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Smarter Process

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Learn:

- How Smarter Process can reinvent your business operations for top line growth
- The ABCs of making your business operations more customer-centric
- To apply BPM, operational decision management, and case management

Vijay Pandiarajan
David Millen



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**by Vijay Pandiarajan and
David Millen**

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Smarter Process For Dummies®, IBM Limited Edition

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Some of the people who helped bring this book to market include the following:

Project Editor: Carrie A. Johnson

Acquisitions Editor: Connie Santisteban

Editorial Manager: Rev Mengle

Business Development Representative:
Sue Blessing

Custom Publishing Project Specialist:
Michael Sullivan

Production Coordinator: Melissa Cossell

Special Help: Jay Holbrook, Brian Safron,
Tina Horne, Rich Szulewski,
Abhishek Shukla, Botond Kiss

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Introduction

Is it easy to do business with your organization? Do your employees feel empowered to meet your customer's needs? These are questions that you're probably grappling with as you face a perpetually changing business environment. You strive for operational excellence and need ways to effectively acquire and retain new customers. You also need to reinvent your business operations to foster growth.

Your customers are no longer passive in their quest to receive services and buy products. They expect five-star treatment, and if they don't get it, they search for alternatives. This means that you need to create positive touch points on every interaction with your customers while holding down costs and growing your topline revenue.

Customers routinely tweet their displeasure and alert the media to flaws in your company's ability to serve them. There is no way to stay out of the spotlight when your operations don't meet their high expectations. Every one of your business processes is intensely scrutinized and evaluated. That's why IBM Smarter Process was developed.

Smarter Process is a way for you to work smarter as you find your way through all the operational challenges that the current business climate throws at you. It helps you use mobile, analytics, and collaboration to empower your employees to do their best work. It also empowers you as a leader to find the right tools and solutions.

About This Book

In this book, you look at how the Smarter Process approach helps you create a more customer-centric organization. You discover how four major technologies — mobile, cloud computing, Big Data, and social collaboration — are disrupting the way you do business and how you can work through the challenges. *Smarter Process For Dummies*, IBM Limited Edition,

also gives you a perspective on how to develop Quick Win Projects processes. You also look at industry case studies that demonstrate the use of Smarter Process so you can apply it to your own particular project.

Icons Used in This Book

This book is written to provide basic yet key information about Smarter Process. To help ensure that this is the case, we use the following icons.



If you see this icon on the page, it calls your attention to information that enhances your understanding of the topic.



This icon represents information that may help jog your memory at the time you need it most.



This icon alerts you to serious situations to tread lightly should you encounter them.

Chapter 1

Understanding the Need for Smarter Processes

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In This Chapter

- ▶ Applying customer-centric business practices
 - ▶ Getting and keeping customers
 - ▶ Developing a competitive advantage
 - ▶ Using flexible business design
-

To create a smarter process, cost cutting isn't enough. *Smarter Process* is a method of working smarter through operational challenges your business climate throws at you. It helps you use all resources at your fingertips to focus on service excellence, quality, and customer happiness. In this chapter, you're introduced to IBM Smarter Process as an answer to the ever-changing business environment you find yourself in that requires your operations to be mobile, social, data driven, and available through the cloud. You see how to combine analytical insight with process flexibility to speed ahead of the competition.

Becoming a Customer-Centric Business and Growing Your Topline

To understand why companies need to become more customer-centric, you need only to look at how your customers use products and services on the web. Major retailers have raised the

bar regarding customer expectations. For this reason, you must look more closely at the experience your customers have each time they interact with you both online and offline. Users take into account every aspect of the product or service. Many businesses treat this as a threat, but you should view it as an opportunity to stand out from the competition.

When done effectively, superior business operations that are customer-centric lead to topline growth. Day-to-day operations then become a primary driver for revenue growth. This fact is especially true in knowledge-intensive industries, such as banking, insurance, healthcare, and telecom.

In this section, you discover some focus areas that are key to creating customer-centric operations that can help grow your company.

Creating new business models

To continue to grow, companies must seek out new market niches to expand into. This opportunity starts with a flexible business design and the ability to reinvent business operations. Whether it's a claims process or a loan origination process, many considerations go into creating new business models every day. From rate changes in existing loan tables to adding new providers into a claims service or even new government regulations that require new reporting, the processes of change must be flexible and incorporated quickly and effectively.

This same flexibility and ability to codify new concepts into a process is an invaluable source of innovation that has the potential for new business models. Take the example of a credit-reporting agency that collects a tremendous amount of information about customers on the behalf of financial institutions to determine their credit worthiness.

The sheer breadth of information gathered includes shopping habits and personal tastes that are all incorporated and managed by the credit scoring process. When this data is totaled over millions of customers, the credit agency has a unique perspective into the wants and needs of very distinct buyer segments. Through its processes, the agency can create a new product recommendation service that it can offer merchants.

Serving new customers

Enabling true self-service processes can completely change how a new service is consumed and bring with it a new class of customer that couldn't be served efficiently before. Consider the example of offering low-cost insurance. Completely automating the purchasing and underwriting process now means that the cost structure of the business has changed, so a new class of customer can easily buy insurance online.

Expanding into new geographies

The informational aspects of a logistics company are captured within a set of processes, the resources are managed from a number of transportation providers for the particular set of goods that needs to be transported. The intelligence then comes from combining the right set of transportation providers to match the constraints, which can include cost, time, the need for customs clearances, and so on.

Expanding into a new geography now simply means updating the process with the specifics for the new country. Perhaps there are no Saturday deliveries, and the original process can be easily modified to accept this new reality.

Introducing IBM Smarter Process

In this section, you take a look at the characteristics of a Smarter Process that help you meet today's business needs.



Think about information you collect in every part of your enterprise as a business strategy. Operationalize that data to make a customer impact. The rest of this book helps you understand how you can reinvent your business operations, so they can truly be instant, seamless, and insightful.

A Smarter Process is instant

Smarter Process combines real-time automation and team collaboration to ensure tasks are completed quickly and easily. For example, you want to ensure that your customers can

easily sign up online for your products and services instead of abandoning the process before completion.

Ask yourself the following questions:

- ✔ Where could the provision of real-time information improve customer acquisition and retention?
- ✔ How could you redesign your processes to take advantage of mobile technology? Which processes would you tackle first?

A Smarter Process is seamless

Smarter Process integrates the control and visibility of the process life cycle across lines of business, IT, and customers. For example, you want to ensure that your customer is able to do everything they want moving from a specific location to a mobile one.

