The Rise of Process Insight Platforms in Collaborative Transformation

September 2024

Contents

Introduction	01
Challenges in Collaborative Transformation	02
Satisfaction with Current Process Insight Platforms	03
The Vision for World-Class Collaborative Transformation Processes & Platforms	05
The Application of GenAI to Process Insight	07
Process Insight Platform Initiatives Planned	08
BusinessOptix's Role in Facilitating Collaborative Transformation	09
Collaborative Transformation Management Case Studies	10
Key Process Insight Platform Features	12
Selecting a Process Insight Platform for World-Class Collaborative Transformation	13

Introduction

This paper aims to assist executives involved in major transformation projects in understanding the role of process insight/business process management (BPM) platforms in driving enhanced outcomes through improved collaboration with their service partners, whether third-party BPS firms or internal GBS or SSC service providers.

While this study is based on the views of client-side executives, it is important for service providers to understand their clients' frustrations and how use of a process insight platform could improve the transformation process and its outcomes.

High levels of collaboration between the client and the service provider are critical for ensuring good outcomes from transformation projects. While the intent to collaborate is often high, the collaboration process is often adversely impacted by process information shortfalls, the lack of a single platform covering all transformation phases, and the lack of integration of the various tools used to support transformation management.

The study is based on 109 interviews with executives managing operational transformation. The interviews were conducted in the U.S. and Europe and cover the manufacturing, BFSI, government, healthcare, telecoms, and utilities sectors.

The study addresses:

- The importance of collaboration in delivering the benefits expected from operational transformation through service partners
- The challenges that organizations currently face in achieving a collaborative transformation in areas such as information sharing and implementation management
- Executives' satisfaction with their current use of process insight platforms to support collaboration with service providers
- Their vision, including the benefits sought from world-class collaborative transformation management and the key functionality required in process insight platforms
- Views on the application of GenAI to Process Insight
- The process insight platform initiatives planned by organizations
- The functionality to seek in a process insight platform to achieve world-class collaborative transformation.

Note that infographics in this paper show percentage values, indicating the proportions of executives that view specific characteristics as highly important.

Challenges in Collaborative Transformation

Close collaboration and information exchange between the parties involved in any operational transformation will enhance its chances of success. Executives involved in operational transformation with service providers such as BPOs and GBS/SSC entities agree and view collaboration as essential to deliver the expected benefits. However, only a minority are highly satisfied with their current collaborations.

99% High importance of collaboration

40% High satisfaction with current collaboration

Indeed, they typically have major issues in sharing the initial as-is process information with their service providers. This is compounded by a lack of a reliable means of quantifying and ensuring RoI delivery, and a lack of an integrated toolset or single platform for managing transformation across the transformation lifecycle.

Having shared the available process information, organizations typically lack a reliable means of quantifying and ensuring RoI delivery and have a fragmented toolset for managing transformations:

Lack of reliable means of quantifying and ensuring RoI delivery

73% Lack of a reliable means of diagnosing the issues to be fixed by a transformation

77% Lack of ability to compare the impact of vendor best practices and suggestions against current process models

87% Lack of a reliable means of quantifying the RoI from proposed transformations

79% Lack of a reliable means of prioritizing the sequence of initiatives within a transformation

75% Inability to test transformation initiatives on the operating model prior to implementing them into production

Issues faced in sharing process information with service providers

95% Static nature of process information and models

90% Unreliability of current SOPs and work instructions

94% Process data spread over a variety of formats and repositories

83% Inadequate or out-of-date definitions of existing processes and task information for sharing with the service provider

Lack of an integrated process insight toolset

94% Lack of a single vehicle for managing transformation across the transformation lifecycle

88% Lack of integration of process models with other artifacts

88% Difficulty in combining process data from multiple process mining tools and approaches

80% Difficulty in incorporating GRC considerations as part of transformations

"We need to ensure clear and consistent documentation and knowledge sharing"

Insurance sector executive, U.S.

"We need to ensure the quality and reliability of data shared with service providers"

Healthcare sector executive, U.S.

