

BPM for Digital Transformation

As organizations undertake digital transformation efforts, an important realization emerges: process matters. Investments in beautifully designed web and mobile experiences won't move the needle unless AD&D professionals ensure that the processes on the back end align to support a true end-to-end customer experience (CX).

- Forrester Research*

Enterprises are in a quandary today. Digital continues to be a goal, an opportunity and a challenge, all at the same time. What makes it even more difficult for technology leaders is the abundance of technological choices, all of which claim to enable digital.

One problem with these so called digital technologies is that every piece of technology or solution added to stack creates another ivory tower for you to manage. This is counterproductive to digital, because digital means being able to connect and orchestrate your organizational resources better. Business Process Management (BPM) had originated to solve this very problem of silos. This makes BPM one of the key hygiene factors for a digital enterprise.

Having said that, BPM's role in digital transformation goes far beyond traditional process management. Through orchestration and better integration of resources, organizations can aim to accomplish the basic three tenets of digital, i.e. (i) Customer Delight, (ii) Agility & Speed, (iii) Infinite Business.

Another important ingredient for success in digital transformation is time to market. The right BPM platform enables rapid implementation, flexibility and long-term dependability for broader and cohesive application portfolio across mission-critical and situational applications.

* Forrester Wave: Digital process automation software, Q3 2017

A CASE IN POINT

One of our customers, a leading bank in India, with services across personal banking, business banking, and corporate banking, decided to go digital with a motto to move from 'conventional banking' to 'convenient banking'.

Considering the geographical spread (1000+ branches and 1800+ ATMs across 29 states and 7 union territories) and functional spread (retail banking, corporate banking, credit administration), they needed a digital strategy that centered around unification and flexibility.

The bank chose Newgen as their technology partner for its deep experience in banking and consistent endeavor towards practical innovation. They implemented Newgen's unified intelligent BPM suite as the platform for the bank's digital efforts, since it offered flexibility to build processes in conjunction with their digital vision. The ability to seamlessly integrate content in the processes and deep integration capability to connect various core systems and backend has been critical too.

The bank was able to "unify" loan processing across its retail segment with end-to-end automation of credit policies and omni-channel customer onboarding.

A major transformation was achieved in trade finance segment where as many as 72 processes were 'unified' to offer a one-stop solution for all trade instruments.

While customer-facing operations benefitted from more 'digital' and responsive processes; The bank was also able to streamline processes in treasury, wealth management, and business banking for a more efficient and workforce friendly operations.

A broad array of processes, as in this case, require a platform that allow for orchestration at the enterprise level while offering flexibility and agility to handle situations across "deep" and "wide" types of processes. Digital, in that sense, is not about building glamorous mobile and social interfaces, but hard core orchestration at the core of enterprise operations driven by customer-centricity.

Orchestration is the Key!

Most digital transformation programs do not yield the required results because they end up with mere technological implementation, and do not connect all the dots in the process. A mobile app or a web-enabled transactional application is a cog in the wheel that looks good at front-end, but fails in the middle office or back-end. Even worse, most of these programs take a long time to come to fruition, and eventually, do not enable a better work environment for the workforce.

The question of 'Deep' v/s 'Wide'

In the past, process automation efforts have mostly centered around large, complex and long-running processes. Human workflows and system workflows had distinct objectives, and in many cases distinct approach towards automation. Process automation effort, in principle, centered around efficiency and cost-savings.

Today, digital and customer experience are the key drivers for transformation efforts. In any customer segment, you find cross-department complex processes as well as situational processes that demand a uniform treatment.

Demands of digital are removing intermediaries from the process, making it imperative for customers to be a part of the process in any-time-anywhere mode. Order management processes that were traditionally long-running and interfaced by organizational workforce, today are exposed to the customers with expectation of transparency of status as well as responsiveness.

At the same time, customer service processes, whether interfaced with customer or the internal customer service teams, demand visibility into other processes and relevant contextual information through deep integration.

So, orchestration is the key driving element, and it's critical for organizations to "unify" processes and have a unified platform for process orchestration. Organizations in past created initiatives such as 'single face of customer' or a 'unified portal' as a facade for siloed and fragmented backend processes, but in the digital world today, such silos get exposed very quickly.

The solution is to go for a BPM based digital transformation that provides a unified platform for all processes across products and services. That is the only way enterprises can be truly connected and digital in the long-run.

WHAT TO LOOK FOR?