Ask yourself the following questions:

- ✔ Is the customer experience integrated across all touch points with your company?
- ✔ In what ways could you support increased revenues through easier, smoother cross-selling?

A Smarter Process is insightful

Smarter Process analyzes and optimizes performance and behavior to improve outcomes. For example, you want to make sure that you use previous information about the customers to provide more relevant offers.

Ask yourself these questions:

- ✔ Where could stronger customer analytics provide you with a greater competitive edge?
- ✔ Which processes would benefit from applying real-time benchmarks to constantly improve customer service?

Chapter 2

Harnessing Four Major Disruptive Technologies

.....

In This Chapter

- ▶ Using mobile processes for greater engagement
 - ▶ Accessing processes in the cloud
 - ▶ Dipping into Big Data
 - ▶ Adding social technologies to enhance customer relationships
-

Technology has changed the way you live and work, and changes are happening faster than you can assimilate them. It has changed both the context and the process by which you do things. In the case of business, technology has elevated customer expectations. Customers now expect instant responses and better, more effective experiences, and if they don't receive them, they move on to a competitor. Your company can't afford to be left behind.

This chapter looks at four major technology disruptions that have changed business forever. You look at each in turn and see how Smarter Process helps companies deliver better experiences for their customers in each of these areas.

Delighting Customers with Mobile-Enabled Smarter Process

Is the mobile experience that you provide customers timely and relevant, tuned to solving the exact problem they were grappling with at that moment? Does your app deliver a drop

of magic, or do your customers want to pull their hair out when they try to use it? Does your mobile experience provide high value and instant gratification? If not, you need to change how you're using mobile to interact with your customers.

So what do you have to do to create this drop of magic? Take a look at this list:

- ✓ Deliver granular experiences designed for mobile
- ✓ Provide context-rich interactions
- ✓ Enable time-sensitive information and actions
- ✓ Extend enterprise connectivity

Mobile computing effects how you conduct your everyday life. Your customers may be shopping for personal items, checking messages, and making business decisions all at the same time on a variety of devices. Business moments arise through these interactions, and simplifying how customers work with your company through mobile is essential.

Context, access, and process digitization

A mobile-enabled Smarter Process allows for new scenarios because fundamental new capabilities are available. Three mobile capabilities are key in creating a more engaging process. They are covered in this section.

Mobile context

Mobile provides new context for participants and establishes what's relevant to their next move. Context, whether it be location, speed and direction, or even an understanding of frame of mind, provides vital information that naturally makes the process more relevant.

For example, travelers who step into an airport within an hour of their flight that has been delayed must have the right type of personalized remediation offered to them based on their loyalty level. The automated mobile-aware customer management process can act in a variety of ways from automatically sending the traveler a coupon for coffee at the airport to VIP lounge access to a rebooking in business class on a later flight.

Mobile access

Creating a business moment can only happen if the process can act in the moment. Having access to a process participant even for a second at the right instant in time ensures that work progresses faster and more efficiently.

Examples include customers being able to be online to accept an insurance quote in the go as they're boarding the subway to managers being able to approve expense reports between meetings.

Mobile process digitization

The ability for users to provide input into a process has never been easier. Typically, user input takes time and wasted resources. Think about the time it takes to fill out a paper copy of a signed form and fax it to your insurance agent or how long it takes to mail pictures of a car accident for proof of damage. With process digitization, users can input new information directly into mobile processes.

Claims adjusters can take and immediately upload pictures of accidents to speed up the claims process. Mobile access even opens the process up to self-service where the consumer may directly submit a picture of a cracked windshield to be credited with the cost to replace it. Fingerprint scanners on mobile devices now ensure that a person with verified identity is interacting with the process remotely. This enables many more processes to be simplified for the end-users.

Using mobile-enabled Smarter Process patterns

So mobile is here to stay. How does that impact your planning? Focus for mobile should be in three main areas:

- **Customer engagement:** By using mobile-enabled Smarter Process, your company can create apps and other unique mobile programs to benefit your customers, which can create a competitive advantage.
- **Workforce productivity:** Employees who are out in the field can use their mobile devices to order parts or learn of the location of their next service call. Smarter Process also reduces employee down-time and makes them more productive when using a mobile approach.

✓ **Ecosystem-driven processes:** These processes connect your systems together. For example, they connect machines to machines like those required for your logistics management. Managing processes driven by the Internet of Things, regardless of where they are, opens up new process innovation.

By applying Smarter Process in these three ways you can more easily navigate the hurdles that your company faces.

Accessing Smarter Process on the Cloud

Cloud technology has changed the business landscape. Now businesses that weren't able to compete because of size or resources can play big. They no longer have to build complex technology platforms and hire managers to manage them as their business grows. Having a full-featured process management system available instantaneously and continually available in a scalable manner provides the type of turnkey capability that companies need to reinvent their operations.



Most businesses recognize the value of the cloud to their own operations. Cloud computing in the process space can offer many benefits and is covered in this section.

Faster time to value on new ways to do business

One of the biggest benefits of running processes in the cloud is the ability to experiment with new scenarios rapidly, without a significant upfront investment. Having the ability to design and redesign how your processes should work and being able to iterate, test out a hypothesis, and pick the best course of action is a key competitive advantage.

Cloud-based processes enable in-house technical expertise to work on higher-value tasks and extend IT resources. At the same time, justifying big capital expense outlays for infrastructure at the start of a project is increasingly difficult.

Today, you can experiment faster and deliver value quicker without the upfront investment by running your processes in the cloud and paying for what you use.

Improved access and collaboration on how your company works

Having a common understanding of processes across the company is key to organizational alignment. Cloud-based processes ensure that operational data is easy to share and that people in the company can collaborate transparently on designing and refining them. Process execution in the cloud also enables easy visibility into process metrics and KPIs.

In addition there are many long-tail processes that benefit from Cloud solutions where it's easy to get access to a full function lightweight environment that meets the needs for these workflow patterns.

Greater scalability and flexibility for when your business grows

Another key benefit of the cloud is the elasticity in the operating environment that allows more capacity to be brought online exactly when needed. This is very handy in the cloud, because it captures the actual execution and expansion of your business.

A hybrid cloud process environment ensures that different types of process workloads can be moved across from on-premise to cloud and vice versa. In addition, levels of privacy can dictate where certain confidential data can reside, that results in the need for flexibility in terms of where the process can run. The scalability and flexibility of the cloud provides huge benefits to process improvement.

