load the map and save it can stretch to minutes.



We have worked this year to try and minimise the need for Visio to open the map at all, and in 17.2, by selecting SVG – Triaster, an alternative publish method is used that does not require Visio to produce the HTML. In testing, we have seen dramatic performance gains as a result of this, with publish times reducing by as much as 80%! The publish is also much more robust because the bulk of publication issues that currently exist are mainly caused by Visio failures.

There may be subtle interpretation differences between the Triaster and Visio publishes, for example in gradient shading, that are significant to you. Therefore we have retained the option to use Visio as the publication engine. You can swap from one to the other and see which works best for you.



In testing, we have seen dramatic performance gains as a result of this, with publish times reducing by as much as 80%!



 **To work with the framework, please follow the guidance given here:**  
[tinyurl.com/tri-frameworks](https://tinyurl.com/tri-frameworks) 

*The linked page also gives you links into sample framework libraries Triaster has created with various configuration options.*

Although we have reduced the need for Visio to be used during a publish, we haven't yet been able to completely remove it. Therefore, for customers that have their maps stored on an Azure file store, customers can take advantage of a Publication Server Cluster. This is a set of servers maintained by Triaster that can process your files in parallel, again significantly reducing publication times and improving resiliency.

## APQC Process Classification Framework

We are delighted to be able to report Triaster's implementation of the APQC Process Classification Framework will be released with 17.2, entirely free of charge to all customers.

The framework is large, comprising over 1600 separate process maps in some cases! Triaster's implementation includes both the menu file and the placeholder maps, and these can be generated to fit in with your custom branding.

The framework is important because it gives all Triaster users the possibility of a baseline to compare the process hierarchy in their own organisation against a comprehensive, independently developed framework.

Not all processes in the framework are relevant to all organisations, but a great many of them are. Instead of needing to figure out a hierarchy from scratch, this framework can get you up and running in a few hours instead of (in many cases) a few years!

We will be developing more frameworks over the coming months, and are very pleased we have already reached agreement with the TM Forum to implement the eTOM Business Process Framework ([www.tmforum.org/business-process-framework/](http://www.tmforum.org/business-process-framework/)).

17.2 has taken big steps forward in making publishes more reliable, faster and more scalable with the Triaster SVG format. Alongside these improvements, we have implemented the full AQPC framework which is available free of charge to all customers – the framework is the perfect way to take advantage of the improved publish!

## Other benefits of version 17.2 are:

- **Local Help.** All Help will be now installed locally.
- **Hyperlink Integrity Checker.** On each publish, a check will be made of all hyperlinks in the site, and a report produced summarising the result. The report can be accessed using the Administration > Hyperlinks Report tool.

Version 17.2 will be launched on 1st February 2018. An e-mail will be sent to anyone signed-up for Product Release e-mails. If you haven't already, please click on the button below.

**Keep up-to-date with all Triaster Software Release info >>**  
 [tinyurl.com/tri-sof-rel](https://tinyurl.com/tri-sof-rel)

# Looking at Libreea

Triaster's new sister company offering clarity, focus & balance



Jo Dolton // Customer Success Team

## LIBREEA

As you may know Triaster has expanded the breadth, depth and scope of our on-site professional service offerings by investing and committing to an improved and energised partner model. Essentially, we are convinced that a partner delivery model provides a 3-way win for Triaster, our customers, and our partners.

### In a nutshell: project Libreea

Victoria Glancy (Libreea's MD) and Paul Elson-Vining (Principal Consultant) – whom most of you would already know – now deliver the full range of non-technical Triaster services.

So, for existing customers with whom we have a current professional services commitment, delivery can happen in exactly the same way as always, using exactly the same people and the exact same approach.

Continuity is 100% guaranteed, it is business as usual for all Triaster customers.

In terms of the full range of services that Libreea deliver, Victoria and Paul divide them into three main segments - all focused on increasing business efficiency and facilitating the steps from AS:IS to TO:BE.

1. **Clarity:** process capture to identify core business activities
2. **Focus:** action plans to align processes to business goals
3. **Balance:** communication and culture change to empower and engage employees





Paul is certainly well prepared for this process mapping workshop...

## Partner hub

Going forward, Libreea can be viewed as the proactive hub for Triaster’s partner organisations, which include (but are not limited to) RightCue (Cyber security and GDPR readiness), Nick Bettes Consulting (Business Strategy) as well as BlueHawk Consulting (US-based Management Consultancy).

