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Business Process Transformation-as-a-Service

Accelerate, sustain, and continuously improve your process transformation to assure business agility



An Infosys Consulting Perspective
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Introduction

We are in the thick of a new age of digital convergence driven by rapid leaps in technological advancements, shortened innovation cycles, digital enablement of workforce and societies, ubiquitous connectivity and access to information and explosion of data. Generally, any one of the above is a significant challenge for an enterprise. Given the multitude of such disruptions working in tandem, staying ahead and even abreast of change is a daunting prospect even for the nimblest of the organizations.

There is no other word than “Business Agility” that summarizes best the approach for an enterprise to not only survive but thrive in such an environment. Agility is a fundamental way to manage change from day-to-day operational tasks to long term strategic objectives. Agility at this level is not instantaneous. It is a journey that starts with a comprehensive and fact-based understanding and management of business processes, and a “fit-for-context-and-need” arsenal of digital technologies that help in process transformation. This point-of-view provides a practitioner’s perspective of a centralized “Business Process Transformation-as-a-Service” and how it helps enterprises assure agility in their business.

BUSINESS PROCESS TRANSFORMATION-as-a-SERVICE

In a typical enterprise, business process models, process knowledge and metrics are at varying degrees of existence and maturity let alone digitally. There are significant and dormant gaps in the execution of operational processes, management’s view of process metrics and leadership’s view of the business KPIs and goals. Enterprise IT is not always aligned to process agility needs and often needs extensive efforts and time for business cases justifications for simple improvements, automations, and transformations. Business Process Management then becomes a journey that progresses through stages.

Process Transformation as a Service pulls in BPM frameworks, business case approaches, process mapping and mining tools and transformation technologies under one umbrella to offer “fit-for-context” services to businesses.

BP-TaaS works with end users of the process, process owners, administrators, and business leaders to identify/define enterprise objectives and their impact on operational tasks in a data-centric, traceable, change-managed, and agile approach to deliver value.

