

Distributed Workflows:

Innovation that makes
remote work work

Overview

Many lessors prospered as the uncertainty of the pandemic moved customers away from capital purchases to the shorter-term and cash flow-based commitments of leasing. But, like much of the business world, many lessors have learned that traditional in-person workflows no longer work in a hybrid home-office work environment. The new norm of *remote work* demands innovation in the way businesses operate and how teams work together.

The pandemic accelerated remote demands

Typical work processes pre-pandemic were designed around in-person cultures, centralized decision-making, and fragmented digital technologies that were “nice to have.” The pandemic lockdowns changed everything, and most finance companies worked to take advantage of the increased demand for equipment financing. But what companies did not anticipate was that the remote work environment created by the pandemic would not go away. Worker attitudes toward commuting and work-life balance changed. Customer demand for DIY services and online transactions increased substantially. Digital infrastructure and processes are no longer a nice-to-have, they are now required to stay in touch with customers and for teams to work together effectively and efficiently. Digital is now the only way to staff up and compete in this new model of distributed workflows.



Pre-Pandemic

Face to face, every day

Trust built during
“in between”

Centralized decision-
making

Digital, but fragmented —
swivel chair integration



Post-Pandemic

“Where are you today?”

“Can’t I just do this
online?”

Trust built with data
and information
transparency

Distributed workforce in
a distributed workplace:
people, data, analytics,
workdays, workflows



Distributed Workflows: Innovation that makes *remote work* work

Remote work: A distributed workforce in a distributed workplace

Simon Sinek has come to the forefront of the distributed workforce movement, helping leaders manage this changing work environment driven by the remote or work-from-home trend. His answer to the question “Will work be remote forever?” is “Yes!” One reason Sinek has become the voice of this movement is that his company has learned to operate remotely since the pandemic: Sinek's advice focuses on the loss of face-to-face interactions. His methods address the loss of productivity when a traditional workflow loses personnel proximity: Zoom huddles, personal interconnection culture, planned social interactions both remote and personal. Sinek addresses a distributed workforce working in a distributed workplace using remote technologies like Teams, Zoom and chat. This is important, and he provides three key takeaways for leaders:

1. The will to succeed is driven by the belief in the cause. People must see metrics and understand what the metrics mean in the pursuit of the even though they are working with colleagues remotely.
2. Companies run on trust. Trust has traditionally been built during the “in between” – in between meetings, in between periods at the desk and in between work and personal life. Leaders must build trust with new methods using remote technology connecting people throughout a remote workplace.
3. Leadership is still fundamental, but it must be practiced in a new hybrid medium.

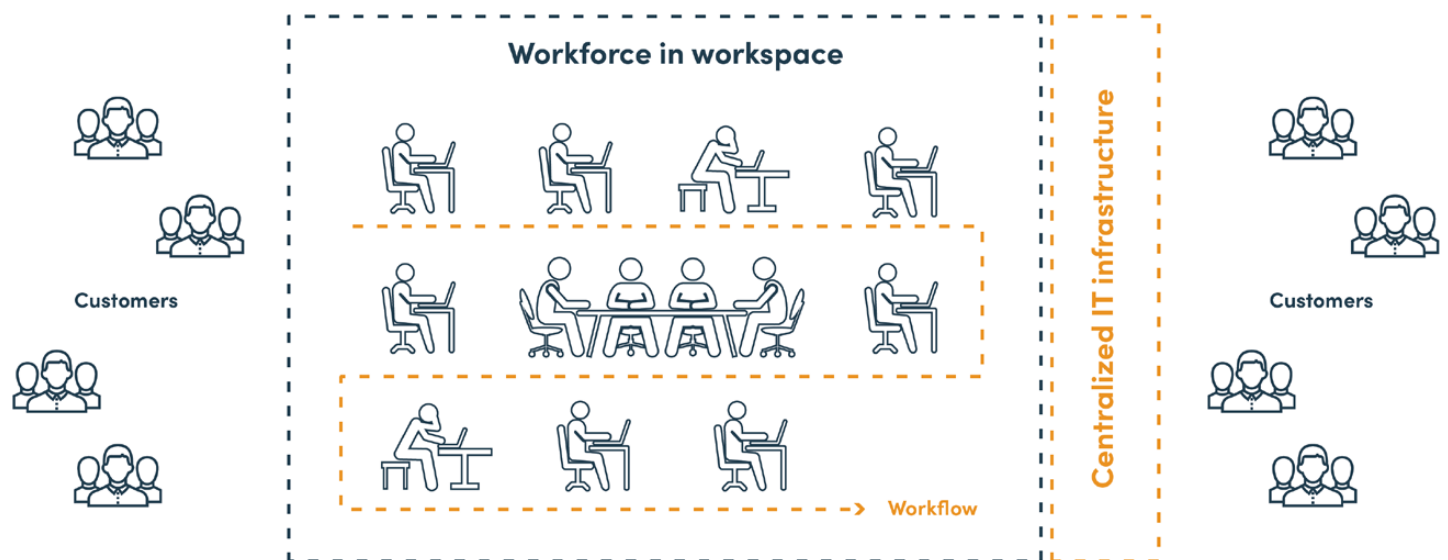
Necessary, but not sufficient: Remote work requires distributed workflows

