



CUSTOMER
VISION TO
VALUE

Whirlpool Corporation Transforms its Business with Avaya Solutions for Communications Enabled Business Processes – Reduces Human Latency, Improves Responsiveness

Challenge	Scenario
<p>In the retail marketplace, where time to market is critical, Whirlpool Corporation must continually reduce manufacturing cycle time. Imagine the impact if the company could take processes involved in its business to days and hours rather than months and weeks. By responding faster to exceptions and events, Whirlpool can significantly cut its cycle time, reduce production costs and improve customer satisfaction.</p>	<p>Whirlpool Corporation is an early adopter of the Avaya Solutions for Communications Enabled Business Processes, including the Avaya Communications Process Manager, which provides closed loop communication services. These services enhance business process efficiency by connecting the right people together at any point on the process flow. So lag time and process inefficiencies are minimized or potentially removed. Leveraging Avaya Global Services' expertise, Whirlpool integrated Avaya Communications Process Manager with its SAP applications and processes. This solution promises to deliver operational efficiencies that will improve Whirlpool's supply chain management and raise the bar on its already excellent customer service. Avaya's ongoing software support and proactive monitoring will ensure maximum solution performance, reliability and availability.</p>
Value Expected	
<ul style="list-style-type: none"> • Consistent, branded customer experience by improving the data exchange between Whirlpool and its retailers/consumers, making product and service availability more reliable. • More productive internal collaboration by providing 'round-the-clock exception notification to appropriate staff members, • Faster linkage of people, processes and resources through alerts and interactive monitoring of internal processes that, in turn, trigger pre-determined, automated process responses that eliminate human latency. The company continuously will increase its proactive approach to issues. • More agile and reliable operations by leveraging Intelligent Communications embedded within its business processes, enabling the company to continue to maintain its clear market leadership. 	

Benton Harbor, Michigan, USA – With annual sales of \$18 billion, Whirlpool Corporation, the world's leading manufacturer and marketer of major home appliances, knows the importance of staying ahead of its competition. Intelligent Communications is increasingly a critical differentiator at Whirlpool, giving it the edge it needs to stay ahead of the pack.

The Vision

According to Brian Murphy, director of e-services, global development for Whirlpool, the company views information technology as the key to accelerating its global success. Whirlpool is a leader in deploying Intelligent Communications to enhance its business processes,

"Technology offers Whirlpool a competitive advantage by creating differentiating capabilities, enabling us to bring products to market faster, and improving our business processes worldwide. Early adoption of technology allows for an even greater competitive advantage over time," Murphy explains.

This vision is driving Whirlpool to adopt Intelligent Communications solutions that enable more efficient process management, he says. By deploying the new Avaya Communications Process Manager (part the Avaya Solutions for Communications Enabled Business Processes (CEBP)), Whirlpool expects to further this vision.

Whirlpool has enjoyed a long-term relationship with Avaya. The company employs an Avaya Contact Center Solution at five contact centers in Michigan, Tennessee, and Yakima, Wash., with a total of 1,000 agents. Using Avaya S8700 Media Servers, these centers ride on the Avaya Communication Manager and the Avaya Call Management System, using Avaya Expert Agent Selection and Avaya Business Advocate to route callers to the most appropriate agent.

Whirlpool also has an Avaya IP Telephony solution at its Benton Harbor, Mich., headquarters campus and at multiple remote distribution centers. For voice messaging, Whirlpool uses Avaya INTUITY® AUDIX® Voice Messaging and Avaya Message Networking. Avaya Global Services supports all of these Avaya solutions through an Avaya Maintenance Agreement.

“The Avaya Communications Process Manager promises to help IT transform our business by compressing cycle times to serve customers better, reduce costs, increase productivity and grow revenues,” Murphy says. Here’s how:

As an early adopter of the Avaya CEBP Solutions, Whirlpool expects to realize new operational efficiencies that will help improve its supply chain management and raise the bar on its already excellent customer service. It also will continue to drive more efficient IT processes in infrastructure management. Whirlpool knows that time to address process breakdowns or glitches is as critical a differentiator as time to market.

Without Avaya CEBP Solutions, Whirlpool can see a delay between the triggering of a process exception or problem and the deployment of a human response to address the problem. With Avaya CEBP Solutions, Whirlpool can avoid the delay in time-critical processes; the solution immediately either alerts appropriate personnel to the situation or sets up an instant conference call.

Leaping into the Future

The Avaya Communications Process Manager is fueling Whirlpool Corporation’s aim to eliminate human latency. The Avaya Communications Process Manager includes communications services that expedite responses in ways that had never been possible before. These services are changing the way that businesses conduct business.

