

## THE BPM GUIDE

# Accelerating Digital Transformation



Business Process Management (BPM) software empowers businesses to connect people, processes and data within the full enterprise in order to get work done faster and more effectively, while increasing satisfaction and decreasing costs.

This guide is designed to enlighten your understanding, answer your questions and give you the information you need to accelerate your digital transformation...with BPM!

## TABLE OF CONTENTS

<b>What is BPM?</b> .....	03
<b>In a Digital World, Do You Need BPM?</b> .....	06
BPM and Digital Transformation .....	06
Checklist: What are some reasons you might consider a BPM solution?.....	07
<b>How Can BPM Help?</b> .....	08
<b>BPM Success Stories</b> .....	09
Sprint: Revolutionizing the customer experience.....	09
Dallas Fort-Worth Airport: Transforming airport operations.....	10
Flowserve: Unifying data channels through one interface.....	10
University of Southern Florida: Fast deployment, powerfully mobile .....	11
Bendigo and Adelaide Bank: A low-code platform for customer obsession .....	12
<b>How to Get Started with BPM</b> .....	13
<b>Conclusion</b> .....	14

# WHAT IS BPM?

Business Process Management (BPM) is defined as the discipline of managing processes to continually improve agility and business performance outcomes.

## WHAT DO YOU MEAN BY PROCESS?

A process is simply a set of activities and transactions that an organization conducts on a regular basis in order to achieve an objective. It can be simple (i.e. order fulfillment) or complex (i.e. new product development), short-term (i.e. employee on-boarding) or ongoing (i.e. regulatory compliance), function-specific (i.e. proposal management) or industry-specific (i.e. energy procurement). It can exist within a single department (i.e. billing), run throughout an entire enterprise (i.e. strategic sourcing), or extend across the whole value chain (i.e. supply chain management).

## WHAT DOES BUSINESS PROCESS MANAGEMENT SOFTWARE DO?

In its simplest form, BPM software enables the **design, execution, management and optimization** of a business process by connecting people, systems and data while simultaneously providing the analytics necessary to measure and improve processes.

At a minimum, BPM software must address the four core elements of process-based application development:

## DESIGN: CREATE PROCESS-BASED SOLUTIONS YOUR CEO WILL LOVE.

### Model processes

Build processes for apps with visual tools with low-code drag-and-drop functionality. Then, store process models for even faster design next time.

### Apply business rules

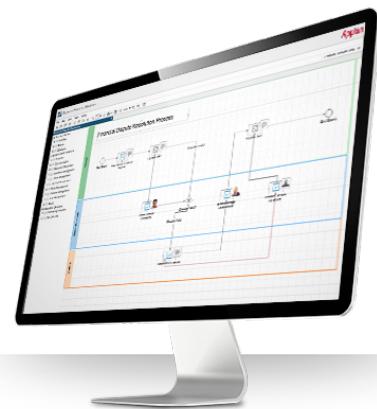
Define critical policies and procedures and set them up for replicated success.

### Adapt to complex events

Track, analyze and adapt to market demands, business events, regulatory changes and anything else that may come your way.

### Embed process in your apps

Rapidly create task forms and dashboards and include them in easy-to-build, easy-to-use user interfaces.





---

## *Business process management suites provide real-time insights to achieve better business outcomes and help [leaders] improve business outcomes through process reinvention and transformation.*

Gartner, "Magic Quadrant for Intelligent Business Process Management Suites 2016"

---

### **EXECUTE: MAKE YOUR PROCESSES COME TO LIFE...FAST.**

#### **Instant deployment**

Click it and get your ticket to results. Immediately deploy applications as soon as design is complete.

#### **Faster integration**

Pre-built connectors and easy-to-configure APIs result in faster integration than you expected.

#### **Automatically mobile**

Built-in enterprise mobility delivers responsive, mobile user experiences with no extra work. Create apps that work on any device, natively with no extra time or effort.

#### **Secure and scalable**

What does more security certifications, combined with unrivaled scalability mean? You feel confident the second it's deployed.



### **MANAGE: KEEP YOUR APPLICATIONS HUMMING AND CONTINUALLY MEET YOUR GOALS.**

#### **Management tools**

Monitor in-flight processes, re-assign tasks and view performance with real-time process management tools.

#### **Task management**

Increase worker efficiency and reduce costs with task management capabilities that drive repeated and successful action.

#### **Real-time visibility**

Get granular analytics on process and task progress in real-time for proactive awareness.

#### **Skills-based routing**

Get the right worker the right task to maximize talent and speed the right action.