"We need an oversight of tasks and how they may be dependent upon one another and to use a single platform for communication"

Manufacturing sector executive, Germany

"We need a common platform for collaboration & the ability to review actions more productively"

Automotive sector executive, Germany

Satisfaction with Current Process Insight Platforms

Awareness of the availability of process insight platforms is currently limited, with the majority of organizations using a mixture of tools covering just some elements of the transformation process.

> ***"We don't have a tool that covers all these areas and those that we do use are changed from one project to the next – often driven by the choice of vendor"***
>
> CPG sector executive, Switzerland

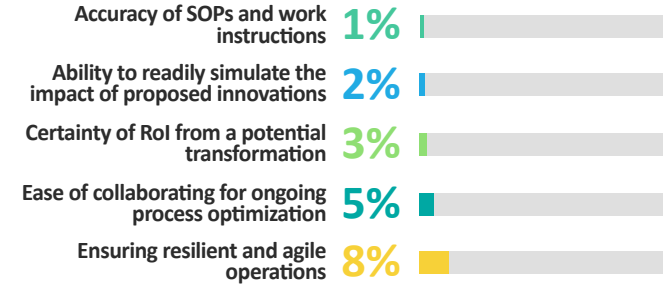
> ***"No tool exists that allows for this functionality. We have an ad hoc set of tools that are partly ours and partly our service providers"***
>
> Automotive sector executive, Germany

Accordingly, only 6% of executives are highly satisfied with their organization's current use of process insight/business process management platforms in supporting collaboration with service providers such as BPOs and GBS/SSC entities to achieve operational transformation. Similarly, only 5% are highly satisfied with their platforms' overall ability to support world-class collaborative transformation.

Only 5% are highly satisfied with their platforms' overall ability to support world-class collaborative transformation

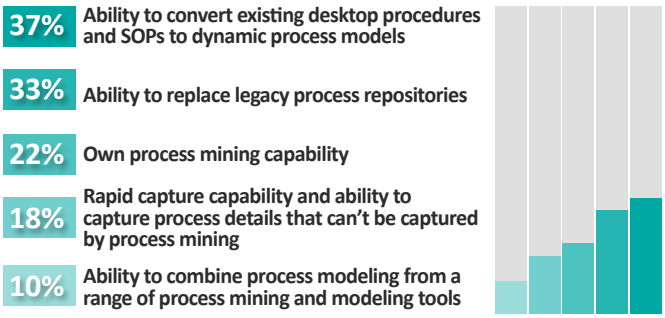
This dissatisfaction is particularly pronounced with platform support for process discovery and design, where current platforms typically hold incomplete or out-of-date SOPs (and/or work instructions) and cannot simulate the impact of proposed innovations.

Satisfaction with platforms' support for process discovery and design



A significant proportion of transformation leaders are highly satisfied with the ability of their current platforms to replace legacy process repositories and transition to dynamic process models. However, these capabilities are often not adequately complemented with the ability to combine data from multiple process mining tools or capture additional process information from other sources.

Satisfaction with platforms' information capture and sharing capabilities



Satisfaction with Current Process Insight Platforms (cont.)

This research shows that organizations still typically lack access to a single end-to-end process insight platform covering all the phases of transformation projects. They also tend to use different toolkits depending on the project and the participants involved. This leads to a lack of ability to capture end-to-end visibility and drill down for greater diagnostic detail.

Satisfaction with scope of platforms' coverage

25% Single toolkit used for all transformation projects

25% Single repository covering processes for all transformation projects

22% Single platform covering all transformation phases: Discovery, Analysis & Design, Deliver & Optimize

8% Capturing end-to-end visibility across both in-house and vendor-managed processes

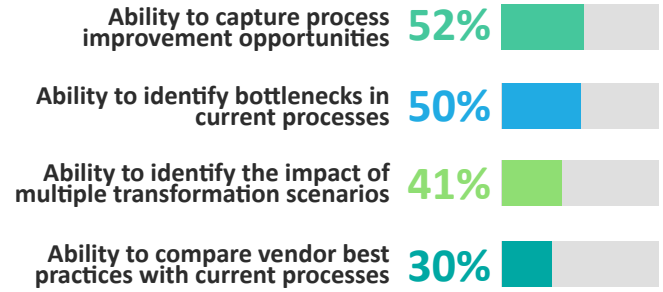
5% Provision of transformation management dashboard and drill down

"We have no single platform available that will cover these requirements and we have to discuss and review the options at the outset of each project"

CPG sector executive, Switzerland

Organizations typically have access to standalone process mining tools to capture process improvement opportunities and model alternative scenarios, but lack the tools required for ongoing transformation management.