BPM IS A JOURNEY

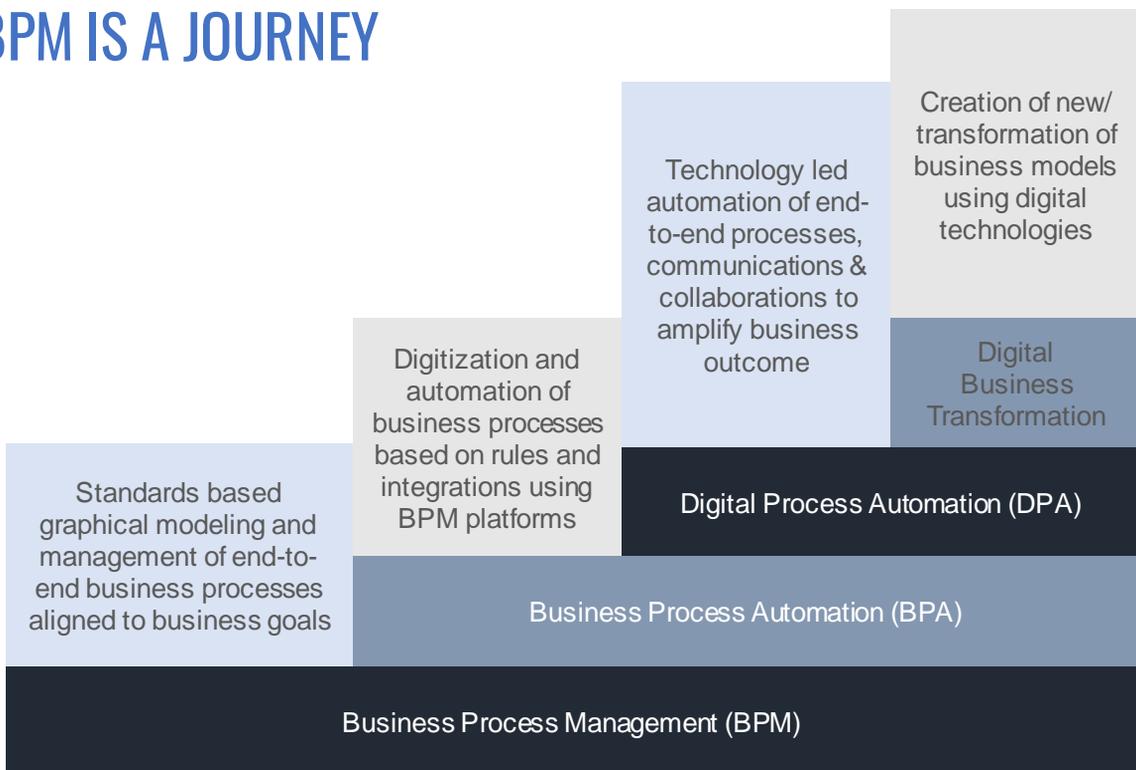


Figure 1: Stages for a BPM journey in an enterprise

BUSINESS PROCESS TRANSFORMATION

BPM is a journey. While initial gains are substantial, it is important to stay invested for the long-term to transform the business and set it up for achieving business agility. A good understanding of the current process maturity can help develop this long-term view and shape the initiatives required to achieve the view.