Sinek's keys to remote work address how leaders should think about leading their workforce in this new remote environment. These changes are key and necessary, but alone they are not sufficient to be successful in the remote work ecosystem. The reason: traditional workflows were not designed for distributed workforces. The pre-pandemic ecosystem relied on a centralized design. Companies developed communication and go-to-market systems that engaged a distributed network of customers from a centralized workplace housing an in-place workforce, all serviced by a centralized, hybrid IT infrastructure. Data was generated and often exchanged, but it was not the focus of this design because paper documents and face-to-face exchanges, which were rarely captured digitally, could complete the workflow.



Remote work also exposed bottlenecks in traditional workflows that depended upon proximity or face-to-face interactions. Even when documents or processes were digital, the management of tasks and queues were often not in place or not clear because “office walkers” had traditionally moved things along by walking paperwork around. Many processes had single points of failure – if someone fell ill, everything stopped, waiting for that person to either re-engage or return to the office. Workflows were designed, and constrained, by the workspace and convenience of coworker presence. Ill-prepared organizations presented with remote workers and technology found their teams feeling disconnected, and the rate at which deals were completed and approved slowed.

Pre-Pandemic

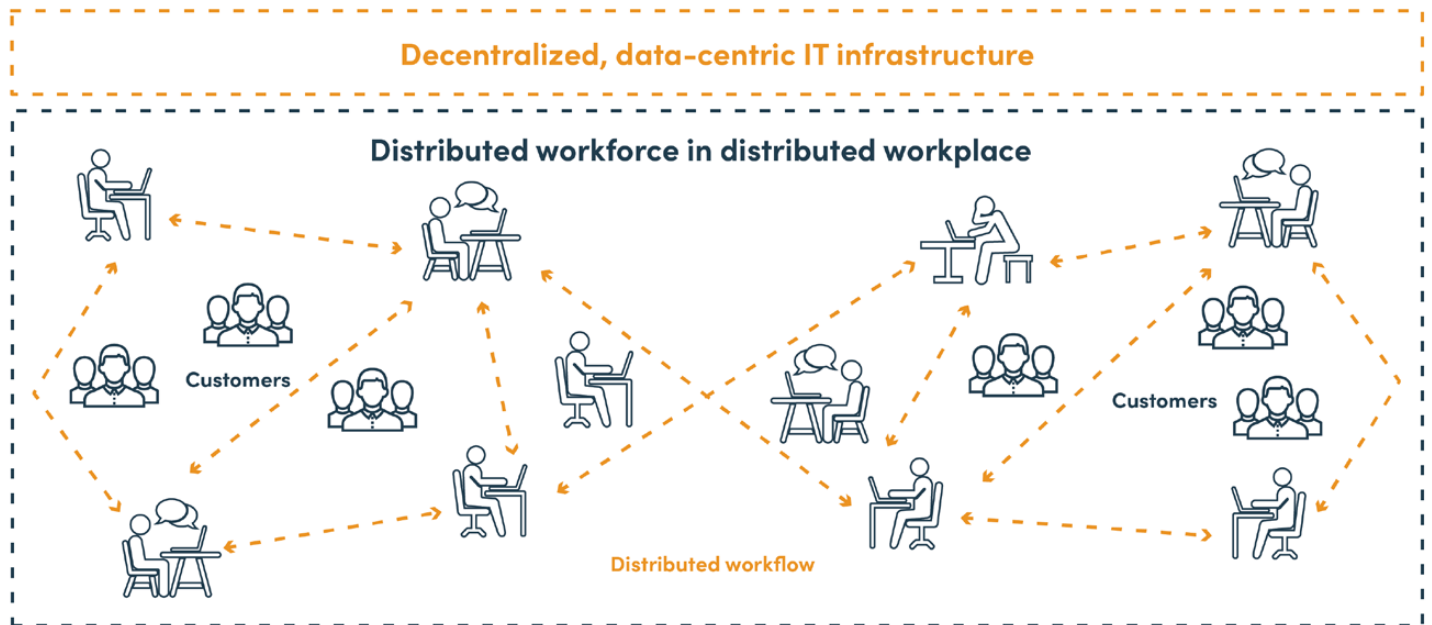


Consider what happens when the workspace is now decentralized by the distribution of the workforce. Face-to-face and manual approaches must be replaced with digital solutions throughout the stages of the deal workflow: applications, negotiations, underwriting, documentation, approvals and funding. The workforce must now be fully connected in a mesh-network fashion. Every interaction must be digitally captured to document the decisions and grow the knowledge base of the organization. The workflow is no longer a continuous stream in space or time. The workflow is distributed across the workforces which may be distributed so widely that all interactions become asynchronous – completed when and where convenient.



Organizational knowledge becomes one of the biggest challenges in this distributed context because, as Sinek points out, employees can no longer ask questions and learn from the rest of the organization during the “in between.” The verbal history of the business, the unstructured knowledge base, is no longer easily accessible nor increased. Information recording, sharing and access are critical to a distributed workforce.