Satisfaction with support for transformation analysis



Satisfaction with ongoing transformation management

16% Ability to support GRC and controls management with incident and risk registers

14% Ability to manage certification and re-certification of work instructions

"Ensuring that our [process insight] platforms are always up-to-date is challenging"

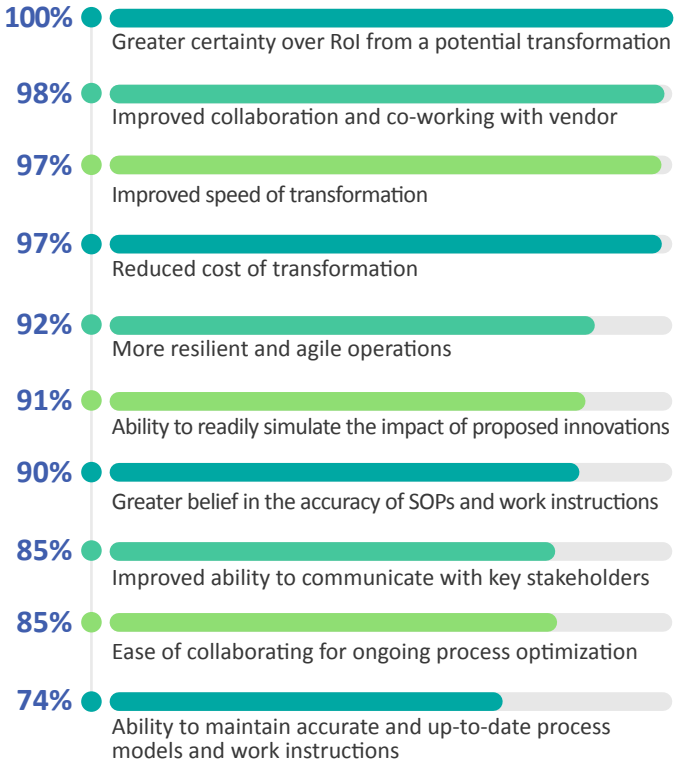
Banking sector executive, U.S.

The Vision for World-Class Collaborative Transformation Processes and Platforms

94% of executives consider it highly important for their organizations to improve their ability to collaborate with service providers to achieve faster or better operational transformation.

The key benefits sought from this improved collaboration, beyond improved speed and reduced cost, include greater certainty of RoI and more resilient and agile operations.

Key benefits sought from world-class collaborative transformation management



"Collaboration tools can help us engage stakeholders and ensure alignment on project objectives"

Manufacturing sector executive, U.S.

"Establishing clear protocols for data sharing and compliance is essential for effective collaboration with external partners"

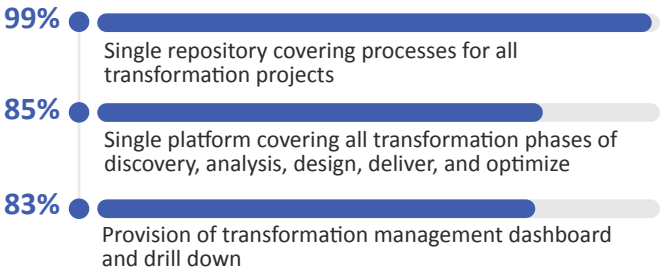
Telecoms sector executive, U.S.

Process insight platforms are key to facilitating collaboration. Indeed, 92% of executives believing that process insight/business process management platforms are highly important for facilitating world-class collaborative management.