Security best practices handled by the experts

Security is a major topic for discussion any time the cloud is in the picture, and process security in the cloud is no different. It's imperative to assess the levels of security and privacy needed for each process. Look at regulations that govern where different types of data must live. Look for vendors that can provide datacenters in a wide variety of geographies, so you can continue to conform to the laws as your business grows. The added benefit is that cloud vendors are serious about ensuring security and have the experience and skill and best practices that protect your confidential data.



Read more about how IBM can help with your business operations in the cloud in Chapter 3 with IBM Blueworks Live and Chapter 4 with IBM BPM.

Harnessing Data-Driven Smarter Process

A Data-Driven Smarter Process covers two critical areas that a business needs to tackle today: how it will cope with Big Data and apply analytics to operationalize insight into its business processes, and how it will empower its knowledge workers to manage data-centric processes.



One of the main areas where Big Data can be employed is in the area of process improvement. In fact, when companies inject data and analytics deep into their operations, they can deliver productivity and profit gains that are 5 to 6 percent higher than those of the competition.

By the year 2020, a projected four times more digital data will exist than there are grains of sand on the earth. You need a strategy now so you can use this information to improve your business execution.

Operationalizing insight into processes

Not only must companies gain insight, but also they need to automatically be able to act on it through their business processes. Applying Big Data to improve operations helps companies do the following:

- ✔ **Enhance customer experiences:** You know more about your customer, so you are able to provide customized offers.
- ✔ **Gain insights from new data:** One great insight can lead to several others. Your ability to create a competitive advantage could rest with your ability to generate better insights in cases such as fraud detection.
- ✔ **Improve the efficiency of your operational platform:** Identifying new trends in existing processes can help simplify the process in many conditions and speed up the end outcome.

Employing processes for the knowledge worker

Another aspect of being data-driven is the ability for knowledge workers and experts to make better decisions that lead to superior outcomes. Empowering employees at the edge of the business with the right information means that they can have more meaningful interactions with customers. Very often this means that they must look at exception flows within processes and handle them appropriately. Sometimes, the entire interaction is unique and a new unstructured workflow must be created to capture the process.

In both these cases, all the steps in the process and the sequence of steps may not be known ahead of time, and the company relies on the expertise of the knowledge workers to manage the highly variable process. Even in these situations, parts of the process are very prescriptive and highly automated, and the knowledge worker has to put these sub-process chains together quickly to form an ad hoc process that is uniquely positioned to serve the needs of a particular customer.

Given that the process ultimately is made up of structured pieces and ad hoc components, it's vital that all forms of process types are managed in a common way. Also, the continuum between structured and ad hoc pieces in a process is continuously changing. As more unstructured process flows become better known through continual repetition of the process, they can become more automated with higher levels of straight-through processing, all within the same process management system.



Read more about how ad hoc processes can be managed in Chapter 4 with IBM BPM and Chapter 7 with IBM Case Manager. See how you can apply operationalize insight with IBM ODM in Chapter 7.

Deploying Social Technologies

Social networking allows people to connect from one corner of the earth to the other. They're able to share their thoughts and knowledge, join virtual groups, and collaborate on new and innovative projects. This means that knowledge is being created at a rapid rate.

When applied directly within your processes, actions taken by your employees become part of a social interaction. Whether it means reaching out to an expert within the company for an answer or subscribing to new updates to a process, these social interactions form the collective knowledge of the extended team.

An essential need here is for the social interaction to happen in the context of a particular task or process. As opposed to firing off an email to handle a particular situation, where the future value of that interaction is lost forever. In the case of social task management within the operational process management system, it builds and becomes the collective knowledge of the organization. For example, it becomes clear why a particular set of customers were given refunds, while others weren't based on the annotations in context from several customer service agents.

Chapter 3

Capturing Processes with Blueworks Live

In This Chapter

- ▶ Engaging business users in process improvement
 - ▶ Capturing and documenting process details
 - ▶ Collaborating across large teams in real time
 - ▶ Improving process efficiency and effectiveness
-

If someone asked where the latest version of business processes is documented, would you know how to answer? If your answer is that you wouldn't know where to look or that the process is stored in an out-of-date document in some database, your organization is probably not communicating well about its processes.



There are two immutable truths about business processes:

1. Every organization runs on them.
2. The real experts about how processes run today, or how they can be improved in the future, are business people.

You may not currently have an effective way to capture your business processes. If you're using a whiteboard or sticky notes, these methods are good ways to lose track of the information you uncover. The information either gets erased from the whiteboard to clear space for the next meeting or is immortalized in a barely legible picture taken by a cellphone.

To solve the vexing problem of capturing processes, IBM has created a cloud-based program called Blueworks Live (BWL). It's a Software as a Service (SaaS) application, so anyone across the company can easily access it through a web browser. It acts as a shared repository of business process models, as well as business decision models. The repository houses everything in one place and keeps it current.

Engaging Business Users

So what does Blueworks Live help you accomplish? You can

- ✓ Involve business people in hands-on process improvement
- ✓ Collaborate across teams located anywhere in the world
- ✓ Capture how your processes are done today
- ✓ Create process models using intuitive mapping and diagramming features

Blueworks Live is intuitive and easy to learn and provides many benefits to business users, as well as to their IT counterparts. You can easily capture all the details related to the overall process and each of its steps. You collaborate on process documentation and obtain expert information from every stakeholder, and in addition to documenting business processes, you also document business decisions. All of this allows you to

- ✓ Collaboratively improve your business processes
- ✓ Understand and refine your business decisions
- ✓ Close the gap between how your processes work today and how you would like them to work in the future
- ✓ Make your processes more customer centric



You can continually improve your processes and leverage the knowledge and experience of your business people. It's easy to get started with Blueworks Live — go to blueworkslive.com and sign up for a free 30-day trial.

Capturing Process Details

One of the best ways to analyze a process is to make it visible, which is easier said than done. Blueworks Live offers a complete environment for capturing, analyzing, and improving the way your business works by providing a single process for all your business models.

As you document your process, the process diagram is developed for you. You can see and analyze all the details behind each task. For example, who performs the task? Who is the business owner? How much does it cost? How long does it take? Does it create value? And so on.

This documentation also makes it much easier for other stakeholders to add their knowledge and modify the model as needed. With Blueworks Live, you're creating a living, breathing document that can easily be updated as the team captures more and more detail about how your organization does business.

