



STARK achieves visibly better business processes with QPR

QPR's business process modeling and process mining capabilities enable STARK to eliminate process inefficiencies and bottlenecks.

From a strategic decision to reality

STARK is the largest retailer and distributor of building materials in the Nordic region. Over the years, STARK grew for decades to reach the status of market leader while its internal manuals, best practices and IT support struggled to keep up with expanding business. As a result, it became increasingly difficult to get a good understanding of how business processes worked and were supported by IT structures.

When management decided to launch a strategic initiative to streamline and digitize business processes in STARK's homeland, Denmark, it became imperative to start digging deeper into the current state of business processes and IT, as well as their respective requirements. To support STARK in this initiative, QPR was chosen as the preferred tool for its unique business process modeling and analysis capabilities that capture the needs of both business and IT.



"QPR has been an instrumental part of the plan to gain a holistic understanding of current business processes and IT structures, to implement a new ERP system Microsoft AX, and to have best practices and how-to-manuals on the ERP easily available to employees via the QPR online portal."

***Henrik Schriver
Senior Project Leader, Sales Excellence
STARK Group A/S, Denmark***

QPR as the preferred tool

Prior to choosing QPR, comparable tools were analyzed. One tool was deemed too rigid, too complex and too geared towards SAP in functionality; while another was too unstructured, resulting in 10 people modeling independent process models in 10 different ways. Then a colleague recommended QPR.



About STARK

- Website: www.stark.dk
- Employees: > 2,100 (in Denmark)
- Industry: Building materials

Challenge

To streamline and digitize business processes at STARK Denmark

Solution

To first model business processes and IT structures, then streamline and digitize processes using data-driven process mining techniques

Business benefits of QPR

- Easy access to business manual and best practices
- Effective way to communicate with employees
- Easy management and analysis of process interdependencies through central process repository
- Easy identification of process inefficiencies and bottlenecks

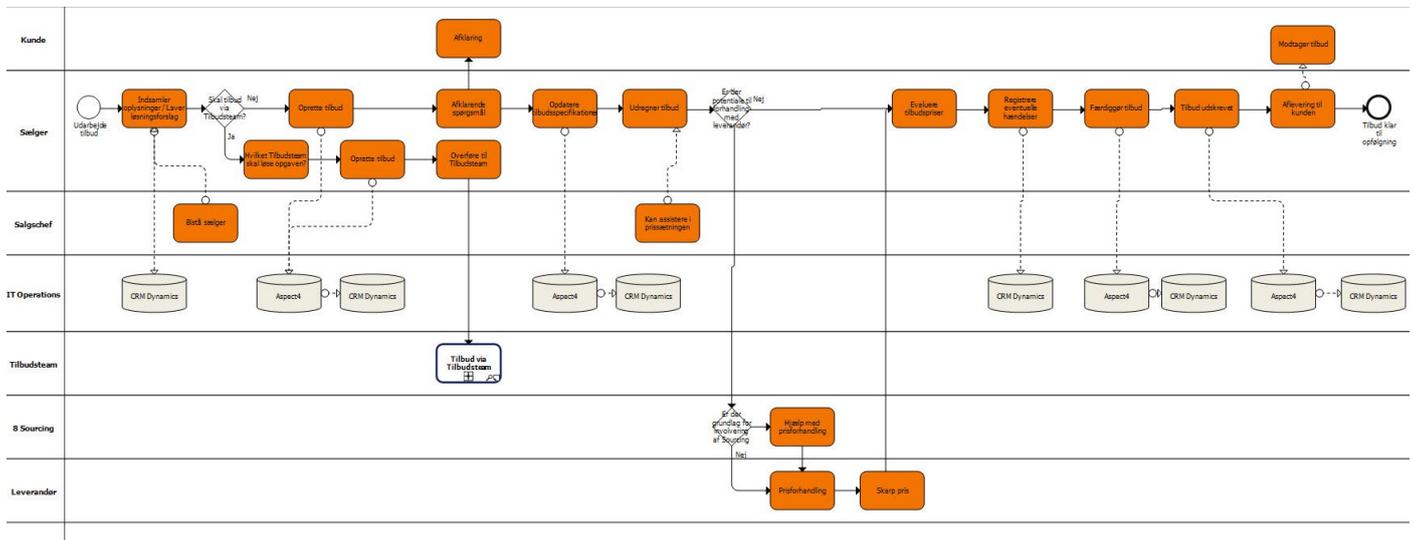


Figure: Processes modeled in simple BPMN notation showing interaction with IT systems. Screenshot from QPR ProcessDesigner.

QPR was chosen because it allows for business and IT to work together by modeling and analyzing the same process from their respective perspectives. What's even better, is that the tool comes with pre-configured process templates and views, and more company specific views can be customized. STARK chose a simple BPMN template, which was tailored to reflect STARK's company colors. Unlike other comparable tools, swim lanes are easy to model and can be dragged and dropped to desired order.

“QPR is easy to use. Why make things more complex than need be?” says Henrik Schriver, Senior Project Leader from STARK Group’s headquarters in Copenhagen.

Three-step implementation

The implementation plan consists of three major steps. The first two steps are completed, with the last step under way.

1. Gain a high-level understanding of business processes through workshoping and process owner involvement
2. Gather existing, unstructured process models made in Visio and structure them in QPR ProcessDesigner
3. Start to further optimize processes by using QPR ProcessAnalyzer to get data-driven business process insight from supporting IT systems

STARK created a team of 5-10 people to model processes, and a strategic department of 2 to digitize business. Project buy-in was achieved by identifying and involving process owners and end-users.

Creating process awareness helped instill a culture of process thinking, whereby processes are not silos, but an intertwined network of carefully planned actions. Any process change must be assessed in the light of its impact and alignment with other processes.

Results and benefits

As STARK began to unwind their business processes, they made many interesting findings that improved operating efficiency. For instance, the goods replacement system had been sending new goods to stores’ shelves too early in the goods’ order process, causing inventory problems and extra costs. This issue was solved by adding a data cleansing task in the process. These sorts of issues were discovered and resolved thanks to QPR.

With QPR, STARK was also able to analyze how the four IT systems currently used in the sales process should ideally support business, which will be useful information once the implementation of the new ERP system starts.

Process models are available for employee perusal in the QPR online portal and physically in a conference room, where employees can easily discuss, point and brainstorm improvements.

- Benefits from using QPR can be summarized as follows:
- Effective way to communicate with employees
 - Easy access to business manual and best practices
 - Easy management and analysis of business process interdependencies through central process repository
 - Easy identification of business process inefficiencies and bottlenecks

About QPR Software

QPR Software Plc (Nasdaq Helsinki) provides solutions for strategy execution, performance and process management, process mining and enterprise architecture in over 50 countries. Users of QPR Software gain the insight they need for informed decisions that make a difference. With 25 years of experience, 2 000 customers and over a million licenses sold, QPR’s products are highly regarded by industry analysts and customers alike.

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