- Ensure continuity of on-site professional service delivery for Triaster customers
- Grow a thriving community of Triaster partners
- Grow the total amount of on-site professional services delivery to Triaster customers that are delivered through the partner network

## Making positive changes

To really get behind this, we are making positive changes in Triaster, to align totally to the model of on-site delivery through partners. We are investing heavily in the development and maintenance of learning resources, accreditation approaches, partner recruitment, partner development and partner management, and Libreea has been established to:

## Triaster & Libreea

Triaster & Libreea can be thought of as sister companies, to help ensure continuity and delivery excellence, Triaster’s MD Mike Cousins serves on the Board of both companies, and I know he can’t wait to see the exciting new opportunities this way of working will create.

**Would you like to know more?**

**Contact Victoria Glancy or Paul Elson-Vining**

 01183 800856

 [www.libreea.co.uk](http://www.libreea.co.uk)

 [info@libreea.co.uk](mailto:info@libreea.co.uk)

# Meet...Atiyeh Sharifi

Inbound Marketing Assistant



Atiyeh joined the Triaster family in July 2017, and immediately became an integral part of the marketing team. As the Inbound Marketing Assistant she focuses on sharing Triaster's process improvement knowledge, managing Triaster's social media outputs as well as being an absolutely splendid camera woman.

What we love most about Atiyeh is her bright and innovative mind, team spirit, as well as her great sense of humour. When we asked about her role with Triaster, here is what she said:



At Triaster, I can develop my skills in marketing by trying different things and working hard in a friendly environment.

## Fact File

**Joined Triaster**  
July 2017

**Before that**  
Worked in customer service

**Professionally most proud of ...**  
The knowledge that I've gained in my MSc Marketing and Brand Management

**Hobbies**  
Landscape & Macro photography, fitness and reading motivational books

**Likes**  
My camera, Persian food, coffee, nature and the countryside, beach sightseeing and listening to the sound of waves, my friends, going on holiday and travelling

**Dislikes**  
Cold weather, snakes and Sunday evening

**Everyone at Triaster will always remember...**  
Atiyeh gets up ridiculously early



To see Atiyeh introduce herself, please go to:

 <https://tinyurl.com/tri-team-atiyeh>

# Meet...Connie Hough-Robbins

Technical Apprentice



In March 2017 the Triaster family was delighted to welcome Connie, our new technical apprentice. Blessed with a natural aptitude for computers, Connie supports us all the way throughout our everyday hardware and software struggles.

As if that wasn't a tough enough job already, Connie also studies a Level 3 extended diploma in ICT Systems and Principles and will complete her qualification by the end of March 2018. We all enjoy her warm nature and can do attitude, as well as her invaluable passion for the complex world of soft and hardware.

Naturally, we took the opportunity to ask Connie about her take on working for Triaster:



I enjoy all the people that I work with at Triaster, everyone is very welcoming and friendly. I particularly enjoy all the work that I do in support as I delight in meeting and talking to customers.

## Fact File

**Joined Triaster**  
March 2017

**Before that**  
Catering staff for 'At Your Service'

**Professionally most proud of ...**  
My tractor, ATV and telehandler licenses and joining Triaster of course!

**Hobbies**  
Playing League of Legends on my PC, horse riding and walking my dogs

**Likes**  
Dogs, tea, sushi, computers, DIY and cooking new (exotic) dishes

**Dislikes**  
Traffic, the Beatles, milky tea and horror films

**Everyone at Triaster will always remember...**  
Connie loves her crisps



To see Connie introduce herself, please go to:

 <https://tinyurl.com/tri-team-connie>




# Events Summary

## The full events list

Triaster and our customers host a number of events as listed below. Many of these events are free of charge; all deliver great value. All Triaster training courses can also be delivered on-site, if you would like to discuss this further, please contact us by calling: +44 (0) 870 402 1234 or e-mail [customer.services@triaster.co.uk](mailto:customer.services@triaster.co.uk)

Please do remember to register if you plan to join any of our webinars.