Collaborating in Real Time

No single person ever knows how an entire end-to-end process works or how it would ideally work. Process modeling is a team sport that typically includes numerous departments, roles, functional areas, and points of view. Capturing a process requires synthesizing a wide variety of information that may come from existing documentation, standard operating procedures, internal and external regulations and policies, systems of record, systems of engagement, and perhaps most importantly, people's heads. After the process is accurately captured (which is no small feat in itself), the team can then collaborate to improve, transform, and ultimately automate it.

Blueworks Live enables diverse teams to collaborate on live, real-time models that can easily be shared across all project stakeholders. Colleagues from across the company and the world can work together and see changes dynamically. Users can post comments to make suggestions, share ideas, and ask questions about any aspect of the process. They can follow the items they're working on to see all the changes and comments pertaining to that item. Teammates can see who else is online in their account and can chat with their colleagues without leaving the Blueworks Live environment.



One of the key challenges in process modeling is to keep files up to date. Gone are the days when the process model you create today is the same process model you will use six months from now. When models are stored in static file systems, they go stale very quickly. Blueworks Live takes a different approach and uses a central repository that is always up to date.

Improving Efficiency and Effectiveness

Being able to capture and analyze your business processes puts you in a position to improve them. Capturing processes in Blueworks Live ensures that everybody understands and agrees on how things are done today, which is a great starting point for improving how they should be done in the future. After you have a clear picture of your current business processes, you can modify them to be more efficient and effective going forward.

As you begin to document a business process, you should ask yourself the following questions:

- ✔ Is the process efficient, or should it be simplified? Taking out unnecessary steps helps everyone get the job done quicker and more efficiently, with better results.
- ✔ What are the bottlenecks standing in the way of success? Everyone wants to remove bottlenecks, but it's often hard to determine what's getting in the way.
- ✔ Where would resources do the most good? Sometimes the loudest voice gets the most resources, but that's not always the best place to invest.
- ✔ What tasks could be automated to reduce costs and free up employees to do value-added work? Employees should spend their time doing work that helps grow revenue and delight customers. Blueworks Live can help you get started with process automation so you can serve more customers with your existing employee base — and provide better customer service.

Chapter 4

Embracing Business Process Management

In This Chapter

- ▶ Getting to know BPM
 - ▶ Looking at BPM on Cloud
 - ▶ Understanding what your BPM solution should provide
 - ▶ Delivering BPM projects with confidence
 - ▶ Working with unstructured processes
-

If you started with a clean sheet of paper, do you think you would organize your enterprise the way it runs today? Probably not — many of your current business processes may have become inefficient and redundant as a result of changes in business environment, organizational goals, and strategy. Today's customers, employees, and partners are demanding interactions that are instant, seamless, and insightful. You need to respond to these emerging opportunities in real time by using agile business processes that span across the organization from customer-facing processes to back-end applications.



There's a need to continuously reinvent your business operations to meet constantly rising customer expectations and ensure that they're aligned to your business goals and strategy. Business process management (BPM) can help you achieve these goals by enabling greater visibility into processes and offering the ability to change them quickly and reliably as needed.

Understanding BPM

First and foremost, BPM is a process and a management discipline. BPM involves managing the end-to-end work that organizations perform to create value for their customers.

BPM brings together technology and process improvement methodologies to improve operational effectiveness and efficiency, which in turn drive better business results. Over the years, BPM has moved beyond IT-enabled process automation to integrate human-driven workflows with traditional business processes.

BPM helps you operationalize business process innovation through collaboration between business and IT. You can also realize return on investments that go beyond traditional measures of efficiency to now grow revenue for the company.



Employing BPM has several benefits:

- ✓ **Increased productivity:** You see improved efficiency and effectiveness by optimizing your business processes.
- ✓ **Measured processes that were previously hidden:** You discover, analyze, and optimize underlying structure and processes that drive your business operations.
- ✓ **Ensured compliance with regulations:** You achieve compliance with regulatory and corporate governance requirements through improved process monitoring and governance.
- ✓ **Increased agility:** You realign your business process quickly to respond to market opportunities and challenges.
- ✓ **Heightened speed to market:** You use a subscription-based BPM Cloud service like IBM BPM on Cloud to rapidly design and deploy process applications.

BPM is available as an on-premise solution, so you can install the product on your own servers within your company.

BPM on Cloud

If BPM was offered as a service, you could try BPM and see if it was right for your company. If you wanted to move forward, you could simply start without worrying about capital expenditure, hardware, development, and maintenance of systems, and focus just on your unique process.

BPM on Cloud gives companies the ability of developing and deploying process applications that are available anytime and from anywhere, which results in greater flexibility, faster time to value, and early adoption.

The key benefits of BPM on Cloud include the following:

- ✓ Faster deployment times
- ✓ Ability to scale up and down according to your needs
- ✓ Low startup costs
- ✓ Predictable long-term costs through subscription-based models



With IBM BPM on Cloud, you can get a full life-cycle BPM environment, including development, testing, and production with tooling and run time for process design, execution, monitoring, and optimization — all in less than 24 hours.

Remember, IBM BPM is also available on premise so you can make the choice that's right for you.

Knowing What to Expect from Your BPM Solution

Your BPM solution should offer the ability to correctly model business processes, translate those processes into implementation, and iteratively improve the process using tools such as modeling, workflow, simulation, and so on. You should also have the flexibility to scale seamlessly from your first project to an enterprise-wide program when you need to so.



Your BPM solution should provide you with

- ✔ Visibility into your business process through real-time alerts and dashboards for managers using analytics capabilities
- ✔ Content management, workflow, and collaboration capabilities between departments and across the enterprise
- ✔ Support for multi-form, factor-design views to customize the user interfaces for phone, tablet, and desktop
- ✔ Service Oriented Architecture (SOA) to reuse and integrate business processes, human tasks, and business rules as service components
- ✔ Decision management technologies to increase process automation and facilitate maintenance of decision logic that guides business systems

Successfully Developing and Delivering Your BPM Projects

Okay, so you're ready to take action on your first project. You want to use a BPM rollout methodology like Smarter Process, which uses an iterative life cycle of planned and predictable releases aligned to measurable business outcomes. Begin your adoption roadmap by forming a steering committee composed of business analysts, IT staff, and business department executives.

If you don't get business and IT buy-in at the outset of the project, you're more likely to fail. More often than not projects fail because business and IT goals aren't in sync.



After this steering committee is in place, check out these tips:

- ✔ **Choose the first process.** For your first project, choose a process that is not only important but also quick to complete — aim for 90 days or less. You want to maintain interest levels and show a quick win that encourages

everyone to attempt a second project. You also want to choose a project that's confined to one line of business or department to avoid making the project overly complex.