Post-pandemic



Innovating the way work gets done

Remote work requires innovation in the way the work is done. Innovation comes from design thinking – a focus on users to improve their lives or outcomes in some way. Peter Drucker, a master of fundamentals for business and entrepreneurship, provided a definition of innovation that gives insight into the challenge faced by companies now managing remote work:

“Innovation is an effect in economy and society, a change in the behavior of customers, of teachers, of farmers, of doctors, of people in general.”

“An innovation, to be effective, has to be simple and it has to be focused. It should do only one thing, otherwise it confuses. If it is not simple, it won't work.”

– Peter Drucker



A workflow, by definition, is a distinct series of behaviors performed by a workforce. Traditionally workflows were designed and integrated within the workspace. Think about Henry Ford's production line and how it innovated the manufacturing process. Think about how he integrated workflow and employees within the factory. Obviously, physical workplace-workflow integration is no longer possible with remote work. Companies that want to survive and thrive in the new norm must change the way they behave. They must innovate the way they do work.

Building a distributed workflow

Distributed workflows are built on data – the generation, analysis, exchange and storage of data. "Distributed" requires that data and all documentation thereof must be accessible anywhere-anytime across multiple locations in a workflow involving multiple "touches" from different teams at different times. A distributed workflow delivers value and creates innovation by changing how the organization behaves with its data:

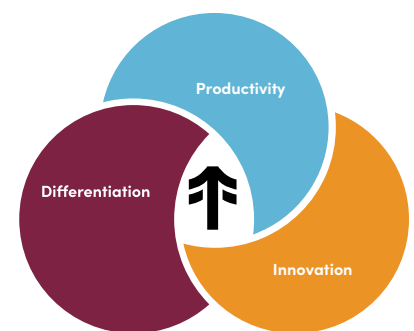
- **Data-Centric Culture:** Every workflow step, decision and communication is digital, documented and recorded.
- **Data Accessibility:** All data is housed in a single location providing multiple distributed teams access for analysis, business intelligence, decisions and process execution.
- **Customer Engagement:** Customers require faster decisions and on-demand access to all of the information pertaining to their business with the organization. They expect a digital experience that delivers their financing transparently and without delays.

A distributed workflow must support these three behaviors so that the business can meet customer and employee expectations simultaneously and continuously.