Date	What is the event?	Who benefits from attending?	How will I benefit?	Location
Dates to be agreed on request	<b>Why Triaster? - Webinar</b>	Anyone interested in managing and improving their business processes	A top level introduction to the Triaster Platform. This short webinar gives an introductory tour of a Triaster Process Library and a high level explanation of how the Triaster systems enable effective management and improvement of business processes.	Webinar
Dates to be agreed on request	<b>Achieving Better Processes and Systemic Improvement - Webinar</b>	Anyone needing to implement continual improvement in their organisation	Are you struggling to find the tools to help drive continual improvement in your organisation? Using the Triaster Platform, we will explore how to drive down costs and inefficiency and drive up quality.	Webinar
24th & 25th Jan 2018	<b>Triaster 2 Day Training - Creating Maps for Your Library</b>	Anyone needing to map their processes	This training course covers the basic software skills needed to create process maps with Process Navigator and publish them to your Library.	Triaster HQ, Oxfordshire
1st Feb 2018 	<b>Triaster Managed Service and 17.2 Launch</b>	All Triaster Customers, Partners and Evangelists and members of the Triaster Community	Please join us for the launch of the new Triaster Managed Service, as well as 17.2 features and meet our new team members whilst enjoying a delicious lunch.	Partridge Inn, Wallingford
21st Feb 2018 22nd Feb 2018	<b>ISO 9001:2015 A Process Approach: presented by Michael Cousins FCQI</b>	Anyone wanting to achieve ISO 9001:2015 certification	With time ticking towards the deadline for transition to ISO 9001:2015 in September 2018, Michael Cousins explains what the ISO 9001:2015 'process approach' really means. He explores how, although the process approach principle for quality management systems has been around for many years, it hasn't necessarily been understood or implemented as intended. He also explains how process mapping can and should be about predicting the results of change – not just an exercise to achieve ISO certification.	21st Feb 2018 CQI Gloucester Branch  22nd Feb 2018 CQI Thames Valley branch

Date	What is the event?	Who benefits from attending?	How will I benefit?	Location
14th Mar 2018	<b>Processes Drive Growth</b>	Small business owners (5-20 employees) with the problem of stalled business growth	Libreea and Nick Bettes Consulting will hold a joint workshop providing practical advice on why documented, repeatable processes are the platform for a scalable business.	Holiday Inn Reading South
21st Mar 2018 TBC	<b>UK Customer User Group</b>	All Triaster Customers	A great opportunity to meet customers from a variety of industries and share your views and experiences of Triaster.	Triaster HQ, Oxfordshire
TBA	<b>Customer Feature Review - Webinar</b>	All Triaster Customers	If there is an area of the Triaster Platform that you would like to run through, either for the first time or to gain a better understanding of how to use it, these webinars are for you.	Webinar






## Libreea & Nick Bettes in Reading: 'Processes Drive Growth'

**14th March 2018**  
**Holiday Inn Reading South**

On Wednesday 14th March from 9-12 (tbc), Libreea and Nick Bettes Consulting will hold a joint workshop at the Holiday Inn Reading South (Junc 11).

The 'Processes Drive Growth' event will predominantly focus on how documented, repeatable processes make your business scalable. The workshop is tailored to small business owners (5-20 employees) with the problem of stalled business growth.

Based on the main objective to teach participants how identifying key processes will allow them to

delegate successfully, this event revolves around providing practical advice on why documented, repeatable processes are the platform for a scalable business.

If you want to register before the event goes live on Eventbrite in January, you can enquire via Libreea's contact form and Libreea will get back to you in no time!

Enquire about 'Processes Drive Growth' here: [www.libreea.co.uk/contact.php](http://www.libreea.co.uk/contact.php)





# BEST OF BLOGS - 6 specialists share their expertise with you



Brad Fagan // Content Marketing Executive

## OUT SOON: EXPERT BLOGS ON PROCESS IMPROVEMENT SOLUTIONS

Here is a short preview of what subscribers have to look forward to on the Triaster blog.

### 8 Innovative Problem Solving Steps to Organisational Effectiveness

by Lacides Castillo, MD of 'Business Solutions Consultancy'



Nowadays there is an explosion of information that complicates both a problem's context and understanding, thus making the right decision becomes even more difficult. For a business to survive and grow in a competitive global market requires the focus to understand and satisfy the customer need...

I never stop contacting BPM experts and influencers and asking them to share their take on Process Improvement solutions to rather complex issues with the Triaster community.

### Breaking Down Silos and Building up Quality Systems - The Deming Effect

by Allen Scott, Management & Quality Consultant

This paper will attempt to tackle the age old problem of breaking down silos in industry, government, and education and building up quality systems that produce winning scenarios for all involved. Silos are a barrier to improvement and organizational development. This style of management is based on hierarchy and command and control. Where did it originate? ...



### Process Improvement Methods for the Physical Security Industry

by Ollencio D'Souza, MD at 'Technology Care'



The physical security industry would gain much from understanding workflow and process mapping because it makes it easier for the industry to understand the cause and effect of any introduced process or technology on operational effectiveness. Process mapping is an opportunity to understand current practices...



