



ActionBase Implementation - A Case Study



Company Profile:

Name - El Al

Business - Israel's national airline

Number of Employees - 5,000

Global Coverage - operating in 40 countries

Revenues - 1,386 M USD

Founded - 1948

Began implementing ActionBase in 2001

Business Status

In 1999 El Al's top management became aware of a series of shortcomings regarding the tracking of meetings, tasks and decisions on all levels of the organizational hierarchy.

- Critical tasks fell between the cracks.
- Important decisions and tasks got lost in the clutter of email.
- Decisions seemed to "vanish" and remained unimplemented.
- Too much time and effort were spent on preparing meeting status reports.

In addition, the IT division, in charge of streamlining storage capacities, found that the storage process was suffering from exponential growth as a result of users' tendency to save "one copy for themselves", just to be on the safe side.

Solution

El Al's IT division decided to purchase a tool capable of tracking decisions and tasks in order to better monitor work overloads. Overloads of this kind are liable to result in "lost" tasks and decisions, and subsequently to waste of time and money. This tool would also serve as the organization's database repository, solving the above storage problem.

The ActionBase system was chosen among several competitors.

ActionBase provides 5 main benefits:

- A strong organizational collaboration tool.
- Effective meeting management
- Organizational repository.
- Easy to use.
- Self maintained customization flexibilities.



Implementation

In 2003, upon the appointment of Mr. Amos Shapira as El Al's General Manager, the change was finally implemented. The message sent throughout the organization was very clear: "Actionbase was chosen as El Al's main managerial tool. Whoever does not work with ActionBase is deemed not to have done the job at all", said Mr. Shapira. Top management had sounded the managerial commitment loud and clear. This commitment was translated into routine usage of the system and was a main factor in the success of the system's implementation.

In order to simplify the process, it was decided all users would work with standard templates until the company was well versed in the system.

At present, after having realized the system has many different applicable features, several units have tailored the system to their special needs, to track their specific procedures:

The Internal Audit Unit decided to move to ActionBase in order to track audit reports.

The Staff Posting Unit, in charge of all air crew positioning according to staff requests, found ActionBase to be the best platform to manage their requests and track their status.

Benefits Summary

- Extensive improvement of Task & Decision tracking

Administrative assistants generally prepare advance cross meeting reports of open tasks from previous meetings, summarizing the meeting on a skeleton format. The assistant's responsibility is to track items by producing tracking reports and sending reminders to recipients.

- Major improvement in tracking due dates

Tracking and reporting is carried out according to due dates, saving on precious time and resources.

- Organizational memory

"ActionBase transformed us from an organization that takes notes to an organization that remembers and acts", says Captain Lior Yavor, VP Operations, clearly emphasizing the change El Al underwent. From a company whose individuals wasted time and effort finding a way to document meetings, tasks and decisions, to a company that implements an organizational memory.

- Standard organizational processes

All top management meetings are captured and tracked in ActionBase. Tasks are rolled down within the organizational hierarchy to senior and junior managers by sub tasking them through ActionBase.

Since 2003, all senior managers, including their assistants and junior managers work with the system on a daily basis. There are around 500 users altogether, 70 of which are heads of divisions and branches and their assistants.