The Tamarack approach

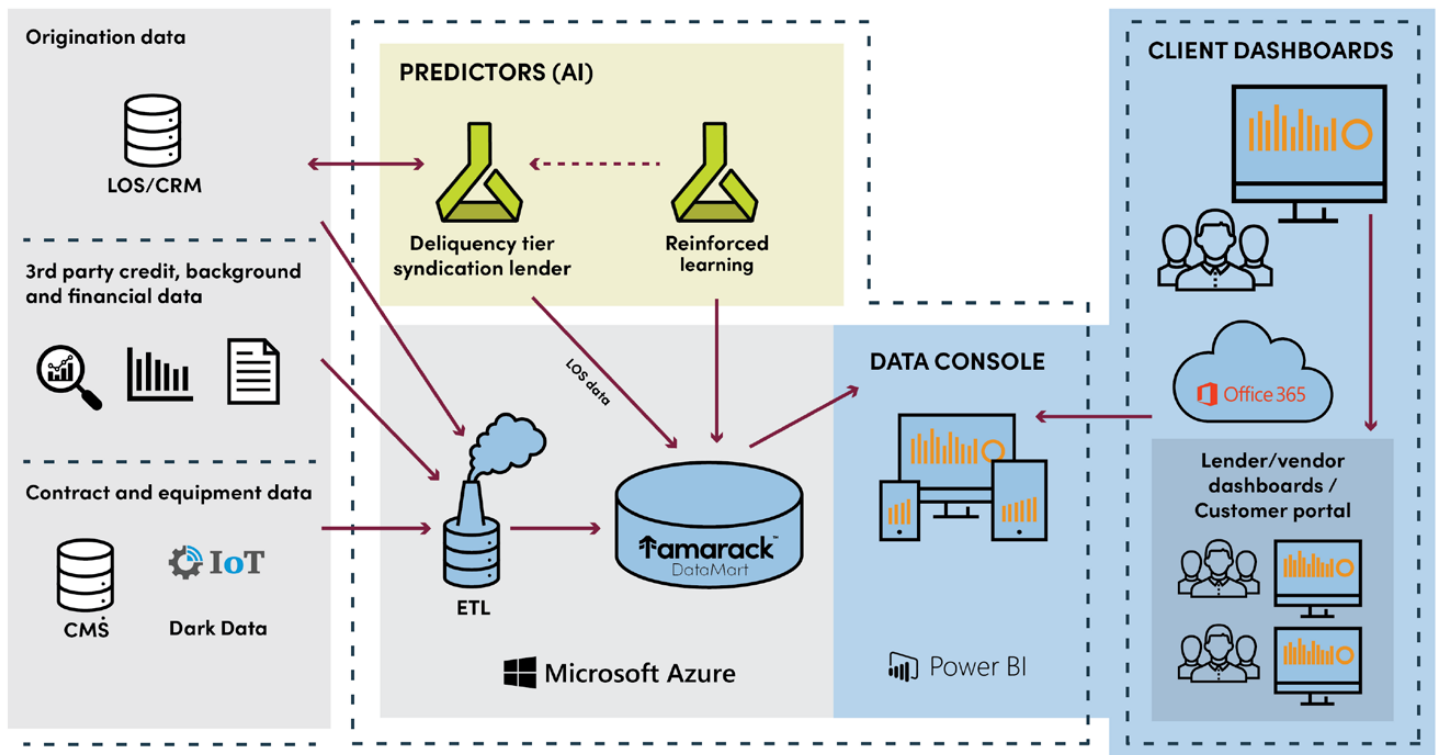
Tamarack's suite of AI products has been built as a distributed workflow. It helps customers innovate and build distributed workflows via three lenses that help us find the "sweet spot" where productivity, differentiation and innovation create customer success and scale.

We call this the Tamarack "sweet spot" because when we work with customers to help solve their problems using these views, we achieve sustainable success – a success powered by the ability of our AI products to help increase **productivity**, intensify **differentiation** and drive **innovation** inside organizations.