Forrester research, in its evaluation of 12 significant digital process automation (DPA)

vendors for “Forrester Wave: Digital process Automation software, Q3 2017”, lists down 21 functional offerings that hold significant value for organizations looking to go digital. It’s critical to understand how some of these platform capabilities enable an enterprise to accomplish the digital goal. The essence lies in how BPM drives orchestration for a connected enterprise.

Collaborative modeling: Ability to collaborate during process modeling bridges gaps and speeds up time to market.

Document Support: Support for content integration is becoming a critical element in today’s digital environment, where enormous content in various formats gets consumed in the process and needs to be made available throughout for better context.

Process and Flow Design: While this is a hygiene factor from BPM standpoint, it is this ability for ‘what-you-model-is-what-you-execute’ that speeds up time to market and is a step towards a great user experience eventually.

Customer Journey: Customer experience is a key driver for digital. The ability to capture customer journey metrics and then aligning them to the process application provides a great CX lever.

Mobile engagement: It’s easy to treat mobility as a separate horizontal initiative. However, what differentiates a digital platform from other application development platforms is the inherent support for mobile framework, and a natural extension of processes into mobile interfaces.

Integration: Integration is one of the most basic, but still highly underrated capability that can make a huge difference on the overall impact in terms of customer experience as well as responsiveness. A 30 min loan is not possible without straight-through process integration all the way from mobile/web interfaces to core and backend systems.

Robotic Process Automation: While BPM automates the process and enables orchestration, it’s also critical to free up knowledge workers from routine mundane tasks that slow down the process, especially in high volume scenarios. RPA provides the last mile process automation at the workstep level. A great BPM platform provides inherent support for such automation as well as off-the-shelf third-party integration.

NEWGEN POSITIONED AS **LEADER** IN “FORRESTER WAVE: DIGITAL PROCESS AUTOMATION SOFTWARE, Q3 2017”

“Once a content/document-centric vendor, Newgen has evolved toward a full-featured provider of process automation solutions. With that foundation in place, Newgen has invested in a low-code environment to meet the next generation of process needs. It emphasizes CX: to that end, it offers very strong mobile support and is actively investing in new user interaction models such as voice and chat. Newgen’s offering is strong across the board for both deep, complex processes and, increasingly, for wide deployment of applications.”

- Forrester Research

Dynamic Case Management: Gone are the days when you could manage all processes through standardization, structured modeling and command-&-control. Digital demands flexibility at run-time, and that makes dynamic case management a critical element of a digital process platform. On one hand, it allows for flexibility to handle varying customer scenarios, and on the other, it empowers knowledge workers with better decision-making. Dynamic case management is a key enabler for great customer experience.

Analytics and AI: A great BPM platform enables significant process and content data analytics that can be leveraged for better outcomes in terms of throughput as well as responsiveness. Machine learning and AI based decision-making and analytics are gaining importance too.

Next Steps!

What does digital mean to you? Are you looking for better customer experience? Is transactional speed the goal? Do you expect your organization to be agile to change? Or, do you expect your enterprise to be better connected to create a digital and infinite workplace as a whole?

A digital platform needs orchestration capability. This orchestration is not departmental workflow automation, nor is it a transactional process automation. Digital requires this orchestration to be elevated to the level of enterprise to build that connect. With this in consideration:

- List down the specific goals from digital transformation program
- Identify customer-facing process areas and core processes therein
- Identify 'deep' and 'wide' processes, with their own specific contribution to the goal
- Identify the key functional and technological capabilities you need from the platform
- Start small, perform a pilot, and get going with quick wins!

Want to know more?
Contact Us!



Or, download our white paper:
7 Effective Ways to Go Digital With Intelligent BPM

About Newgen

Newgen is the leading provider of a unified digital transformation platform with native process automation, content services, and communication management capabilities. Globally, successful enterprises rely on Newgen's industry-recognized low code application platform to develop and deploy complex, content-driven, and customer-engaging business applications on the cloud. From onboarding to service requests, lending to underwriting, and for many more use cases across industries. Newgen unlocks simple with speed and agility.

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AMERICAS: +1 (202) 800 7783
CANADA: +1-202-800-7783
AUSTRALIA: +61 290 537 174
INDIA: +91 11 40773769
APAC: +65 3157 6189
MEA: +973-1-619-8002, +971 44541365
EUROPE: +44 (0) 2036 514805

info@newgensoft.com
www.newgensoft.com