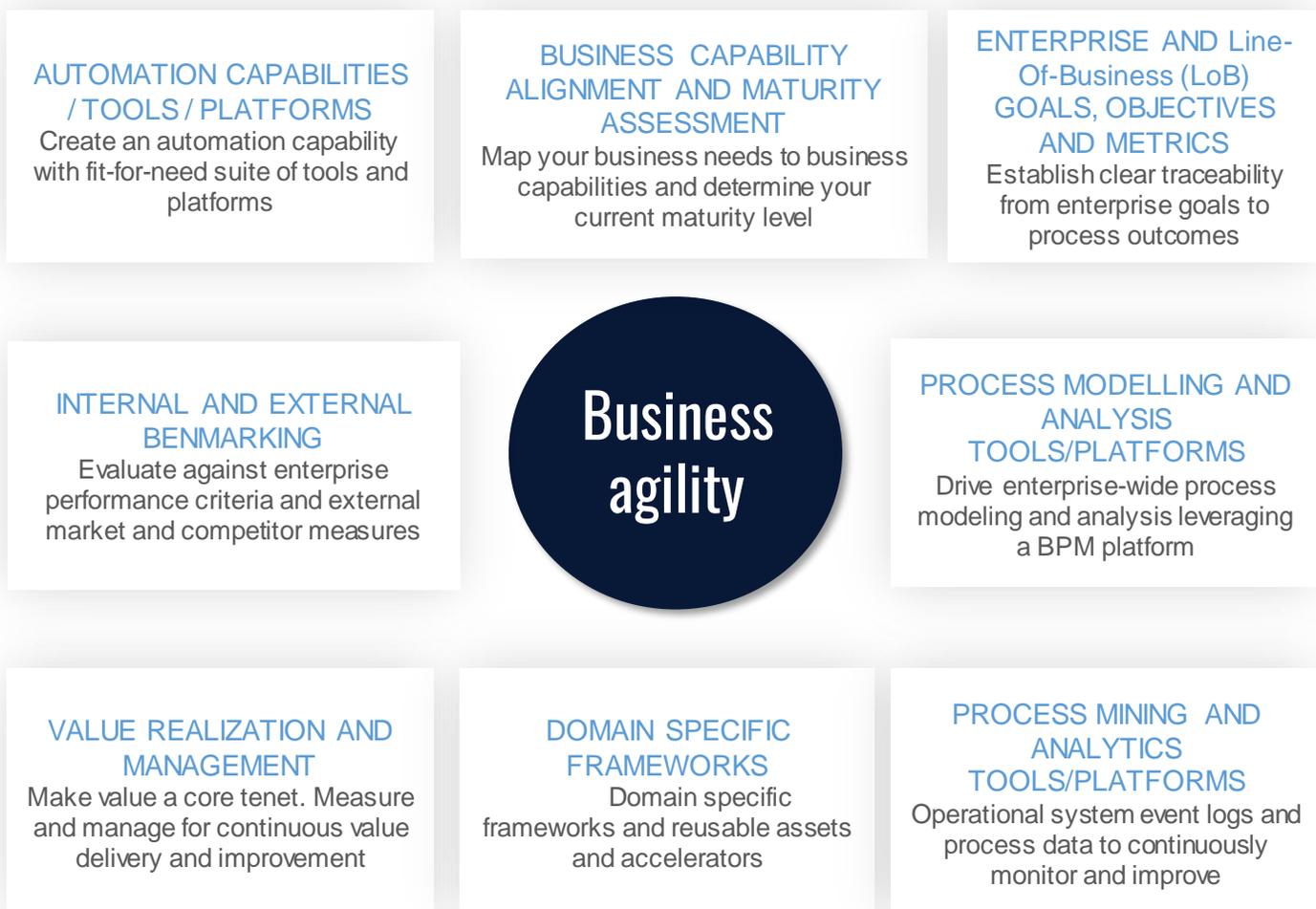


Figure 2: Multi-faceted view to achieve business agility

UNDERSTAND CURRENT PROCESS MATURITY

Current process maturity standards are used to assess and assign a maturity level. This enables understanding gaps and mapping out capability additions and transformations required to achieve the end-state.