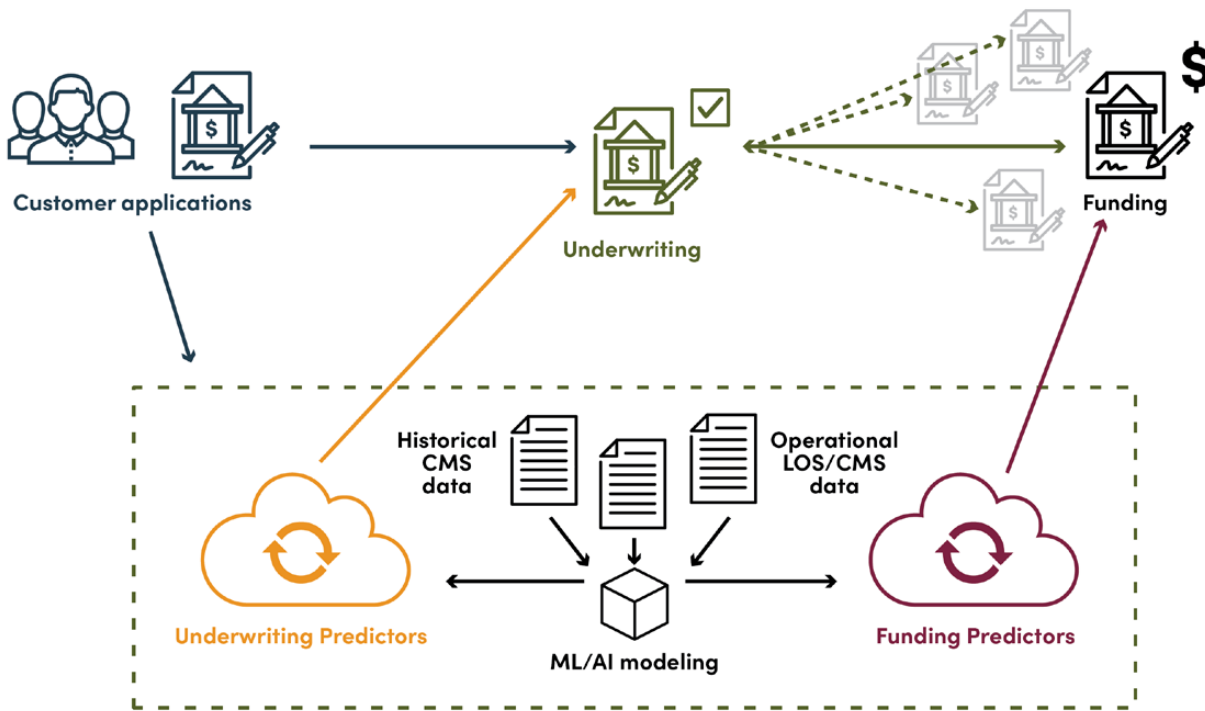
We start by aggregating all your data. Having all data in one place provides the distributed workforce access to and use of it when and where they need it. Further, the architecture captures all data generated by the distributed workflow thereby recording the history of business decisions, which in turn enables learning.

Tamarack's A converts dark data into enhanced competitive advantage via differentiation and predictive automation delivered to a data-centric workforce.



All data in one place is the foundation of a data-centric culture. When both past and present data are aggregated, the system unlocks the value of the organization's dark data. As we discussed in the first paper in this series, dark data provides insight into the company's differentiation. When combined with modeling and AI, dark data informs and deploys the organization's strategy. Further, when outcome analysis and learning are shared with partners like vendors and brokers, the company can include them in the distributed workflow thereby accelerating and scaling the differentiation strategy. In a distributed workflow, partners are given access to the data they need, and the company grows its data resources by capturing the decisions and outcomes from throughout the partner/customer ecosystem.





Dark data is also the starting point for enhanced productivity via prediction automation, as we discussed in our second paper in the series. Dark data holds the outcomes of the business, enabling the construction and deployment of prediction machines for those outcomes. Initially the models provide predictions that inform the decision makers of the workflow to give them quantified risk assessments to speed up and strengthen their decisions.