- ✔ **Choose the tools and technology.** Look at and shortlist the BPM technology you think is suited to the job at hand. The committee should also establish governing principles, standards, and guidelines for program delivery.
- ✔ **Define a project team.** Defining a project team is a key part of the process. You want to have cross-functional team members that understand the issues and can partner with one another. It's recommended that they understand agile principles.
- ✔ **Establish lightweight governance.** Start with a small governance footprint. You can increase it as you become more familiar with practices and methods.
- ✔ **Use or create a BPM delivery engine.** You want to use a BPM delivery engine so you can extend your project to the next one. IBM Smarter Process Method (SPM) helps you scale for delivery of larger, complex, and geographically diverse initiatives.
- ✔ **Drive the solution by using different project types.** Project types dictate different solutions. Project types include Quick Win pilots, line of business projects, projects that cross multiple lines, and program and enterprise transformation efforts. Your choice depends on how the project is defined.
- ✔ **Secure executive-level sponsorship.** Without executive buy-in, it's unlikely that you'll be able to scale your projects. Make sure you get the chief operating officer or another senior-level business owner to sponsor the project.
- ✔ **Maintain central project statistics and benchmarks.** To be able to document real improvement, make sure to accumulate, analyze, and benchmark project data. This process helps determine return on investment (ROI) measures.



Don't rely on big-bang integrations. You want to be able to course correct and accommodate changes as they happen. Small, agile projects demonstrate value quickly. Ensure you have a clear roadmap of BPM adoption by starting small with a project and then ramping up to a program and realizing business value.

Working with Unstructured Processes

You can't ignore unstructured processes; they're used to innovate, imagine, and solve problems like launching new products, entering new markets, and so on. Often your most highly skilled employees are the ones who use these unstructured processes to create value more easily.



The characteristics of an unstructured process are as follows:

- ✔ Not all the activities or steps in the process can be pre-defined, and more often than not they aren't repeatable.
- ✔ These processes happen infrequently and sometimes only once.
- ✔ They often involve human judgments, which aren't based on predefined rules and policies.
- ✔ It's difficult to assign performance measures during designing such a process.

By using IBM's Smarter Process approach, you can manage a spectrum of processes, including automated straight-through, procedural or task-based, and dynamic or goal-driven processes by using case management features in a BPM solution. To find out more about case management, see Chapter 6.

Chapter 5

Choosing Operational Decision Management

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In This Chapter

- ▶ Making operational decisions at scale
 - ▶ Understanding the power of natural language business rules
 - ▶ Identifying the best policy with testing and simulation of business rules
 - ▶ Uncovering real-time actionable insight
-

Decisions control the heartbeat of your company. Every day, critical decisions are made in every corner of your business. In fact, the repeatable, automated business decisions you make can be considered a tangible asset for your company.

These automated decisions determine whether your department will meet its goals, increase productivity, or grow your revenue. It's important to consolidate and make decision conditions visible to your business experts so you can control the outcome. This is done by pairing software to automate as many of the operational decisions as possible, leveraging the experience and expertise of your subject matter experts and key knowledge workers to define what will be automated.

In this chapter, you look at how to use concepts such as business rules, events, and operational decision management (ODM) to increase the speed and consistency of day-to-day, automated business decisions. As a business, you discover how to deal with these operational decisions that include things such as settling a claim, opening a bank account, or dynamically pricing a vacation package.

Introducing ODM

You may have very effective experts who make some critical decisions, but how do you scale these up? Typically one-off applications are written to automate these business decisions, but this becomes unmanageable quickly, especially when your decisions change often.

For example, claims policies may need to change every quarter, insurance rates may need to change every month, and there could be a new pricing promotion every week based on the occurrence of key events like an abnormally cold stretch (in a retail scenario). When hundreds or thousands of these types of decisions are embedded in an application, it becomes very hard to understand them and change them.

At the same time, these decisions are very involved and complex and must be made with all the expert knowledge in the company. They can't be coded and forgotten. What if you could have these types of operational decision-making within your automated systems but with the fidelity and knowledge of your best expert? Clearly, there's no way to know the best way to handle these decisions without externalizing them and making them visible end to end. That's where ODM comes in.



ODM makes it possible to take what used to be hard-coded rules and turn them into flexible ones that can be easily modified. This management is accomplished by using ODM to create business rules in natural language that can be read, understood, and changed by a business expert.



To see why you should consider implementing ODM, take a look at some of the benefits:

- ✔ **Agility:** You can quickly change policies instead of holding up operations for weeks and months waiting for an application to be recoded. You also decrease the costs of implementation.
- ✔ **Efficiency and productivity:** Business users' requests for changes have built-in collaboration with other experts, change management, and governance.
- ✔ **Decision quality and precision:** You can modify existing rules and perform what-if analyses to arrive at better decisions.

- ✔ **Consistency:** You can ensure that policies are uniformly enforced across business units or processing centers.
- ✔ **Transparency, auditability, and compliance:** You can look back and see why decisions were made and see how policies were changed and who changed them.

Unless there's a way to analyze and codify decisions, there's room for a great deal of confusion and miscommunication. Writing reams of specifications is a common response in the attempt to add clarity, but typically they're too hard to consume and keep accurate. Both business and IT teams clearly want to accomplish their goals, so what stands in the way? Here are some conditions that may apply:

- ✔ The expectations for the speed of making changes is very different between business and IT teams.
- ✔ Business teams don't know about the unexpected consequences of outdated business logic.
- ✔ Decisions can't always be detailed and stated precisely enough for developers.

Business groups and IT have to accommodate each other to keep things moving forward. Business rules make it easier for both types of departments to collaborate. The actual business rules can be directly written by the business, and IT manages the execution environment.

Understanding Business Rules using Natural Language (NL)

A *business rule* is a statement of what will happen if a particular condition is met — or a particular event occurs. When you automate your decisions, you immediately reduce their complexity. You need to meet conditions to construct a business rule:

- ✔ It must use natural language like English or Dutch that your business experts use and yet must express unambiguous intent of the business expert.
- ✔ The natural language rule should be directly executable so the human readable rule is exactly what executes.

Business rules also have to be written to accommodate variables such as pricing, claims, and credit authorization. By using ODM, you have the flexibility to modify as necessary. The thing that makes modification easy is the use of natural language (NL) rules and the decision center repository where all these rules are stored and managed.