One of the issues that organizations currently face is the multitude of ad hoc tools and repositories used in support of transformation initiatives. These even change from project to project, hindering the coherence of transformation approaches.

Indeed, it is highly desirable to transformation executives that any future process insight platform can be deployed across transformation initiatives, uses a single process repository, and covers all phases of transformations from discovery to ongoing optimization.

Key platform coverage



"We would need to better platform this to make a step change in what we are doing now. Lack of a cohesive platform causes us to fall short of a 360-degree approach to collaborative transformation"

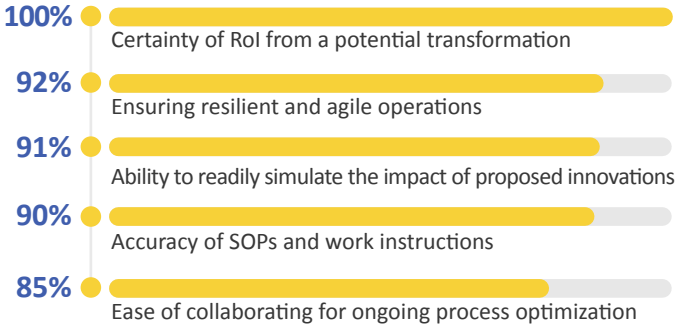
Automotive sector executive, Germany

The Vision for World-Class Collaborative Transformation Processes and Platforms (cont.)

Accordingly, the functionality required in process insight platforms covers support for process discovery and design, information capture and sharing capabilities, transformation analysis capability, and support for ongoing transformation management.

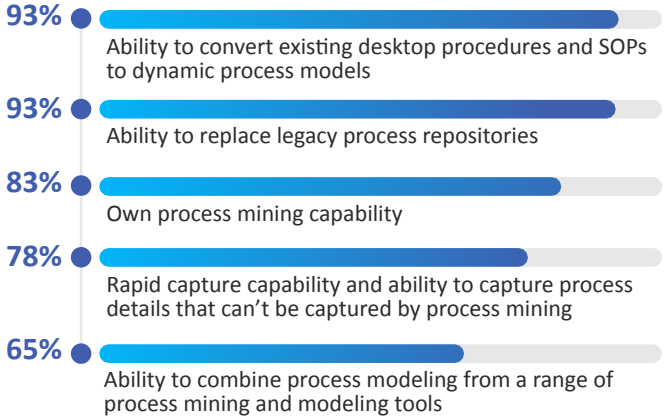
> ***"It's essential to develop a centralized repository for project documentation and process models"***
>
> Manufacturing sector executive, U.S.

Key process discovery and design needs

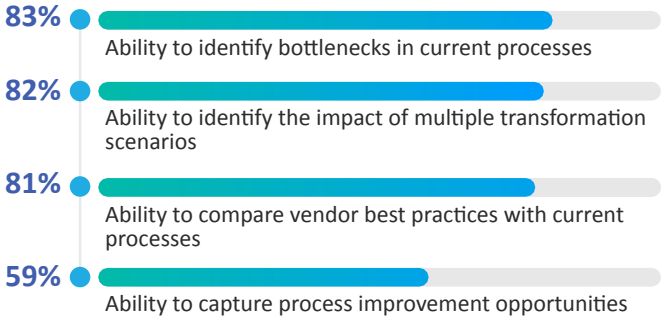


> ***"Simulation features can help us predict the impact of changes before implementation, reducing risks"***
>
> CPG sector executive, U.S.

Platform information capture and sharing needs



Support for transformation analysis



> ***"Adopting (these) collaborative tools can help us establish clear communication channels for better collaboration on change initiatives"***
>
> Utilities sector executive, France

Ongoing transformation management

> ***"Leveraging process documentation tools will help us maintain a knowledge base for future change management initiatives"***
>
> CPG sector executive, U.S.

The Application of GenAI to Process Insight

The inclusion of generative AI (GenAI) within world-class process insight/business process management platforms is not yet so widely understood but is a key future feature and highly important to 38% of executives

The top four use cases expected from GenAI are:

1

Providing a comprehensive view of processes

The integration of data from various sources to provide a comprehensive view of business processes

Healthcare sector executive, U.S.