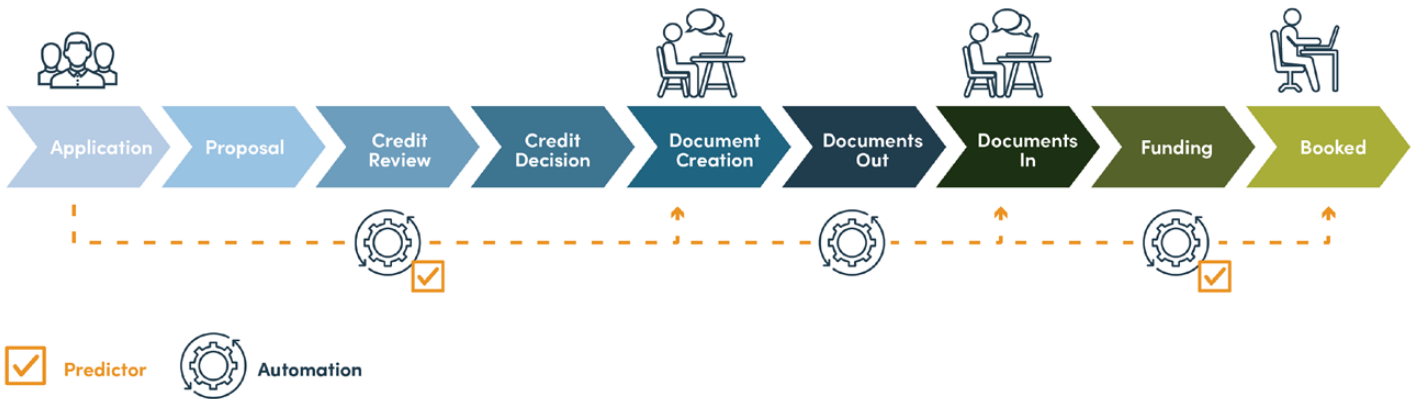
As the company gains confidence in the risk measures of predictors, the next opportunity is to deploy prediction automation with appropriately defined business rules, e.g. size of deal, partner, class of equipment, etc., combined with quantified risk policy such as: “deals in this credit tier with this delinquency probability distribution are underwritten automatically.” In a distributed workflow, prediction automation is one of the most fertile areas for innovation, as the business can simultaneously increase the speed with which one type of business is executed while focusing human resources on other, more complex deals to increase both productivity and customer satisfaction. Workers stop doing some tasks and increase their focus on others – a change of behavior that improves business performance.



Traditional workflow



Distributed prediction automation workflow



Distributed workflows operate in the sweet spot where productivity, differentiation and innovation combine to create sustained success in the post-pandemic remote work ecosystem. They combine the digital communications, analysis and AI needed to compete while delivering the experiences that both customers and employees now require in the context of remote work.

Guiding financial innovation™

As the equipment finance industry continues to evolve, Tamarack will be there at every turn to help lessors embrace change and explore risk in order to meet the changing business requirements needed for success.

Contact us today to get started.



Distributed Workflows: Innovation that makes *remote work* work



About Tamarack Technology, Inc.

Tamarack Technology is the leading provider of AI-based automation and risk management software along with professional technology services specifically for the equipment finance industry. For more than 20 years, Tamarack has been helping lessors protect their investments, improve business performance, and provide customers with access to solutions that enhance operations and financial performance. Tamarack's suite of AI products connect and integrate key ecosystem applications using historical and real-time data to automate burdensome manual processes, drive operational efficiency with better, faster decision-making, and improve organizational productivity. The company provides professional services including integration, implementation, and data migration services for the leading industry portfolio management platforms.

In 2020, Tamarack identified the need to help customers improve their operational and financial performance through the integration of equipment finance software platforms with emerging digital technologies. To support its vision, Tamarack developed a suite of artificial intelligence (AI) products that leverage a lessor's historical and operational data to predict financial outcomes and improve operational performance. The benefit: automation of the burdensome and often manual processes that weigh down workflows and slow financial decision-making. Through AI, Tamarack is further helping lessors protect their investments, improve business performance, and provide customers with access to solutions that enhance operations and financial results.

For more information, please email us at discover@tamarack.ai or visit Tamarack.ai to learn more.



(888) 952-8268

Discover@Tamarack.ai

Tamarack Technology, Inc.
550 Vandalia Street, Suite 309
St. Paul, MN 55114



/tamarackmn



@tamarackmn



/tamarack-technology

© 2022 Tamarack Technology, Inc. All rights reserved. A2/1122

