



CedarCreek

SYSTEMS

A ROAD MAP TO BUSINESS
PROCESS IMPROVEMENT
AUTOMATION (BPI)

welcome

AGENDA

BPI roadmap

-
- **Meet our team**
 - **Renewal vs. Recovery**
 - **Developing a BPI Automation Roadmap and Plan**
 - Supply Chain & Procurement Process
 - Beverage Management and Inventory Process
 - Invoice Management Process
 - Invoice Payment Process
 - Labor & Scheduling Process
 - Cyber Protection Process
 - **BPI Road Map Process**
 - Prioritize
 - Current state
 - Discovery
 - Vendor selection
 - Transition planning
 - Deployment
 - Measure & modify
 - **Summary**
 - **Q&A**



RELATIONSHIP MANAGER

Caroline Cloninger

- Customer Engagement & Satisfaction
- Assistance with BPI Discovery
- Assistance with Escalations
- Established Customer's POC (90-day post project)
- Client Coordinator for Club CedarCreek
- New Partnership Engagement & Customer Awareness
- Internal BPI (including contracting process)



OPERATIONS LEADER

Prashant Saini

- Dedicated to CedarCreek
- Project Management
- Marketplace Supply Chain
- Project Life Cycle
- Technical Services
- Training Delivery & Coordination
- Communication
- Internal BPI: Creating independence by delivering excellence

RENEWAL VS RECOVERY

TRADITIONAL RECOVERY

Resumption of process with operational cuts and refinements.

- Repeat previous process
- Minor growth
- Budget and Plan achievement

RENEWAL

Making it new: Opportunistic.

- Business Process Improvements (BPI): Assessment, planning & budgeting, transition management
- Savings in time to support membership initiatives
- Saving in costs to support membership initiative



DEVELOPING AN AUTOMATION BPI ROADMAP

BPI automation

Cyber Protection
Process

Labor & Scheduling
Process

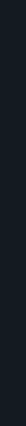
Invoice Payment
Process

Invoice Management
Process

Beverage Management
and Inventory Process

Supply Chain
Management &
Procurement Process

SUPPLY CHAIN MANAGEMENT & PROCUREMENT PROCESS





SUPPLY CHAIN PROCESS

Quality & Cost Management = Reduced Cost

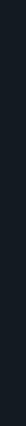
- GPO alignment to save money to be re-allocated
- Negotiated Suppliers, Products and Pricing
- No quality depreciation
- Recipe Management with supply chain
- Document Supply Chain to manage liability
- Use data for business intelligence to manage cost and quality

PROCUREMENT PROCESS

Efficiency, Quality, Cost & Accountability = Cost & Time Reduction

- On-Line Ordering & Approval Process to control costs and quality
- Accountability
- Reduce over and under-stock products
- Utilize automated detailed checkbook accounting principals & process
- F&B Inventory automation asset management

BEVERAGE MANAGEMENT & INVENTORY PROCESS



CONTROL, CONTROL & CONTROL



BEVERAGE MANAGEMENT PROCESS

Time and **Cost Reduction**

- Statutory Compliance: payment
- Payment Convenience
- More efficient ordering via order guides
- Automated Receiving into inventory (automation)
- CMS and procurement (inventory) interfaces
- Use data for business intelligence to manage cost and quality

INVENTORY PROCESS

Efficiency, Accuracy = Cost & Time Reduction

- Accounting compliance
- Significant reduction in time to order, take, receive and transfer inventory
- Outlet, event and storeroom consumption details
- Detailed consumption reporting
- Improved F&B Inventory asset management
- Advanced scanner technology
- POS integration from CMS POS to record consumption



INVOICE MANAGEMENT



AP 3-WAY MATCHING

Reduce Process Time & Errors, Increase Efficacy & Accuracy = Cost Savings

- Order, Receiving and invoice matching
- Configured Tolerance Levels and Reporting
- Interface Approved for payment vouchers into CMS/ERP and AP systems

CONTROL, CONTROL & CONTROL

INVOICE DATA INGESTION

Reduce Data Input Time & Improve Accuracy & Accountability

- EDI, manual and OCR data ingestion
- Interface/delivery directly into procurement AP 3-Way Matching system (BirchStreet)
- Interface/delivery directly into CMS/ERP and AP systems



INVOICE PAYMENT PROCESS

invoice payment

TOTAL COST CONTROL PROCESS

COMPREHENSIVE INVOICE PAYMENT

Eliminates all Check, ACH & Automatic Payments = NET reduction of Time, Postage & Stationery Costs

- Approved for payment file data from AP, CMS or ERP system delivered to processor via interface, report or file transfer (PIF)
- Provider pays all invoices utilizing cards, ACH and checks.
- Total elimination of costs involved with invoice remittance.
- Payment interface recorded in procurement system (BirchStreet)