Built on Service Oriented Architecture (SOA), the Avaya CEBP Solutions, which include the Avaya Communications Process Manager, provides business processes and applications with the ability to initiate and track real-time, multi-channel communication with both process users and decision makers. Leveraging SIP, the Avaya CEBP Solutions are software solutions that allow Avaya communications applications to be integrated into customer business processes through customizable Web services.

Avaya CEBP Solutions invoke the following communications-centric Web services either manually or automatically, based on the business process event or exception:

- **Advisory:** The system automatically contacts a set of users and delivers a message by phone, e-mail or SMS, and enables users to confirm receipt of the message.
- **Notify and Respond:** The system automatically contacts a set of users who respond via voice or web. These responses, in turn, trigger additional workflows.
- **Notify and Conference:** The system notifies a pre-defined set of users about an event and invites them to join an “instant” conference.

- **Find and Call:** The system automatically locates a pre-defined set of users. The system tries multiple devices as dictated by the users’ contact preferences.

These solutions also will be able to discover and interpret complex events, evaluate their context and criticality, and then respond in real time by triggering and orchestrating the appropriate process flow.

As Avaya Solutions for CEBP are part of mission critical processes, it is essential to leverage highly automated maintenance offers as inherent attributes of the solutions. Avaya Communications Process Manager and related communication web services are supported by Avaya Remote Support Services maintenance. These Remote Support Services include global, 24x7 remote monitoring of alarms and unified case management. So, if a rare solution failure were to occur in any component, time to resolve is minimized.

The First Step

The Avaya Business Communications Consulting team and the Whirlpool Corporation together identified supply chain business processes that stood to benefit from Avaya CEBP Solutions. Specifically, they looked for those business processes that called for human intervention of some kind, including those that necessitated approvals or that called for collaboration among several individuals. Such processes are prone to delays caused by lag time in human response; delays that, in turn, might drive process costs up. Next, technical teams at Avaya and SAP determined how to deploy the Avaya CEBP Solutions within the chosen processes, based on the requirements that had been identified.

Software architects from Avaya then designed a solution that configured the Avaya Communications Process Manager software, including defined event triggers, in accordance with Whirlpool Corporation’s requirements. This design also integrates supportive Avaya communication resources and interfaces into the Whirlpool SAP enterprise software.

Initially, Whirlpool is integrating the Avaya Communications Process Manager with its SAP Business Information Warehouse, the company’s business intelligence and data analytics tool. The Business Warehouse Dashboard gives executives daily information about the operational efficiency of the company’s plants and order duration (from placement to product receipt) on a product-by-product basis. Data is updated nightly and, where needed, web services are used to attain data on a real time basis. It also keeps an inventory of finished goods.

Through an alliance, Avaya and SAP are collaborating to jointly market SAP applications with integrated Intelligent Communications solutions from Avaya to enable customers like Whirlpool to improve business processes and perfor-



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– Brian Murphy, director of e-services, global development

mance. The solution uses a Services Oriented Architecture (SOA) built on open industry standards to provide advanced communications capabilities to multi-site work forces. This combined solution allows companies like Whirlpool to link communications dynamically to business processes that are driven by SAP business applications.

In the case of the Whirlpool business warehouse, the Avaya Communications Process Manager platform orchestrates the interaction between SAP's Enterprise Software and underlying communications resources. The Avaya Communications Process Manager works with SAP's NetWeaver™ platform to integrate communications applications within Whirlpool's Business Warehouse business process. This integration enables Whirlpool to respond more quickly to identifiable Business Warehouse events.

The Avaya Communications Process Manager alerts staff to exceptions around the clock so users don't have to wait until morning to review the updated Dashboard. The staff specifies when and how the solution will notify them. They will already have been informed of any problem that may have arisen and will therefore be able to respond more quickly.

Moreover, Avaya CEBP Solutions also are expected to improve the data exchange between Whirlpool and its retailers. Alerts are issued when order taking breaks down, reducing latency, speeding recovery, and driving revenues up.

Looking Ahead

Over time, Whirlpool plans to take advantage of current and future Avaya CEBP Solutions capabilities, adding such other applications as:

- **Stock Alerts:** Importing stock prices directly from external sources, the solution will allow executives to identify changes in the Whirlpool's stock price. Based on a pre-determined tolerance on Whirlpool's stock price, they will initiate a high-level executive conference call.
- **Infrastructure Management:** The solution will monitor machine-to-machine transactions and read the signals that reflect a potential problem. The system will then automatically issue notifications and will create an instant conference call in the event of a failure. Eliminating the need for manual intervention,

the solution will enable a faster response. Multiple alert levels will allow for differentiated responses. The system will automatically escalate the alert if the initial alarm goes unacknowledged.