2

Identifying areas for improvement

For analysis of large quantities of data in support of process optimization. Could be useful in A/B testing

Telecoms sector executive, Germany

Dynamically mapping out current processes and suggesting optimization strategies based on historical data and predictive analytics

Banking sector executive, U.S.

Comparing process performance against industry standards to identify areas for improvement

Manufacturing sector executive, U.S.

3

Creation of training materials

To create customized training modules for employees based on their specific roles and process requirements

Banking sector executive, U.S.

4

Ongoing compliance and maintenance of process documentation

Ensuring processes comply with regulations by continuously monitoring and auditing process activities

Banking sector executive, U.S.

Automating the generation and maintenance of process documentation

Utilities sector executive, U.S.

Process Insight Platform Initiatives Planned

Organizations are addressing weaknesses in their provision of process insights, with nearly a third of respondents planning to upgrade their current process insight platforms.

Organizations currently have low awareness of the availability of end-to-end process insight platforms and are more used to combining a set of ad hoc tools. However, they are starting to move towards adoption of a single process insight platform, initially to provide a standard process repository and increasingly for integrated coverage across the transformation lifecycle.

Platform information capture and sharing capabilities

Moving to a single repository covering processes for all transformation projects	39%
Consolidation of platforms to provide more end-to-end process transformation support	30%
Consolidation of SOPs and work instructions onto a single platform	14%
Moving to a single platform covering all transformation phases of discovery, analysis, design, deliver, and optimize	9%

"We plan to establish a centralized process repository to store and manage all process-related information for easy access and retrieval"

Healthcare sector executive, Switzerland

The conversion of existing SOPs and procedures to dynamic process models is also high on corporate agendas, with the functionality to support GRC and controls management of increasing importance.

"Our team is focusing on improving process simulation features to test changes and predict their outcomes accurately"

Banking sector executive, U.S.

Enhancing ability to capture and assess process improvement opportunities

54%	Adding ability to convert existing desktop procedures and SOPs to dynamic process models
30%	Enhancing ability to capture process improvement opportunities
27%	Introducing ability to compare vendor best practices with current processes
12%	Introducing ability to identify the impact of multiple transformation scenarios

Enhancing ongoing transformation management functionality

29%	Ability to support GRC and controls management with incident and risk registers
12%	Ability to manage certification and re-certification of work instructions
4%	Provision of transformation management dashboard and drill down

Actions planned over next 12 months

29%	Upgrading current process insight/business process management platforms
16%	Adding complementary process insight/business process management platforms
12%	Beginning to use process insight/business process management platforms in support of collaborative transformation
12%	Replacing current process insight/business process management platforms

BusinessOptix's Role in Facilitating Collaborative Transformation

The BusinessOptix platform is "a data-driven process repository and transformation platform" that supports enterprises and their service partners, such as third-party BPS vendors and internal GBS and SSC service providers, in quickly identifying opportunities to improve process conformity and performance. The platform supports each of the three key transformation stages:

1 Discovery

The BusinessOptix platform supports a range of approaches, including its own process mining and imports from third-party process mining tools and modeling tools such as Visio. All process management information from these sources is stored in a repository in BPMN 2.0 format.

This is particularly applicable where existing knowledge base repositories are going end-of-life or numerous desktop procedures and SOPs are held in pdf format, and there is a desire to convert these into dynamic process models. Multiple process mining, modeling, and people survey exercises can be combined to achieve an end-to-end process map. It also has the advantage of centralized access to work instructions for agents and knowledge maps for visualizing the relationships between processes, systems, and roles.

2 Analysis & Design

Enables enterprises to simulate their current state processes to identify issues (like bottlenecks) and calculate the RoI from fixing them. Process models are enriched with meta data (like systems, resource consumption, throughput, CO2 emissions etc) to enable this analysis through multiple lenses. Enterprises can also use forms to capture improvement opportunities, pain points, business cases, and innovation ideas, to be viewed and interrogated on dashboards.