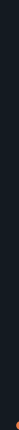


CARD PAYMENT SERVICES

Reduces Check Payments by transitioning check and ACH vendor to card vendors: Revenue share program, reduction of time

- Extensive CMS interfaces for payment data automation
- Significant revenue share for card payments
- Reduction of check writing

LABOR & SCHEDULING PROCESS



**RIGHT SIZE STAFFING
ELIMINATES OVER STAFFING,
SUPPORTING BPI INITIATIVE FOR
A COST CONTROL & SAVINGS**

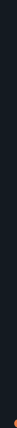


SCHEDULING PROCESS AUTOMATION

A guided process to manage labor

- Identify key operational metrics that correlate to staffing requirements: Forecasted Covers, Estimated Time Blocks, Catering Event Details (BEO data), dining room turns, Lounge Service, occupancy, ordering and receiving
- Associate staffing positions that correlate to the staffing requirements: Bartenders, servers, bussers, sous and line chefs, desk/registration, host, cleaners, laundry, purchasers and receivers
- Provide guidance metrics that guide scheduling by position and demand
- Avoids over and understaffing by providing guidance for “right size staffing”
- Money and time is appropriated to achieve optimal staffing for membership and operational efficiency

CYBER PROTECTION PROCESS



cyber protection



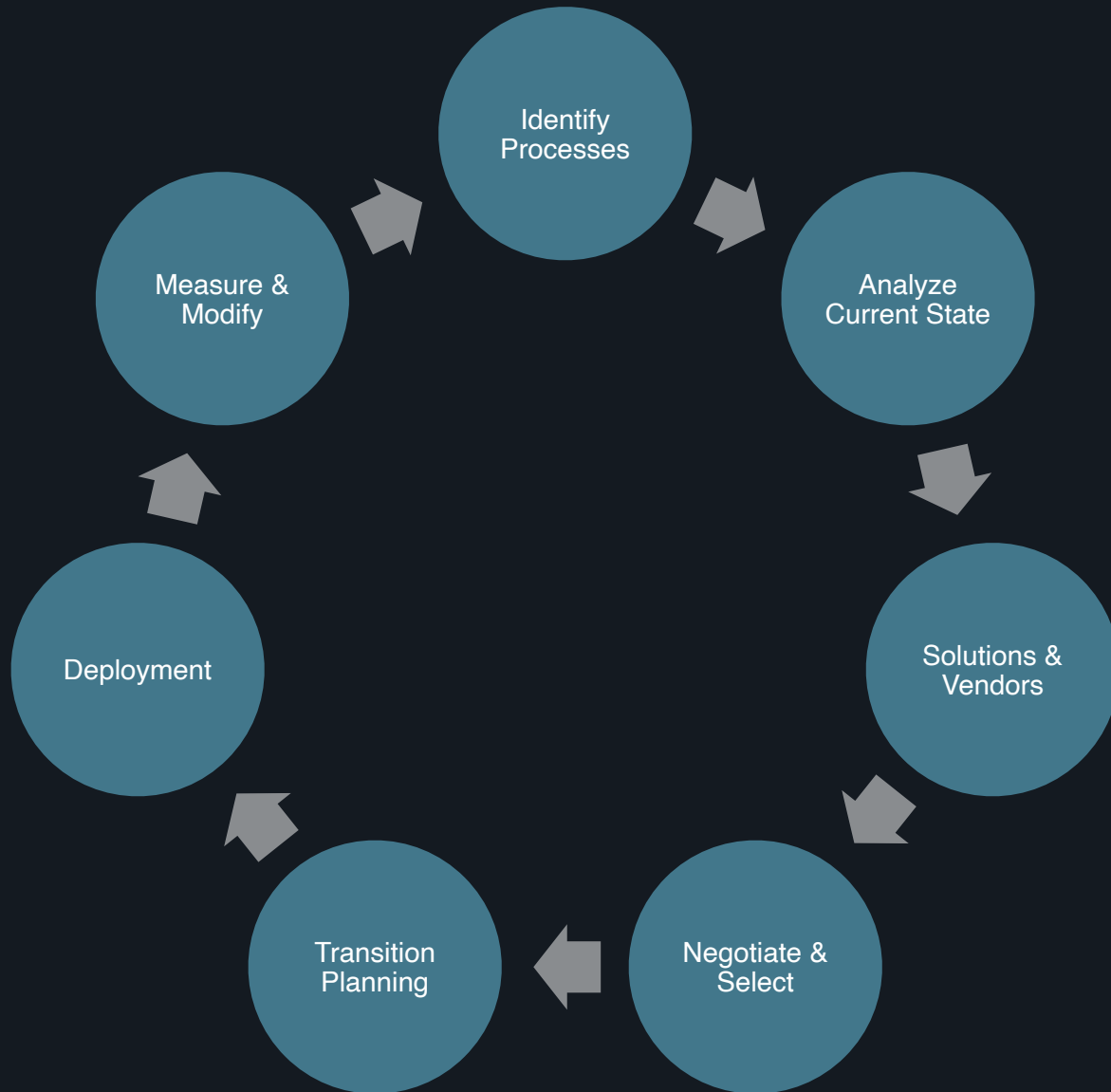
CYBER PROTECTION PROCESS

Improve cyber to protect club, B.O.D., executives and membership liability and integrity

