

THOUGHTWARE
WORLDWIDE
HOW DO YOU MEASURE SUCCESS?



Measuring success



Service Public
Fédéral
FINANCES **be**

Belgian Ministry of Finance

Administration de la fiscalité des
entreprises et des revenus
Services centraux
North Galaxy, Tour A 27
Bd Albert II, 33
1030 Bruxelles, Belgium

Phone: +32 2576211
www.minfin.fgov.be

Cabinet Minister
Mr. Didier Reynders

Employees
~30,000

2006 Budget
~ € 1.6 billion

ROI Study Highlights

- 173% ROI
- 31% IRR
- 750% improvement in claims treated
- 50% reduction in days spent preparing judicial file

Strategic Benefits

- Increased transparency and accountability with optimized process
- Improved visibility, complete file history online

Study Scope

- 4 tax regions
- Claims administration (reclaims, quick wins and contentious files)

Belgian Ministry of Finance improves claims processing and communication with FileNet solution — realizes 173% ROI

Executive Summary

The Belgian Ministry of Finance (BMoF) is one of the largest federal public service organizations within the Belgian Government. BMoF is responsible for tax administration and claims processing for Belgium's 10 million+ citizens. This enormous responsibility is further complicated, when you factor in BMoF's task of aligning the interests between law and compliance to serve citizens and policy makers.

In 2002, BMoF realized it was time to do things differently. Facing an ever increasing backlog of tax reclaims, fragmented across multiple tax regions and with limited visibility into the process, resolution or citizen communication, BMoF knew there had to be a better, more efficient way. The physical aspect alone of creating and moving citizen files through the process made it quite difficult for BMoF to track — file location, status, resolution or volume of claims. This ever increasing problem was further complicated by new legislation and restructuring ("Copernicus Project") mandating that the taxpayer be placed in the center of the process. Historically, BMoF had been a very decentralized organization, which resulted in the unique treatment of each case by location, constantly 'reinventing the wheel' without the benefit of organizational learnings. This required BMoF to rethink their process and approach, causing them to develop a holistic, innovative solution, whereby BMoF could 'digitize' its workflow; thus increasing visibility, transparency and accountability along the entire end-to-end process.

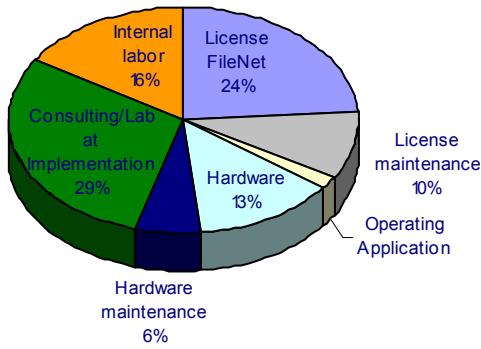
In searching for a solution, BMoF turned to FileNet, a proven partner used elsewhere within the ministry and its partner, Getronics, to develop a complete integrated solution for tax administration. Working with FileNet and Getronics, BMoF outlined a detailed step-by-step process, looking at how to remove bottlenecks, improve business processes and the underlying activities by integrating content with other applications. BMoF's strategy was to pilot the solution in two regions and then roll it out across the country. With the FileNet solution, BMoF is now better able to manage the complete information lifecycle, eliminating double coding, while collecting new statistics that allows BMoF to manage claims as a group. This new approach presents BMoF with opportunities to learn from claim filings, creating better alignment between legislation and compliance and meeting the needs of the citizens.

The FileNet solution includes imaging, content management and process management all in a secure and timely system. By scanning paper documents, BMoF is now better able to route and distribute the work, while improving reporting, security and management of citizen files. Furthermore, the 'digitization' process now provides BMoF with a platform for collaboration and learning across the organization where previously everything was treated as a unique and local issue.

By using the FileNet solution, implemented and customized by Getronics, the Belgian Ministry of Finance has reduced operational costs, improved claims processing, and increased its visibility to better align the interests law and compliance resulting in a Return on Investment (ROI) of 173% in 5 years.

Financial Impact

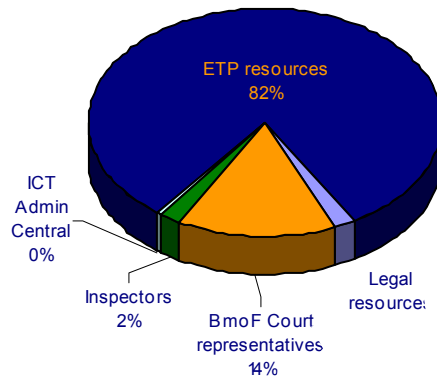
Investment



Quantifying the FileNet Investment

- The composition of BMoF's investment is depicted in the following illustration with the bulk of the cost driven by the resource costs (e.g., internal labor and consulting services).
- Total Labor Costs (46%): Comprises the bulk of BMoF's investment covering the labor component

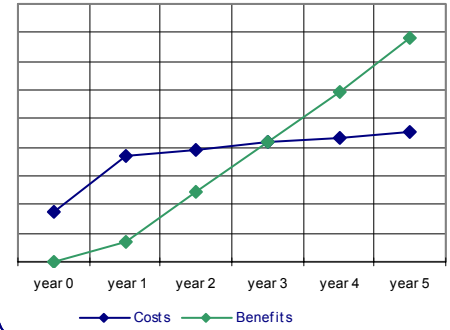
Benefits



Benefits from the FileNet Investment

- BMoF's investment in FileNet has delivered significant productivity gains and sizeable headcount benefits.
- BMoF has been able to achieve actual labor reduction, as well as headcount avoidance; which is realized from increased productivity requiring fewer headcount, thus BMoF is able to use natural attrition to 'right-size' its workforce

Break Even Analysis



The FileNet Solution

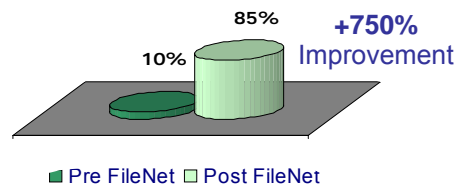
- 173% ROI
- 31% ROI
- Payback within 36 months
- 4.57€ Million Investment
- 3.78€ Million Net Savings over 5 years vs. former solution

Operational Impact

FileNet Operational Efficiency

By implementing FileNet, BMoF has experienced an increase in the number of claims treated. Pre-FileNet only 10% of the files were treated within six months, after FileNet the number of files treated within six months increased to 85%.

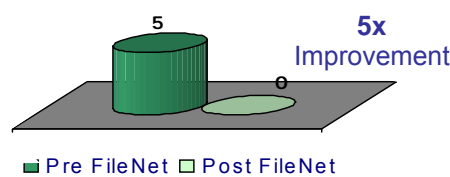
Files treated within 6 months



Data Availability

By implementing FileNet, BMoF can route cases electronically from the Claim registration department (BO) to Inspection immediately (with seconds by e-mail), instead of an average of five working days once the correspondence was registered at the BO

Number of days needed to route a document



Future Benefits

Future Opportunities

Increase taxpayers choices

Leveraging the existing FileNet solution, offer taxpayers the opportunity to log on via internet, enter their number and track where their claim is in the process

Search by criteria

Search by different criteria (e.g., type of complaint) to find out decisions made for similar cases. Also, re-using content can provide more efficient work processes—eliminating the need to keep reinventing the wheel”

FileNet Solution to the other regions

“Economies of scale” will prevail, adding more economic and social value. It is still in the early stages of value realization, with the true impact to come when all regions are using the FileNet solution