NL rules are written by using everyday phrases so they can be understood by all business users. You don't have to be a programmer to create or understand them. They have a distinct advantage over non-natural language rules because they're

- ✔ **Easily understood:** NL rules can be read and understood by business people.
- ✔ **Easily modified:** Externalized rules are easily changed.
- ✔ **Reusable:** Centralized rules allow reuse and consistency.

Testing and Simulating Business Rules

One of the key aspects of dealing with business rules is the need to modify them when necessary. In many cases, you're dealing with data that could impact millions of customers or processes. For this reason, every good businessperson knows that testing or simulating a solution before going live can avert disaster. By running what-if scenarios, you can make adjustments until you achieve the results you expect.

ODM provides users with an easy and flexible way to accomplish that. You have the option of creating simulations using all types of data available to you to ensure success. When selecting a scenario to simulate, make sure that

- ✔ **You first establish a business goal.** This will help clarify your reason for making the simulation.
- ✔ **You set parameters for the simulation.** You want to understand the scope of your test.
- ✔ **Your goals can be achieved by modifying a specific rule or set of rules.** You want to be able to apply the simulation using variables that are under your control.

- ✔ **You know how you will measure the goal.** This is key to understanding what the impact will be.
- ✔ **You know how you will communicate the outcome of the simulation.** Be clear about how you will report your findings after you obtain them.

The value of using NL is that the rule can be written so business users can understand and modify it. This means that business users can use their business vocabulary to describe what the rule should be. These vocabularies are set up once by the IT department at the beginning of the project, and they enable business users to combine them to create new rules and make updates through the life cycle of the project.

Uncovering Real-Time Actionable Insight

Key to decision making is the ability to uncover unique insights. Does this customer have a high propensity to buy because he's engaged with your organization in several distinct but unrelated activities; or is this patient in danger for health complications based on the combination of medicines that she's currently prescribed? Not only that, but also insights need to be something that can be immediately acted on.



ODM is key to helping uncover real-time actionable insights. And here's why: Decision making can be broken up into several stages:

- ✔ Sense what's happening
- ✔ Build your context
- ✔ Decide what to do
- ✔ Act quickly and consistently

And ODM is key to several of these steps (or has a key hand-off to the others).

The event capabilities within an ODM platform help capture data points and events of things happening both inside and outside your firewall. Supporting capabilities like context

computing can then take those data and events and put them into context to help understand and evaluate how everything relates.

Business rules and analytics then drive the actual point-in-time decision. For example, streaming analytics can enhance your decisions by providing analytics of data in motion such as geo-spatial position. Your decisions are made smarter as your business rules are enhanced with up-to-the-second analytics. Lastly, integration with tools like a Business Process Management System (BPMS) provides you with the ability to act when and where you need to over a given period of time.

Chapter 6

Adopting Case Management

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In This Chapter

- ▶ Defining case management
 - ▶ Looking at requirements for case management
 - ▶ Introducing the case management capabilities from IBM
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Today's market dynamics puts increasing pressure on organizations to reduce costs while seeking new opportunities to grow and differentiate their products and services. Armed with the ability to communicate and manage across multiple channels, organizations must find new, innovative ways to deliver more effective customer experiences and better business outcomes through the value of data. Because business content lies at the heart of every organization, effective leaders can deliver growth, profitability, and customer engagement by maximizing their data content.

In this environment, knowledge worker effectiveness has emerged as a top priority to optimize the customer experience and help employees work more efficiently by focusing on business content. *Knowledge workers* are people who must make real-time, complex decisions with various types of frequently changing information, often working interactively with others inside or outside of their organizations to obtain the most effective outcome. Customer service reps, social workers, loan officers, case managers, healthcare workers, analysts, and investigators are all examples of knowledge workers.

How much would productivity increase and costs decrease if you could provide an environment that could aggregate all this data in a single, intuitive view, automate routine activities, and provide a managed way to efficiently handling exceptions? What if you could improve customer service, cross-selling and up-selling with a single view of all of a customer's transactions — across different locations and departments, including both structured and unstructured content? How much time and money would you save if you were able to audit only those parties that actually needed to be audited?

The answer is case management. Case management provides the systems of engagement that can empower knowledge workers with a 360 degree view of information in a flexible, dynamic environment. By delivering the right information, at the right time, in the context of your business process, knowledge workers can achieve real time actionable insight and make better decisions for your organization.

What is Case Management?

What constitutes a “case”? A *case* is a type of business transaction that involves multiple people, organizations, departments, decisions, and processes before it can be resolved and closed — whether the transaction is an insurance claim, a loan application, or a patient's care plan. A case folder includes all the documents, data, collaboration artifacts, policies, rules, analytics, and other information needed to process and manage the case toward a prescribed goal.

So it makes sense that *case management* is the process where people must make real-time, complex decisions with this changing information, often working interactively with others inside or outside of their organizations to obtain the most effective outcome. Organizations that manage cases collect a tremendous amount of information over a case's lifespan. An advanced case management solution allows an organization to link all of this key information about people, processes, and information to facilitate positive outcomes.

Looking at the Requirements for Effective Case Management



Effective case management contains three important areas:

- ✔ **Access to the right information:** The need to access, work with, and manage content is critical. In this context, content refers to both structured and unstructured information that can include documents, images, video files, audio files, and so on. The ability to recognize relevant content, associate it with the correct case, understand the role it plays within the case, and enable the case worker to view, augment, comment on, and manage its life cycle is crucial. It's also important to be able to retain all the documents, including edited versions, plus all the decisions made or tasks executed in an automated audit file for real-time history and long-term compliance.
- ✔ **Process control:** Process control puts the knowledge worker in charge. The knowledge worker is the decision maker. With case management, the knowledge worker can break up all the potential repetitive tasks into a series of small, discrete, individual processes and decouple them from any predetermined sequence to enable flexibility while still providing process efficiency and standardized process control. Best practices can be built into the process steps, allowing for added effectiveness and control, but ultimately it will be the case worker who decides what to do in what order.
- ✔ **Analytics:** Analytics help professionals make better-informed decisions. Organizations can optimize case outcomes by utilizing advanced analytical tools such as similarity analytics — effectively analyzing one individual or circumstance in the context of all like individuals or circumstances. This process helps organizations derive even more value from new and existing information and facilitates consistent decisions based on best practices. Combining analyses of structured information with unstructured information further enhances an organization's ability to glean insight from cases and improve decision-making.

Case Management Capabilities from IBM

No matter what type of work patterns you have in your company, working with IBM Case Manager and IBM Business Process Manager can be a case management path that's right for you.

