FUJITSU

FACT SHEET
REVVING UP YOUR WORKPLACE

HIGHLY TUNED WORKPLACES DELIVER THE RICHEST CUSTOMER

"Please hold while we access your records. Thank you for your patience. A customer service representative will assist you momentarily…"

When competing for customers, speed is essential. We've all experienced the incredible frustration of being placed on hold while a customer "care" representative is supposedly searching for the information needed to solve our problem or take our order. Of course, your organization never does that to your customers, right? Thanks to globalization today, choices around products and services abound.

Most enterprises are acutely aware that acquiring and keeping customers requires companies to stay on top of their game at all times—and that a competitor's offerings are but a click away. So how do you ensure that your customers have the richest customer experience when they do business with you? Enter Business Process Management (BPM).

UNITING PEOPLE, PROCESSES AND INFORMATION

Let's visit the case of a hapless customer who is on hold awaiting a customer service representative to resolve an issue with his new phone service. The immediate need is to provide the representative with quick and easy access to all the necessary information about this customer and his problem in order to resolve it fast.

Alternatively, a quicker road to success might be to locate a subject matter expert able to remedy the situation in no time. Much like in championship racing where people and timing are everything, gaining timely access to the right people and information is absolutely crucial to providing customers with a superior experience.

Because no two customer service issues are ever alike, business processes such as customer service can be very complex. Frequently, it's important for several people to participate to clarify, resolve, negotiate, gather or review more information, or collaboratively brainstorm around new ideas. Such processes demand that you have:

- The flexibility to decide in real-time who to assign work to

- The ability to quickly find information from disparate sources needed to complete a task

- The power to collaborate with team members to make informed decisions and move processes forward

The need to optimize workplace performance is universal. But with so many twists and turns in the road, how do you keep your people, information and timing from going off-track?

ON YOUR MARK, GET SET, GO

Creating a high-performance workplace begins with knowing what the organizational goals are and then identifying which projects will help achieve these broader goals first. In many cases, a project will consist of a collection of business processes that need to be streamlined. Therefore, one of the first steps to creating a high-performance workplace involves clearly defining the various steps in each process and identifying what tasks get assigned to which roles within the organization. Ensuring your people have the means to quickly access and collaborate on information in the context of their tasks is equally important.

Technology certainly helps to enhance collaboration around business processes. For example, a business process management (BPM) software solution provides rapid access to contextual information and help team members to collaboratively sort through a staggering amount of process detail. However, it isn't all about technology. Understanding an organization's work culture and the way information ownership is structured is also essential to determining potential bottlenecks on the road to creating a high-performance workplace. Keep in mind that not

all business processes are created equal. Knowing which processes are likely to produce the highest return for the organization's investment is critical. Is fixing a customer help desk process that requires rapid retrieval of information and expertise location to resolve a customer issue going to have the highest payback? Or is focusing on a new product introduction process that calls for intensive collaboration around new ideas and launch activities a better target?

Alternatively, reworking a slow and inefficient financial disclosure process in order to automatically alert officials of the need to collect, approve, and submit 8-Ks and supporting compliance documentation may trump all other priorities by avoiding potential lawsuits.

FOLLOW THE LEADERS TO BUSINESS PROCESS SUCCESS

Complex business processes with several decision points (and the need for input from different people and resources) are often the best candidates for automation. Many organizations can identify variations of the following business process scenarios, each of which involves multiple variables, people and time. Optimizing business processes like these often yields winning results.

ACCELERATE RESPONSE TIMES

Consider the task of responding to and managing a disaster relief operation. From gathering intelligence on potential disasters to making sure that information is routed to the right people to quickly make decisions, emergency workers must go about their jobs under the extreme pressure of knowing loss of life is possible if the right steps aren't taken. Without processes in place and the discipline to follow them, a relief operation can turn into a disaster. Properly applied, BPM software is one way to enforce discipline and mitigate risks. By providing common ground for team members to collaborate on tasks, helping workers to respond faster to requests for information, and by providing users with contextual information at every step, such solutions can help people make more informed decisions quicker.

ENHANCE PROCESS VISIBILITY

Equipping workers with dashboards and related tools to monitor tasks, issues, milestones and meetings is another way for them to keep track of the status of projects or engagements. For example, what sets a high-performing retailer apart from the crowd is its ability to rapidly introduce new products to market. As always, the devil is in the details. Mastering the processes involved in successfully launching new retail products involves tremendous amounts of information sharing, collaboration and monitoring. This, too, can benefit from BPM software.

REUSE BEST PRACTICES AND INFORMATION

One way top companies create better business practices is by defining and automating repeatable business processes. Many leaders successfully employ best practice templates, policies and procedures to organize departments consistently and to aid in reuse. Leading systems integrators, business process outsourcing (BPO) firms, and shared services groups within large enterprises now see the merit in creating pre-defined business process templates for processes that are commonly requested by their people and customers. Examples include employee on-boarding and off-boarding events, accounts payable processes and credit authorization procedures.