Visit the Triaster blog today: [blog.triaster.co.uk/blog](http://blog.triaster.co.uk/blog)

## TRIASTER'S MOST POPULAR: CLASSICS YOU MAY HAVE MISSED

It has been a busy six months – so if you missed our most popular blogs, make sure to check them out on our website.

### The Process Improvement Catch 22: The Law of Unintended Consequences

by Terry Giles, Consultant at TerryAG Consultancy

There are many ways that process mapping can be used in an organisation to improve how that organisation works, but the one use that I have found to be the most productive is to model the 'what if' scenario. The law of unintended consequences comes in to play in too many efforts to drive improvement, particularly when improvements are driven on a local basis...



Read the full article here: [tinyurl.com/tri-blog-catch-22](https://tinyurl.com/tri-blog-catch-22)



### 20 Business Improvement Experts Share Their Golden Rule for Successful Business Improvement Projects

Recently, we asked 20 respected Business Improvement experts to give their view on the number one golden rule for achieving success with any Business Improvement project. A common trend between our experts was the importance of people: getting buy-in from all those involved was probably agreed to be the most important rule by a majority of Business Improvement experts. Below you can find a few excerpts:



Read the full article here: [tinyurl.com/tri-blog-golden-rule](https://tinyurl.com/tri-blog-golden-rule)



“ You can talk about change and improvement all day long, but until the improvement or change is written down and understood, the improvement or change will happen very slowly if at all. That is why process mapping is so important. Not only does it tell a story, it also shows the story.

Steve Moore  
Risk Manager, Microsoft



“ My golden rule for any business owner seeking to improve their business, is to develop the ability to always focus their attention on what really matters to progressing the completion of key tasks involved in achieving specific goals; goals which must be aligned towards establishing and maintaining momentum in terms of revenue growth and business profitability...

Daniel Watson  
Founder and Affordability Manager  
SME Online Solutions



4

5

6



Visit the Triaster blog today:  
[blog.triaster.co.uk/blog](https://blog.triaster.co.uk/blog)

# Community Round-Up

What's going on?



## VICTORIA IS GETTING MARRIED!

*Congratulations to both Victoria Glancy and her soon-to-be husband James who got engaged in the summer. The wedding bells will ring in July 2018, we are so excited for you guys!*



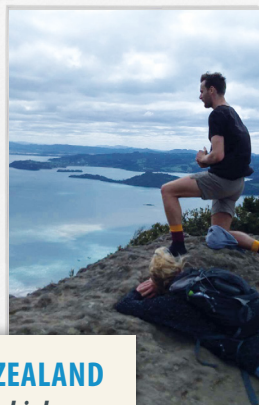
## DAN MEETS VINCENZO NIBALI AT PASSO SELLA IN THE DOLOMITES

*Just in case you were wondering, Dan (our designer) is the one grinning like a Cheshire cat.*



## BRAD FINALLY RETURNS FROM NEW ZEALAND

*Brad left us behind in October to travel back to his home country. He and Lynn hung out with the family, went hiking in the NZ wilderness and successfully avoided getting eaten by Great White sharks. All Brad has to say after an entire epic month in Middle Earth: "Home. Home is good."*



## THE TRIASTER WORK WALK TO WITTENHAM CLUMPS

*Selfie or it did not happen!*



## A WARM WELCOME TO GILES, ALEX AND LYNN!

*We are delighted to welcome three new members to the Triaster team: Giles Green, Business Development Executive, Alex Marchant, Technical Apprentice and Lynn Dudenhofer, Inbound Marketing Executive.*

## GOODBYE JOHN!

*In November, we were very sad to say goodbye to John Blight, who has moved on after 21 years at Triaster. We miss him very much and wish him all the best for his future.*

# Invitation

## You're invited: Triaster Managed Service and 17.2 Launch!

1st February 2018



All Triaster Customers, Partners and Evangelists are warmly invited to the launch of the Triaster Managed Service and 17.2! We are very excited and will celebrate with you over lunch on 1st February 2018 at the Partridge Inn (near Triaster HQ in Wallingford).



 [partridgeinnwallingford.co.uk](http://partridgeinnwallingford.co.uk)

Please join us and be updated about the new Triaster Managed Service, as well as 17.2 features and meet our new team members, whilst enjoying a delicious lunch.

Simply e-mail [customer.services@triaster.co.uk](mailto:customer.services@triaster.co.uk) to confirm that you can make it.

We are really looking forward to seeing you.