BusinessOptix enables enterprises to compare vendor best practice with their current processes to quickly establish the business case from transformation. These comparisons can handle multiple scenarios and show the impact of one or more of process change, new technology introduction, offshoring, etc.

3 Deliver & Optimize

Supported by the BusinessOptix Management Dashboard toolkit which includes Opportunity Management, Transformation, and Governance & Risk. This is used to manage and prioritize potential transformation opportunities. Automation lifecycle integrations can be used to extract data or push configurations into automation. All dashboards have drill down functionality to get to the underlying process, work instruction, control, risk, etc. There is additional functionality to establish incident and risk registers and link controls and risks at activity levels for GRC purposes, which is particularly applicable to regulated industries such as financial services. For compliance purposes, the platform supports certification and re-certification of work instructions.

Collaborative Transformation Management Case Studies

Lenovo

Business Issue

The use of Visio for process mapping combined with Word for creating the associated work instructions was leading to a lack of standardization, cumbersome document management, and operational inefficiencies.

Lenovo was seeking to:

- Establish an effective system for process information storage
- Embed work instructions within processes
- Generate Service Delivery Guides
- Facilitate the transition by importing existing Visio documents into the new system.

Solution

- Implementation of appropriate BusinessOptix modules
- Creation of standardized “Service Delivery Guide” and “Work Instruction”
- Centralization of documentation in BusinessOptix platform
- Ultimately utilize BusinessOptix as an enterprise-wide tool for business process optimization.

Benefits

- Adherence to BPMN 2.0 standards
- Facilitating collaboration
- Enhanced customer experience and accelerated time to revenue.

Talking Rain Beverage Company

MAKERS OF SPARKLING ICE.

Business Issue

Talking Rain documented its processes in Visio and stored them separately in SharePoint, which meant a lack of connectedness between systems, data, and people. This was posing a challenge for the business and its employees in accessibility, transparency, and navigation.

The key challenges included:

- Repetitive problem-solving due to a lack of transparency and accessible data
- Lack of active engagement from stakeholders in managing processes
- Difficulty in educating employees about their roles and responsibilities
- Inability to identify and drive continuous improvement with disjointed data.

Solution

- Creation of a digital twin of the business for continuous improvement
- Initially migrated 25%-30% of its processes from Visio to BusinessOptix
- Piloted its process management and continuous improvement model within its supply chain function, creating a dedicated continuous improvement team in just six months
- Used the BusinessOptix platform to identify the inhibitors and opportunities in its business processes
- Enabled the vendor selection team to provide prospective vendors with a map of the company’s technology landscape and surface business problems that needed to be addressed.

Benefits

The supply chain team achieved:

- Improved visibility into processes and their connectedness
- Clear process ownership
- Defined goals
- An ability to highlight pain points.

Collaborative Transformation Management Case Studies (cont.)

ELSEVIER

Business Issue

Elsevier had undergone a major repositioning and now needed to mature its Process Excellence Practice and to improve collaboration between Continuous Improvement, Product, Customer Experience, and Technology teams through process transparency.

Solution

- Elsevier's primary focus during a 3-month pilot, centered around two projects, was on leveraging specific capabilities: transform processes, visualize change, and conduct simulations. Since then, BusinessOptix has been implemented to users across 25 teams, with a structured approach to drive adoption
- 300 models related to ongoing transformation and continuous improvement initiatives were initially created in BusinessOptix in less than a year
- Elsevier subsequently plans to utilize BusinessOptix's process mining and simulation capabilities.

Benefits

- Cross-functional collaboration and managing project interdependencies has improved
- Reduced time to create process models
- Improved quality of process models.

"BusinessOptix supported me in taking a data-driven approach when submitting a new project transformation idea for funding through their process simulation capabilities. The tool was able to provide me with detailed process benefits within a matter of seconds compared to the hours I would have spent manually collating this information."