IBM Case Manager

IBM Case Manager unites information, processes, and people to provide a 360-degree view of case information and drive optimum outcomes and results. The flexible framework, cohesive approach, and integrated tools from the IBM software portfolio help organizations work smarter while addressing auditing and regulatory requirements. IBM Case Manager empowers knowledge workers to use integrated business rules, collaboration, and analytic tools to extract more value and insight from critical information. Workers can make better and faster decisions whether it originates as a customer request, loan application, or complex compliance procedure.

As business goals change and grow, IBM Case Manager offers an extensible platform for enhancing capabilities and protecting investments with additional value-added Enterprise Content Management (ECM) capabilities from IBM, and its business partners.

Case capabilities in IBM Business Process Manager

IBM Business Process Manager also comes with basic case management capabilities that help knowledge workers be more effective. It enables them to work toward a specific goal, while letting them decide the necessary interim steps to achieve the outcome through a case management approach by using ad hoc processes.

Chapter 7

Looking at Business Monitoring Software

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In This Chapter

- ▶ Monitoring key performance indicators (KPIs)
 - ▶ Introducing IBM Business Monitor
 - ▶ Understanding the value of dashboards
-

Enterprises are looking for improved *visibility* into fast breaking trends in business situations. They want to proactively respond and drive greater efficiency and productivity, resulting in improved business outcomes.

Customers typically make choices based on the speed and the quality with which services are delivered. And they expect continuous improvement in services, such as on-time orders or payments, faster quotes, same-day shipments, speedy customer service, or multi-channel distribution. To sustain and grow in business, business managers need real-time *operational intelligence* — the ability to anticipate changes in business conditions and to the critical operational processes that run the business.

Operational intelligence represents a key tool for process improvement because it's chartered with examining whether current operations are delivering value in the context of the intended corporate strategy. This means that operational intelligence provides a window into the current state of operations, supporting the evaluation of what's necessary to transition from the current state to a desired future state. The visibility into the state of business operations can provide crucial feedback into the evaluation and reformulation of business strategy.



IBM Business Monitor can provide your business leaders and Line of Business and IT managers with real-time, end-to-end operational intelligence. This gives you the agility you need to respond quickly and effectively in today's fast-changing business environment.

The IBM Business Monitor is designed to gather business event data, which is filtered, measured, and correlated to create key performance indicators (KPIs) that provide insight into the volume, variety, and velocity of selected business processes. These KPIs can be organized into a dashboard tailored to the user's interests. Additionally, IBM Business Monitor can be configured to generate alerts and initiate automated remedial actions.

Monitoring Your Data

Monitoring business activities throughout their life cycle allows you to keep your eye on those key performance indicators. Business Monitor allows business users to track their entire business operation, receive alerts, and drill down to get to the details so you can understand and act on what's going on. Take order fulfillment as an example.

How do you know that order fulfillment is running effectively? What if you could see key performance indicators such as order accuracy rates (error-free orders/total orders), order cycle time, partial fill rates, back order status, and rates of returned goods? Would you want to know which exceptions are delaying order cycle times, and what's the change in the daily, weekly, or monthly numbers? IBM Business Monitor can gather and show you what you need to know.

Access to solid, accurate, and current operational intelligence is a requirement for success across industries. Consider the following scenarios where operational intelligence can make the difference:

- ✔ **Customer churn:** A marketing or customer service agent for a telecommunications provider receives notification of an event or series of events that signals the potential churn of a key customer — in time to deliver a special offer in an effort to retain the customer.

- ✔ **Supplier performance:** A merchandise manager for a retailer is notified that the performance of a supplier has suddenly degraded based on a measure of return rates for its products — in time to negotiate with the supplier and/or identify alternative sources for the goods.
- ✔ **Predictive maintenance:** A maintenance manager is informed that a pump is showing early signs of potential failure — in time to deploy another pump and also to schedule the problematic pump for priority repairs.

IBM Business Monitor

Monitoring business indicator trends enables early warning of business changes in time to identify root causes and address them before they impact your business. In addition to rapidly identifying KPI trends, IBM Business Monitor can flag specific events, such as a rush order from a key customer that may require reprioritization over other orders to meet the promised delivery schedule. In your business, you enhance customer satisfaction by resolving problem situations fast. Are you experiencing any of these process problems?

- ✔ Inadequate visibility across and into end-to-end systems
- ✔ Unexplained bottlenecks in different parts of your operations
- ✔ Inconsistent service-level agreement compliance

If so, deploying IBM Business Monitor gives you visibility into your business process behaviors. With IBM Business Monitor, you can organize the information that you need tailored to your business teams, giving them the ability to respond more quickly and effectively to change. By consuming and correlating events seamlessly from multiple sources, IBM Business Monitor provides comprehensive visibility of your business processes, end to end.

You could lose business opportunities and run into problems simply because you have no visibility into what your business is doing right now. When you monitor your operational KPIs, you can

- ✔ Trigger alerts when a problem occurs or when predicted values indicate a potential problem in the near future
- ✔ Remain aware of critical events happening in real-time along with monitoring specific situations and metrics
- ✔ Create custom dashboards that speak directly to your current issues

IBM Business Monitor offers enhanced visualization and reporting features. A dashboard can display a workflow graphically in a “milestone” view with up-to-the-minute statistics that show actual performance versus expected (or planned). By using the Cognos Business Intelligence capabilities included with IBM Business Monitor, your team can see the information in business terms, using colorful and state-of-the-art business graphics with the ability to alter and drill down as needed. Consider how your business teams can benefit from this kind of real-time operational intelligence.

Seeing the Value of Dashboards

As new, more effective ways to analyze data are created, *dashboards* have gained wide acceptance because they help business users see what’s going on *now* rather than read what was going on later.

IBM Business Monitor automatically generates a dashboard that facilitates both rapid development and playback so employees can effectively collaborate. A dashboard helps you look at the real-time status of a variety of applications from end to end. You can view reports, KPIs, and status alerts. This helps you see and understand what’s going on so you can achieve timely completion of work projects reduce costs.

Dashboards also let you customize what you see so you’re always on top of your specific area of responsibility. You can see how your latest marketing campaign is doing as well as look at the information of a specific customer.



One of the key benefits of using a dashboard is that you can see the big picture and drill down to the details from one place. The sales department can see which territories are doing well and can go down to the customer level to see who isn’t buying.

Chapter 8

Taking a Fast Path to Success

In This Chapter

- ▶ Utilizing Smart Process accelerators
 - ▶ Developing a Quick Win Project program
-

In today's business climate, you have to be agile and responsive to market conditions. When you undertake a project, you need to show results fast. Smart Process accelerators speed your solutions to the marketplace.