IMPROVE EMPLOYEE PRODUCTIVITY

Redeploying employees to assist with more value-added services (as opposed to simply participating in mundane tasks) is an obvious way to increase productivity. Thanks to the use of process automation software, a leading utility company was able to shift system operators previously employed in passive monitoring roles into a more active "controls and reporting group." This new team focuses on analyzing and managing exceptions in billing cycles and with proactively complying with regulations. The result: greater value to the organization and more job satisfaction for the employees.

ADHERE TO COMPLIANCE MANDATES

Winning organizations go well beyond just documenting business processes simply to prove compliance. They know that automated business processes reinforce the legitimacy of their compliance efforts. For instance, many companies with overseas operations must deal with the quarterly review of representation letters coming from their in-country managers and controllers at multiple reporting locations around the world. A solution that uses compliance dashboards to expedite the upstream certification of all the data flowing in from the regions can go a long way toward uniting people and processes. Similarly, creating processes for "electronic audit committees" to review internal controls before an executive can sign off on them, expedites adherence to mandates.

REACHING THE FINISH LINE

The need of the hour is a single, foundational platform that helps unite people, processes, and information in a collaborative environment. This provides companies with accurate and timely information to help business executives quickly act on the information and make smarter business decisions.

A BPM suite can help organizations get closer to their goal of creating a high-performance workplace. Central to any technology acquisition decision should be an evaluation of a vendor's commitment to industry standards. Every enterprise has made several technology acquisitions over the years. Any further acquisition should eliminate the need to "rip and replace" current infrastructure and work synergistically with existing technology investments.

With global competition increasing daily, organizations can no longer afford to tolerate slow or inefficient business processes. Much like high performance race cars, the high performance workplace is a complex environment requiring focused management attention to get it right. Most BPM leaders use technology to keep them on edge, but they don't rely on it exclusively. The real winners know that business process management is a team sport. Unless everyone involved in a process is able to work well together to clarify and resolve process issues, reaching the finish line will be the exception and not the rule.

A Center of Excellence

A Center of Excellence needs to bring together the right blend of business and IT expertise from across the enterprise to ensure alignment of ideas, define what can be shared, and prioritize projects.

Follow the Leaders to Business Process Success
Complex business processes with several decision points (and the need for input from different people and resources) are often the best candidates for automation.

Accelerate Response Times.
Properly applied, BPM software is one way to enforce discipline and mitigate risks. By providing common ground for team members to collaborate on tasks, such solutions can help people make more informed decisions quicker.

Enhance Process Visibility
Equipping workers with dashboards and related tools to monitor tasks, issues, milestones and meetings is another way to keep track of the status of projects or engagements.

Reuse Best Practices and Information
One way top companies create better business practices is by defining and automating repeatable business processes.

Improve Employee Productivity
Redeploying employees to assist with more value-added services (as opposed to simply participating in mundane tasks) is an obvious way to increase productivity.

Adhere to Compliance Mandates
Automated business processes reinforce the legitimacy of compliance efforts.

HOW TO GET STARTED

Are you ready to supercharge your company's existing processes? Here are four tips on how to get started.

1. Develop a Business Process Management Strategy. It is not enough to buy a leading BPM suite to achieve your goal of uniting people, processes and information. As an organization, you need to be ready for the cultural shift toward better aligning business and IT around core business processes. The companies with the most success at creating high-performance workplaces are those that have taken concrete steps toward creating BPM centers of excellence that include both business and IT professionals.

2. Garner Executive Management Support. Over time, different lines of business are most likely to have created work groups to manage business processes at the departmental level. Breaking down these lines-of-business barriers can be challenging. However, process management needs to gradually move toward a centralized function to reduce redundancies and streamline enterprisewide business processes. Management support is required to achieve such a corporate goal but it can be done. For instance, a corporate level mandate at a leading banking conglomerate resulted in the formation of a BPM shared services group. The various lines of business within the company now leverage this group's established process expertise and software infrastructure. As a result, the bank is seeing a 30% reduction in costs related to on-boarding new business process-related applications.

3. Establish "Virtual Water-Coolers." A lot of crucial work-related information gets exchanged through discussions between employees and suppliers. In fact, Gartner states that today, 25% of the total cost of collaboration investments will be for inter-company collaboration. With outsourcing and distributed work environments on the rise, collaborative initiatives need to span across an organization's geographical units, business partners and suppliers.

4. Set Key Performance Indicators (KPIs) to Measure Success. BPM suites let you set and measure KPIs to help you measure success and justify continued investment and support for these initiatives. For example, cycle times for accounts payable, travel and expenses, collections, and month-end close processes are good indicators of how well your finance and accounting departments are performing.

Interstage® Business Process Manager is the leading solution from Fujitsu for the next generation of Business Process Management (BPM), Agile BPM. Its functionality encompasses all of the capabilities of traditional BPM, including process modeling, simulation, automation, analysis, and optimization. In addition, it addresses today's new requirements of BPM for continuous process optimization, collaborative process workflows to support team-based work initiatives, and extending processes to and among diverse constituent audiences, including customers and business partners.