# OPTIMIZE: AUTOMATE EVERYTHING...EVEN CONTINUOUS IMPROVEMENT.

## Continuous process improvement

Constantly evolve business performance.

## Aggregated process history analysis

Proactively identify bottlenecks and inefficiencies and address them before they happen.

## Predictive analytics

Apply past performance and burgeoning trends to create self-optimizing processes.

## Dynamic reporting

Get real-time visibility into business operations.



## Confused by BPM nomenclature?

It's OK. BPM has what seems like its own language. Get answers to your questions about what's what in the BPM Glossary at [BPMbasics.com](http://BPMbasics.com).



# IN A DIGITAL WORLD, DO YOU NEED BPM?

## BPM AND DIGITAL TRANSFORMATION

The digital economy is filled with challenges, opportunities and risks. To compete and win, the most innovative businesses are embracing new business models and processes that drive superior value for customers and employees. Companies need a BPM platform that enables them to move faster, innovate faster and work smarter.

The BPM story is a digital transformation story, but there's a lot of confusion about what digital business transformation really means. There's even more confusion about how to make it work.

Among the top priorities of many business leaders is to help usher their companies into the digital age. According to a recent Gartner survey of senior executives, **half of CEOs expect to see significant digital transformation in their industry within the next 5 years.** However, only 14% of senior executives, according to a YouGov survey, have fully implemented their digital business transformation plans. Custom software is viewed as key to achieving this transformation, but evolving business requirements, complex technology and long development cycles stand in the way.

---

*Model-driven, 'low-code' business process application development platforms bring three core capabilities to organisations that are a perfect fit to help enable real digital transformation.*

– MWD Advisors, "What's Your Digital Posture?"

---

The secret lies in building business capabilities on digital platforms that enable you to do three core things in parallel, in an integrated way:

- Build new capabilities quickly
- Measure what works and doesn't work
- Make changes quickly, based on measurement and feedback

As Neil Ward-Dutton of MWD Advisors says, platforms add value in three specific ways: making it easy to share knowledge and coordinate work across teams, departments and business entities; making it easy to change behavior and reflect policy changes; and making it easy to track and manage performance over time.

But what's the only digital platform with all of these capabilities? A BPM platform.

## CHECKLIST: WHAT ARE SOME REASONS YOU MIGHT CONSIDER A BPM SOLUTION?

Here are 20 of them we've collected from businesses, non-profit organizations and government agencies from across the globe.

### You know it's time to consider BPM when you have to **transform your business operations:**

- Your processes still leave a paper trail....a REAL paper trail.
- Three words: Silos...silos...silos.
- Different business units have different systems for the same purpose.
- Your employees spend more than 50% of their time looking or finding rather than doing.
- Your users have to input the same information into 'the system' three times because your 'system' is actually many systems.

### You know it's time to consider BPM when you have to **revolutionize your customer experience:**

- Your systems are 10-20 years old and can't keep up with your customers' expectations.
- You deliver different customer experiences across different devices, or can't support certain devices and channels at all.
- Your clients have to deliver redundant information to a bunch of different business teams — over and over.
- Customers have to depend on a single stakeholder for communication, leading to massive bottlenecks.
- Your support reps are wasting hours waiting for the data they need to complete a customer interaction.

### You know it's time to consider BPM when you have to **master global governance, risk and compliance:**

- Everywhere you operate has a unique regulatory environment, each continually evolving.
- All of your systems for compliances are in silos, making truly global risk management a risk unto itself.
- Finding the right information is like finding a needle in one of six haystacks located somewhere in the northern hemisphere.
- You have zero real-time visibility into your data and processes -- and by the time you've gotten the information you need, things have changed again.
- Your existing software doesn't support the latest security and privacy protocols.

### You know it's time to consider BPM when you have to **build and deploy cutting-edge apps — fast:**

- Your IT team has multiple projects focused on building new solutions to problems you bought [insert vendor name here] to solve more than a year ago.
- Your challenges are too unique for any product you've found to solve completely and cost effectively.
- You spent a gazillion on ERP software and implementation only to realize that you still have hundreds of apps to go...
- You thought you had a development platform but all you got is a sales automation tool.
- You thought it was going to save you money but you didn't count the cost of integrating, integrating, integrating.

# HOW CAN BPM HELP?

Simply automating and optimizing business processes is not enough to keep pace with the speed of digital operations. Businesses must streamline their workflows, build data into everyday processes, create a positive end-user experience on diverse device types and get apps and services out to employees and customers as quickly as possible.