Introducing Accelerators

Accelerators offer a way to get started by using a proven set of techniques and software through a portal. Each accelerator is a set of packaged tools that addresses your specific business needs. The goal of each accelerator is to

- ✓ Optimize business processes
- ✓ Allow content delivery and capture across channels, including mobile
- ✓ Embed risk management into the process
- ✓ Find meaningful insights that you can use to deliver value to your customers

Accelerators have been developed in a variety of areas. One of the accelerators demonstrating excellent results is the Financial Services Mobile-enabled Smarter Process Accelerator. For

example, banks can use IBM Smarter Process Accelerators to enhance

- ✓ **Institutional account opening:** For institutional accounts, you can reduce cycle time and provide real-time status. You can also use workflow management to reduce costs and accelerate revenue realization.
- ✓ **Retail account opening:** For retail accounts, you can deliver a customer experience that reduces cycle time and cost with real-time status reporting. You will also see processes improve in quality.



The use of mobile devices and mobile enabling processes can create challenges for your organization. These challenges include more specific and atomic access to processes, application security, the added costs of platform development, and integration between cloud computing and mobile devices. IBM mobile accelerators help you manage these issues.

Deploying Quick Win Projects

A Quick Win Project (QWP) allows you to break through department barriers and develop solutions in approximately ten weeks or less. You'll also deliver quick return on investment (ROI), which is the key to gaining project acceptance.

So what happens when you undertake a QWP? Follow this timeline:

1. A team of experts begin the QWP process.

They engage both your business and IT stakeholders to define an end-to-end process solution by using process management software, rules management software, or both.

2. You identify best practices, roles, and methodology.

Within ten weeks, you produce a Quick Win, using a first-step pilot program. You're on your way.



The QWP will jump start the project and allow you to gain acceptance from process owners and stakeholders. This puts you on the path to a broader solution that provides sustained change.

Chapter 9

Ten Repeatable Smarter Process Industry Use Cases

In This Chapter

- ▶ Enhancing credit and loan processing
- ▶ Improving healthcare process management
- ▶ Applying dynamic pricing and bundling
- ▶ Extending power grid management

Okay, so we've given you eight industries instead of ten. It's still an even number. These industry use cases show the impact Smarter Process has on the companies that use it.

Banking

A leading U.S. bank with \$300 billion in assets, 57,000 employees, and about 2,900 branches took several days to provide new customers with a loan, and users were having an inconsistent experience due to differing employee interpretations of the policies.

When the banking company implemented Smarter Process, it was able to create an automated loan processing system with straight-through processing. The bank saw the following results:

- ✓ Faster loan origination with 85 percent straight-through processing
- ✓ Faster onboarding of new customers
- ✓ A greater ability to comply with regulations

Insurance

A leading general insurance company that operates worldwide employs approximately 1,250 people. It needed to generate real-time quotes that required the company to manage its policies for eligibility, underwriting, and rating.

The insurance company's solution with Smarter Process was to offer real-time quotes to its customers, which gives the business a competitive advantage. The results from Smarter Process included the following:

- ✓ Expended 70 percent less development effort to create and maintain a dynamic website for real-time insurance quotes
- ✓ Had significant business growth

Healthcare

One of the largest academic teaching hospitals in Ottawa, Ontario, Canada needed to improve the quality of care and key metrics that included patient wait times, discharge rates, and instances of relapse.

This Healthcare Process Management company used Smarter Process to create a Circle of Care visual interface that improved communication and collaboration among the care team members. The hospital became a top 10 percent performer in quality of care and patient safety in North America.

Government

One of Spain's regional government agencies administers a broad range of social programs through its Social Services agency. A new Spanish law brought a huge increase in applicants. New social services were also introduced with complex criteria. To supply these services, the agency had to consistently apply the same criteria to everyone who came for services.

To determine eligibility, the agency used Smarter Process and developed a rules-based service that effectively scored applicants and developed a centrally managed content repository to all managers across the system. With this process, the agency dramatically reduced the time it took to process claims so it could spend more time with exceptional cases.

Travel and Transportation

A development company that designs, builds, and implements IT solutions, such as booking sites and business intelligence systems for travel and tourism professionals throughout Europe and North America, had some unsatisfied clients. Clients' complaints included pre-priced vacation packages, and they requested self-service booking engines.

With Smarter Process, the company was able to create business rules that allowed for custom options and daily price options. Clients then enjoyed the availability of dynamic pricing and bundling, and the company greatly reduced its time to market (to hours not weeks).

Telecom

A well-respected international business conglomerate operating in the telecom industry wanted to gain first-mover advantage by being the first to launch direct-to-home satellite TV broadcasting. With a solution using Smarter Process, the business built a customer onboarding system that provided for faster service installation and immediate activation. This resulted in the addition of one million customers on its satellite TV network in one year.

Retail

An upscale Chinese brand with revenues in the billions of yuan each year and 215,000 square feet of retail space needed to increase competitiveness, provide suppliers with critical buying information, and improve order acceptance rate and on-time delivery rate.

Through Smarter Process in order management, the brand developed a first-of-its-kind supply chain management platform and achieved the following:

- ✓ Realized ROI of nine months and reduced order error rates from 9 percent to 1 percent
- ✓ Reduced order lead time from 2.5 days to 4.5 hours
- ✓ Improved order acknowledgement rate from 80 to 99 percent

Energy and Utilities

A progressive energy utility company in Germany wanted to create an intelligent grid services platform that would serve as the foundation for a “marketplace” of smart grid services. With Smarter Process, the company used IBM to design a framework for integrating devices and energy sources across the grid. Now, customers can extract real-time information from the grid and automatically optimize power consumption.

Grow your company's topline and create competitive advantage through operations

Wonder why a lot of process improvement projects don't create the results you expected? *Smarter Process For Dummies*, IBM Limited Edition, helps you understand and harness the power of BPM and operational decision management (ODM) with user-friendly tools that help business, IT, and operations teams collaborate and get things done.

- *Apply mobile, cloud, and analytics to reinvent business operations — transform business process to grow your topline*
- *From process discovery to process excellence — a one-stop shop to design, execute, change, and govern business processes and operational decisions*
- *Discover IBM Smarter Process tools to enact business change — designed to allow business users to collaborate with IT*



Open the book and find:

- How to apply Smarter Process to retain and acquire new customers
- Why mobile, cloud, Big Data, and social technologies can reinvent how you do business
- How BPM and ODM can create business-led change in an IT world

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