LILA ANDERSON, SENIOR BUSINESS ANALYST

Key Process Insight Platform Features

Transformation executives identified the following key features as necessary in process insight platforms to facilitate world-class collaborative transformation:

01

Discovery

- Integration with existing applications/ERPs to ensure data consistency and accuracy
- Advanced search capabilities to find relevant process information quickly
- Support for modeling notation standards to ensure consistency
- Centralized process repository to store and manage all processes
- Automated process documentation to reduce manual effort

02

Analysis & Design

- Comprehensive process mapping capabilities to visualize workflows and identify improvement opportunities
- Integration with data visualization tools for advanced analysis
- Process maturity assessments and built-in best practices to guide process improvement efforts
- Digital twin/process simulation features to test changes before implementation and model differing scenarios
- Robust (and multi-user) collaboration tools to enable seamless communication among team members

03

Deliver & Optimize

- Support for process governance to ensure compliance and control
- Support for compliance audits to demonstrate regulatory adherence
- Performance metrics tracking to measure the impact of process changes
- Process dependency mapping to understand interdependencies

04

Ease of Use

- Process lifecycle management to oversee processes from inception to retirement
- Interactive process maps to engage stakeholders
- Ability to customize dashboards to meet specific role needs
- Drag and drop interface for easy process design
- Intuitive user interface to ensure ease of use and adoption across the organization

Selecting a Process Insight Platform for World-Class Collaborative Transformation

1

For process information capture and sharing, consider:

- Implementing a single repository enterprise-wide for process data across all transformation projects
- Replacing existing static legacy process repositories with a repository supporting dynamic process models
- The need to capture process modeling from a range of process mining and modeling tools

For process discovery and design, consider:

- A combination of in-built process mining and the ability to integrate with third-party process mining platforms
- The ability to capture process details that can't be captured by process mining
- The ability to simulate the impact of proposed innovations
- Provisions for enriching process models with operational data
- Automated gap analysis to test your current state against a future state

2

3

For ongoing transformation management, consider functionality for:

- Managing the certification & re-certification of work instructions
- GRC and controls management using incident and risk registers
- Maintaining accurate and up-to-date process models and work instructions
- Simulation to test continuous innovations and their impacts on operations prior to putting into production

The benefits of process insight platform adoption are:

- Improved speed of transformation
- Reduced cost of transformation
- More resilient and agile operations
- Achieving greater certainty of RoI from transformations
- Improving ease of communication and relationships between stakeholders

4

Let's Talk

If you are curious about the implications of these findings and the role process insights can play in improving collaborative transformation, you can find out more by:

- Visiting the BusinessOptix website: **businessoptix.com**
- Sending an email to: **sales@businessoptix.com**

About BusinessOptix

BusinessOptix is a leading provider of process insight, transformation and management software. The platform is fast to deploy, easy to use and enables organizations to quickly map out even the most complex processes. With BusinessOptix, customers gain transparency and insights into their processes, delivering lower risk, a faster pace, and a better experience from:

- Process-led transformation - enabling delivery of significant cost, risk or quality transformation through process-led change
- Process-led system implementation - enabling delivery of big system change faster and at lower risk
- Business process repository - enabling Operational Excellence and Process Center of Excellence teams to improve the BPM maturity of their organization
- Process-led operations - enabling Operational Managers and Operational Excellence managers to continuously balance cost, risk, and quality in the delivery of their services
- Process-led compliance - enabling Risk and Compliance managers to create auditable documentation of how controls are applied in their business.

About NelsonHall

NelsonHall is the leading global analyst firm dedicated to helping organizations understand the 'art of the possible' in digital operations transformation. With analysts in the U.S., U.K., Continental Europe, and India, NelsonHall provides buy-side organizations with detailed, critical information on markets and vendors (including NEAT assessments) that helps them make fast and highly informed sourcing decisions. And for vendors, NelsonHall provides deep knowledge of market dynamics and user requirements to help them hone their go-to-market strategies. NelsonHall's research is based on rigorous, primary research and is widely respected for its analysis's quality, depth, and insight.

For more details, contact:

U.S. contact
Darrin Grove
darrin.grove@nelson-hall.com

U.K. contact
Guy Saunders
guy.saunders@nelson-hall.com

India contact
Surekha Grandhi
surekha.grandhi@nelson-hall.com