BPM enables digital transformation in the following ways:

- 1 Improving customer experiences:** Giving users better tools to function in a digital world lets them become more responsive to customer demands.
- 2 Integrating data into operations:** Integrating data into business processes ensures users have the right information when they need it to make decisions.
- 3 Breaking down device barriers:** A BPM system can serve as a hub for data and apps that make them available on any device.
- 4 Accelerating app development:** Low-code platforms within BPM solutions accelerate app creation and help dev teams keep up with shifting business demands.
- 5 Streamlining workflows:** BPM tools connect workflows across device and business channels so disparate teams can work in conjunction with one another without disruption.
- 6 Creating a connected workforce:** Streamlining your information flow with solutions that connect your customers, your company and transform how you do business in the digital world.



BPM empowers people to work at their best in a digital world. Read on to see how some real-world companies are accomplishing this.



# BPM SUCCESS STORIES

Work today is tough. The massive amount of information can be impossible to navigate. And unless process discipline is in place, replicating positive results can be difficult. Additionally, many discount the human element. Knowledge workers in any organization hold what's typically untapped knowledge!

.....

When embraced by IT staff and business process owners, modern BPM can solve virtually any challenge. Why? Because it provides contextual awareness along with instant access to the right knowledge so workers can take the most impactful action.

.....

With the right combination of **speed and power**, these organizations were able to solve their unique challenges.



## REVOLUTIONIZING THE CUSTOMER EXPERIENCE

### THE CHALLENGE:

Network coverage is the number 1 point of wireless customer satisfaction, and Sprint wanted to improve the coverage its network provided. Not incrementally. Dramatically. To get 70,000 wireless tower sites selected, approved and installed, Sprint needs to survey 20 or 30 times that number of potential sites. When a selection is made, permissions, equipment delivery, installation and inspection must all happen quickly – and happen right. **Sprint needed to move fast. They turned to BPM.**

### THE SOLUTION:

The Appian Platform has accelerated decision-making across the entire cycle by putting current, validated data in front of key stakeholders in the right context, both in a connected desktop environment and on tablets. It makes sense that this initiative had to be natively-mobile. Most of the work is happening out in the field.

### THE RESULTS:

- Time to turn on a new wireless tower cut from 30 days to 7 days
- Initial solution deployed in 3 weeks

## TRANSFORMING AIRPORT OPERATIONS

### THE CHALLENGE:

In 2014, the DFW CIO decided to turn it into “the airport of the future.” He identified 36 applications which would all have to be written or rewritten in order to achieve that goal. The CIO wanted to cut paper use in half. He wanted to centralize how the organization worked, so that no matter where you were in one of the world’s largest airports, you could understand what was happening everywhere else. He wanted to be able to run the airport from a mobile device, from a terminal, or from a desktop in a back office.

### THE SOLUTION:

The DFW team began work on those 36 applications – and finished them in 18 months. That means they rolled out a new GA application in one of the largest organizations of its kind roughly every 12 business days. All of them are accessible together, connecting all 2,000 DFW employees to their processes, their data and each other. Today, DFW employees can run operations from a mobile tablet as they walk through a terminal.

### THE RESULTS:

- 36 applications deployed in just 18 months



## UNIFYING DATA CHANNELS THROUGH ONE INTERFACE

### THE CHALLENGE:

Flowserve, one of the world’s largest manufacturers of industrial pumps and valves, inherited a wide of array non-integrated back-end systems across the global enterprise.

Flowserve lacked a single “source of truth” through which to view and act on all of this disparate data. The problem manifested itself in many areas, one of which was invoice dispute management. Resolving a customer invoice dispute was a painful process of digging through multiple systems and collaborating through email (completely outside of any structured process). Disputes lingered. At any time, multi-millions of dollars in customer payments were held up.

### THE SOLUTION:

The Appian Platform provides Flowserve a single interface that connects to all of those ERP systems and unifies all of the data regarding a specific customer and a specific dispute. That same interface provides access to all the processes a Flowserve finance employee needs to manage, escalate and resolve the dispute, cutting average dispute resolution time by 50 percent. Email has been virtually eliminated from the process.

### THE RESULTS:

- Dispute resolution time cut in half
- Multi-millions of dollars in disputed invoices resolved



### FAST DEPLOYMENT, POWERFULLY MOBILE

### THE CHALLENGE:

The University of South Florida seeks to prepare students for life in a global environment. For the USF College of Public Health (COPH), that means giving students and their advisors modern tools to manage their educational journey. In the past, this was handled through unwieldy paper check-sheets. The student had to pick up a blank check-sheet in one office, go somewhere else to set up a meeting with their advisor, come back for that meeting to fill it out the check-sheet, print it, sign it, make multiple copies and deliver them to different COPH offices. Forms got lost. Copies became outdated. And the college's regulatory requirement to deliver effective guidance was difficult to prove.