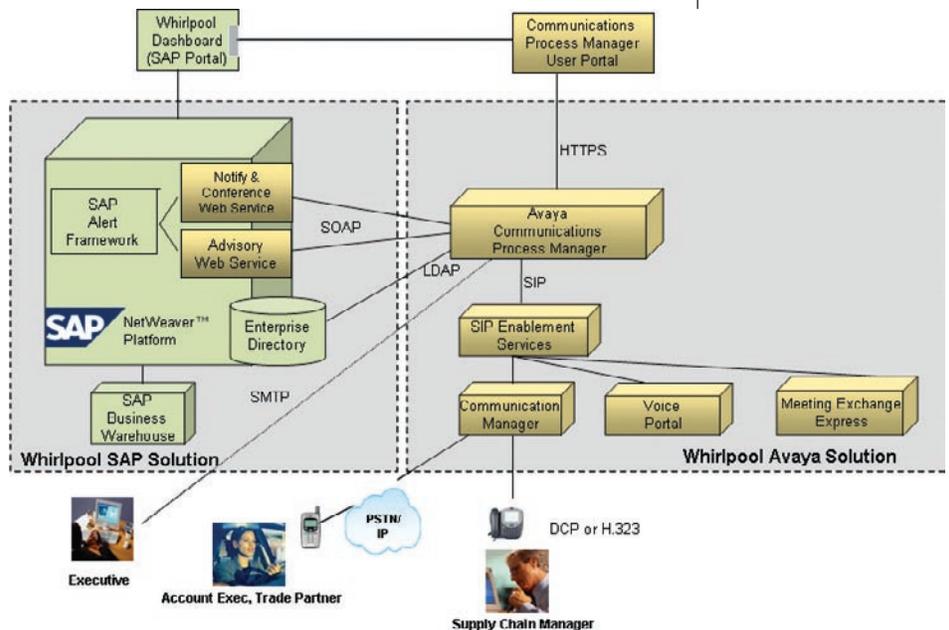
- **Monitor Manufacturing:** Production line data will be fed directly into the database, generating alerts based on quality and performance metrics. By enabling the dashboard to proactively alert managers in the event of a problem, based on pre-established business rules, the system is expected to improve factory productivity.

Anticipated Results

Whirlpool expects Avaya CEBP Solutions to revolutionize its business in three key ways:

First, it expects to improve responsiveness by widely increasing the use of exception management through alerting. *"By allowing us to set appropriate business thresholds to determine when an alert should be issued, we can improve responsiveness without becoming 'nags.' Built-in escalation rules will also automatically appropriately increase the urgency of these alerts,"* Murphy says.

Second, it anticipates decreasing operational latency. *'We will be able to take corrective measures faster when a situation exceeds our pre-determined control parameters,'* Murphy explains.



Finally, *“We will continue on our path of becoming more proactive by incorporating a wider variety of internal and external data sources. It will be easier for us to spot trends and variances and alert our staff accordingly,”* Murphy adds.

Next Steps

Whirlpool is working with Avaya to fine tune the creation of the business rules that will trigger alerts throughout its operation.

“It is important to us that our end users be able to control these rules and personalize the alerts that are issued by the system,” Murphy says.

“We will be measuring our success by our ability to turn data into intelligence and consequently into clear action – we’re looking at days rather than weeks and at hours rather than days,” Murphy says. *“Another positive indicator will come from our business partners as they, also, look to this technology to improve their own processes. A final measure will be our enhanced ability to fill our ‘opportunity pipeline.’”*

For more information on how Avaya Intelligent Communications can take your enterprise from where it is to where it needs to be, contact your Avaya Client Executive or Authorized Avaya BusinessPartner, or access other collateral by clicking on **Resource Type** under **“Do Your Research”** at www.avaya.com.

ABOUT WHIRLPOOL CORPORATION

Whirlpool Corporation is the world’s leading manufacturer and marketer of major home appliances, with annual sales of approximately \$18 billion, 73,000 employees, and more than 60 manufacturing and technology research centers around the world. The company markets Whirlpool, Maytag, KitchenAid, Jenn-Air, Amana, Brastemp, Bauknecht and other major brand names to consumers in nearly every country around the world. For more information, please visit www.whirlpoolcorp.com.

Applications	Systems	Services
<ul style="list-style-type: none"> • Avaya Communications Process Manager • Avaya Communication Manager • Avaya SIP Enablement Services (SES) • Avaya Voice Portal • Avaya Meeting Exchange Express • Avaya Call Management System • Avaya Expert Agent Selection • Avaya Business Advocate • Avaya INTUITY® AUDIX® Voice Messaging • Avaya Message Networking 	<ul style="list-style-type: none"> • Avaya S8700 Media Server 	<ul style="list-style-type: none"> • Avaya Maintenance Agreement • Communications Enabled Business Process Consulting & Integration • Software Support and Upgrades • Remote Support Services – Avaya Communications Process Manager

All statements in this Case Study were made by Brian Murphy, director of e-services, global development, Whirlpool Corporation.