- Outsourced penetration and vulnerability testing: reduction of internal IT time
- Possible reduction in insurance costs
- Improves protection of membership personal data
- Increases protection of liability of executives and board members

**PROTECT
YOUR MEMBER
DATA
INTEGRITY &
LIABILITY**





BPI ROADMAP PROCESS: 3 YEAR MAP

In a state of renewal, internal business processes should be evaluated for efficiency and efficacy. The results of this internal process review will be prioritization.

Over a three-year period, the map will change to accommodate new learnings and product availability, but the road mapping process will remain intact.

There are seven critical steps in a road map plan: Process identified, analyzed, solutions imagined and vendors identified and vetted, vendors selected and contracted, transition planning, deployment and continual improvements and measurements

Like all maps, the starting point is now, and the end is sometime in the future. **Renewal starts now.**

IDENTIFY PROCESS



OBJECTIVE

Prioritize

The club must identify the business process that offers the greatest potential of savings in labor or expenses. In order to achieve that goal, each business process must be carefully evaluated.

Once the business process is identified, the analysis begins.

CURRENT STATE



OBJECTIVE

Analyze Current State

Conducting in depth analyses on a business process is an essential part of BPI. It requires process mapping including approval routing, time, costs and outcomes.

Gathering and assembling all of the expertise and data on any business process is a process in and of itself and vendors and research, internal team assignments and external resources should all be considered.

SOLUTIONS & VENDORS

BPI roadmap process



OBJECTIVE

Discovery of Solutions & Vendors

After you identify your priority business process to improve and understand the current state, it is time to begin to look at the future state. What are the solutions that are available to optimize the BPI for the club?

Most of the time, previous experience from your internal team, supported by the expertise of “best in industry” vendors will provide deep expertise in the available solutions.

This is the time to open the club to discovery from team members and current and known vendors. Planning the BPI requires active discovery and engagement.

VENDOR SELECTION



OBJECTIVE

Negotiate & Select Vendors

One of the most critical decisions in the process of automating business process improvements is the determination and selection of best vendor.

This is where forward thinking about the roadmap approach of “renewal” makes a big difference. In automation to support BPIs, the keys for successful vendor selection include process connectivity, reliability, industry knowledge, consulting approach (in lieu of commission approach), transition management, project management and support, relationship management, functionality, features and services, commitment and knowledge. While pricing is a component, buying the least or most expensive solution is not an indicator of success.

TRANSITION PLANNING

BPI roadmap process



OBJECTIVE

Transition Planning

The beginning of a BPI is the end of a business process. Each new process required a deep understanding of the stages of transition to succeed. Transition is disruptive and a deep transition plan is essential in the roadmap.

Transition is more than 90 days. It is more than collaboration. It is more than implementation or deployment. It is more than training. Transition management engages all stakeholders to effectively improve a business process from which many are entrenched.

DEPLOYMENT



OBJECTIVE

Deployment

Deployment is the stage that a transition plan serves. This is where any cracks or defects in the transition plan begin to manifest.

A good project plan will be shared and executed by the vendor, but the real work must be in the management of the plan by the club.

Deployments may include any or all of the following elements: configuration, development, tangential vendor (third party) engagement and alignment, template completion, data gathering and submission, data migration and conversion, training, UAT, QA testing and “go-live” or deployed. Moving to a 60-90 post go-live support to ensure a successful deployment is frequently a component of deployment.

A successful deployment is the outcome of planning and execution.

MEASURE & MODIFY



OBJECTIVE

Continual Improvement

Deployment is the end of one process, which is by definition, the beginning of the next. But before we begin the next destination on the BPI Process Roadmap, it is essential that measuring results and modifying the process become a part of the club's process DNA and is subject to continual review.

Two of the major causes of process depreciation are scope creep and unfulfilled objectives. Scope creep occur over time when processes are no longer monitored and measured, and more staff is added or more processes are added. For example, a club deploys an invoice automation BPI and effectively reduces labor by 60 hours a month, plans for attrition and then replaces the human assets thus marginalizing the results. Unfulfilled objectives have many possible causes, and unless a plan to measure and modify are in place, the BPI will not be optimized.

NEXT.

- Q&A
- Discussion
- Discovery & Analysis



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thank you