### THE SOLUTION:

The USF College of Public Health CIO brought all of that together in a single mobile app on the Appian Platform. There are no more emails to go missing and no more paper forms to be accidentally misfiled. Students and advisers now manage every aspect of their relationship and the entire program of study from the mobile app (or via the same app on a desktop or laptop computer).

### THE RESULTS:

- Deployed in 3 weeks
- Reduced a two-week process to 2 days
- Eliminated paper forms and emails



## A LOW-CODE PLATFORM FOR CUSTOMER OBSESSION

### THE CHALLENGE:

Bendigo and Adelaide Bank is one of the largest banks in Australia, but they wanted to do better. A few years ago, the bank reorganized everything to become obsessed with the customer experience – servicing the customer, working with partners and looking at innovation. To go “all-in” on the customer journey, the bank’s CIO knew they needed a new way to enact Bendigo’s customer obsession through software. They put BPM at the center of their strategy.

### THE SOLUTION:

The bank rolled out 25 customer-focused enterprise applications on Appian in 18 months. Another dozen “citizen-developed” applications have also been rolled out. Nearly every one of these enterprise applications is considered by the bank to be a Tier 1, critical customer-impacting process. Appian is running ATM Management, Credit Card Management, Fraud Management, Disputes, Loans, Mortgages, Merchant Services and more.

### THE RESULTS:

- 25 Tier 1 customer-focused enterprise applications deployed in 18 months
- 12 “citizen developer” applications deployed



**Want to hear more success stories in the organization’s own words?**

Check out [www.appian.com/customer-videos](http://www.appian.com/customer-videos)



# HOW TO GET STARTED WITH BPM

## Once you've decided to embrace BPM, where do you start?

The benefits of process improvement can be applied to just about any facet of an organization. But where you start can have a big effect on how successful your BPM initiatives are over time. Conceptually, the key is to “plan big, start small and iterate.” This means selecting an initial project that can be delivered quickly while having a high impact to the business, promoting your early successes and pushing BPM best practices out to other areas of the business. **With the right BPM Platform, these process applications can be created in less than two hours!**

The key issues to consider here are around the level of exposure this process has for the business (processes that directly impact revenue, cost, or customers are obviously high on this axis), as well as the level of complexity of the process (including things like number of process steps, integration points, people involved and more).

The traditional method is to start with a high exposure, low complexity process. High exposure means it will be noticed by executive management and low complexity means your chances for success are very good. An initial deployment like this can usually be accomplished through the professional services offerings of your BPM vendor, and you can be up and running fairly quickly. Promoting this early success (and the best practices of that deployment) will help drive new BPM projects across your organization.

**However, if your BPM software is also a low-code platform that combines speed with power, you don't have to start small.** As an empowered citizen developer, you could create an app to solve your department's issue on your own in less than 2 hours...without needing the help of IT. Delivering this innovation can spark the interest of management and other areas of the company, again driving new BPM projects across the entire organization. You'll be creating digital transformation as a by-product of organizational innovation instead of a loose corporate goal.

---

*Modern BPM is critical for digital business.*

– Forrester, “Architect Process Agility With BPM Platforms For Digital Business”

---

---

## What is a low-code platform?

Low-code development platforms focus on driving innovation more rapidly. They allow you to take advantage of visual design tools—like drag-and-drop modelers and point-and-click interface creation—to enable the rapid creation, launch, use and change of powerful business apps. **For more info, check out [lowcodebasics.com](https://lowcodebasics.com)**

---



**Ready to learn more?**

Check out the BPM resources at [BPMBasics.com](https://BPMBasics.com)



**If you'd like to talk to a professional** to see how you can easily build, use and change applications that help you stand out in the market, request a demo at [appian.com/about/request-a-demo](https://appian.com/about/request-a-demo)

## CONCLUSION

Fast-track your digital transformation with BPM! A good BPM platform can improve your operations, make employees more effective, unlock innovation, reduce costs, speed impact, solve your unique challenges and so much more.

In this BPM Guide, you've learned about BPM and how it can impact your organization and unlock digital transformation. Now it's time to partner with Appian to make your vision a reality.

Learn more at [www.appian.com](https://www.appian.com)

# Appian