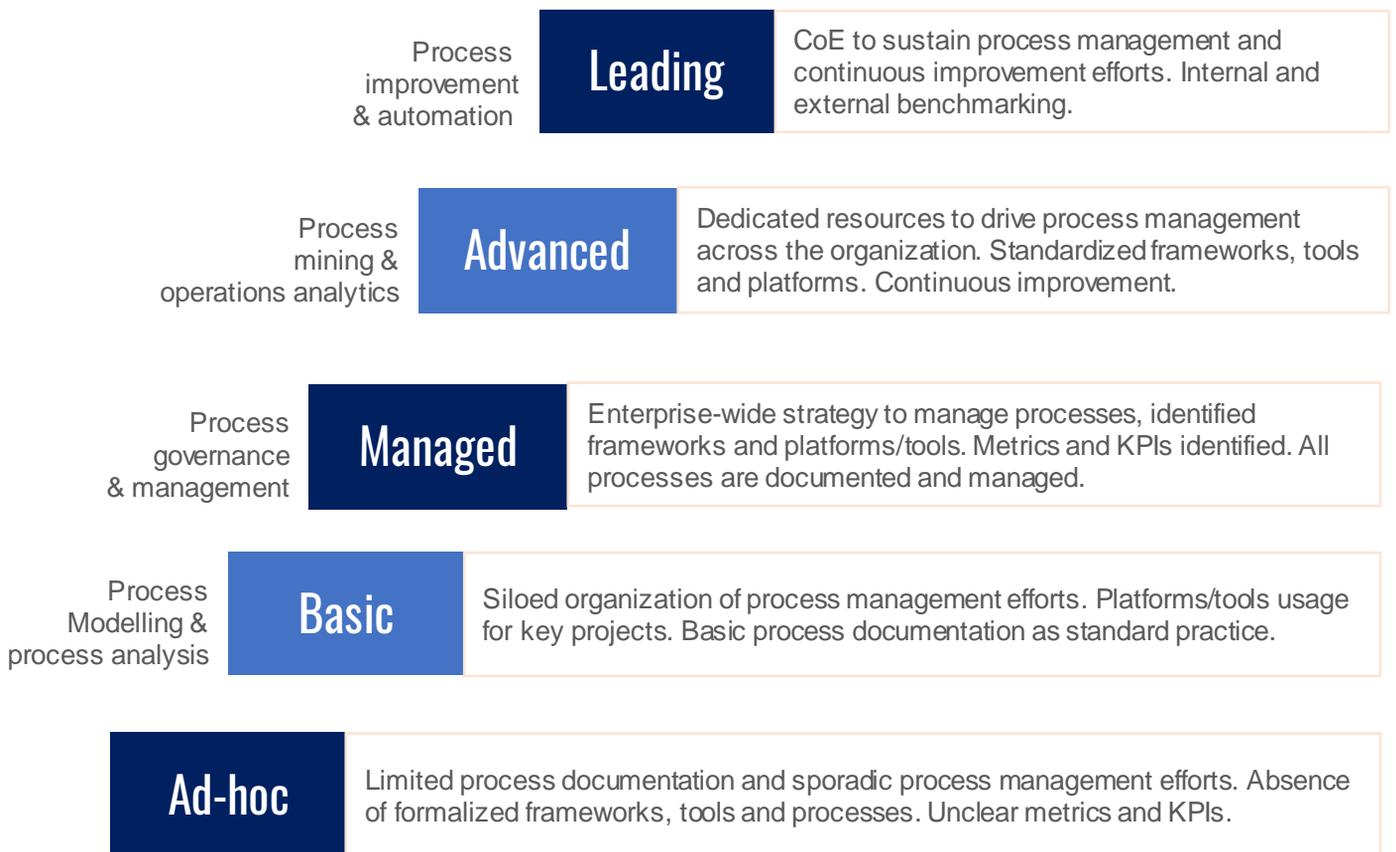


Figure 3: Business process management maturity levels and capabilities

The maturity assessment is followed by BP-TaaS diagnostic suite to determine the specific BP-TaaS services required for business transformation.



DEFINE SCOPE

- Define the problem statement and scope
- Understand the process / unit / department / Line-of-Business(LoB) and organization goals
- Capture the expected value delivered
- Identify business value stream as a core working group
- Baseline working principles
- Calibrate unit/department / Line-of-Business(LoB) change readiness and approach profile

ASSESS AS-IS

- Create an artifact and process catalogue baseline
- Model / Mine / Review AS-IS processes
- Collect available process performance data and benchmark against industry standards
- Analyze processes for value leakage and inefficiencies root causes
- Determine value and identity and prioritize gaps / opportunities

CREATE TO-BE

- Interview stakeholders to understand needs and goals
- Visualize an ideal state (BlueSky, Design thinking)
- Capture a TO-BE process model
- Assess new capability requirements
- Perform technical feasibility
- Create a transformation roadmap based on value
- Define a change management approach

IMPLEMENT

- Prepare unit / department / Line-of-Business(LoB) for change
- Execute transformation items using agile teams
- Review and validate expected value and delivered value
- Establish data-centric process governance and management dashboards
- Monitor implemented processes and capture deviations/business changes
- Iterate to define scope

B-TaaS offers main suites of services that span across the BPM life cycle. Each suite contains a sub-set of services that may be apt for a business depending on its stage of maturity.

Process modeling & process analysis

- AS-IS modeling
- TO-BE modeling
- Modeling formats
 - EPC (ARIS)
 - BPMN (Visio, ARIS, Bizagi, iGrafix)
- Opportunity mapping
- Fit-gap analysis
- Scenario simulation

Process governance & management

- Process frameworks
- Modeling guidelines
- Release management
- Benchmarking
- Performance management
- Metrics & KPIs
- Continuous improvement

Process improvements & automation

- BlueSky thinking workshop
- Clean-sheeting workshop
- Design thinking
- Rule-based automation
- Cognitive automation
- Low-code / no-code

Process mining & operations analytics

- Automated process discovery
- Conformance validation
- Process mining
 - Celonis
 - ARIS
- Task mining
 - Celonis
- Executive / operational dashboards
- Predictive analytics

Figure 4: Our recommended approach for BP-TaaS

MAKE YOUR TRANSFORMATIONS AGILE

BP-TaaS provides a scalable and agile approach to business transformation needs. It works with businesses at all levels of process and digital maturity.

A US based global oil major is using BP-TaaS in the digitalization of upstream business processes covering multiple Lines-of-Business and geographies. The effort has delivered process transformation projects with a realized value of \$10 million to date. One oilfield services provider used BP-TaaS to reduce the time and cost of executing their projects with a highly configurable browser-based solution. The provider achieved a 60% reduction in time and better visibility of metrics and KPIs. BP-TaaS is helping an oil major perform a detailed process mining exercise for their downstream Order-to-Cash process. This has resulted in the discovery of deblocking opportunities, improved their no-touch orders by 15% and cash-flow by 20%.

BP-TaaS leverages existing technology investments and transforms a business to achieve agility through data-based decision making. BP-TaaS offers an effective and efficient way forward to transform business in an agile manner.

MEET THE EXPERTS



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