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Global state of process excellence 2017

Empowering business growth



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Introduction

In order to grow as a business every company needs to remain competitive. As a result, the goal for all organizations should be how to find and retain their competitive edge. This requires true understanding of how work gets done and continuous improvement - what your company is now versus what your company should be in the future. This means your company needs a clear vision of what you want to achieve, but also the ability to evolve, in some cases to drastically transform.

"Lot of times a series of events get put under the umbrella transformation, they end up being disparate activities all trying to do the right thing to advance an organization forward. When you start talking about driving fundamental change you need to have a clear, concise vision of where you're trying to get to, and then make sure that the pathway to get there is clear," said **John Olson**, VP Business Transformation, Johnson Controls in a recent PEX Network interview.

"You don't need to have the journey mapped all the way to the end state, but you need key pieces and intersections identified. These become the harmonizing and unifying factors for driving real and sustained change across an organization," he continued.

In order to transform a business successfully, you need to make the case for change internally said **Wouter Peters**, Chief Operating Officer at Aegon Asset Management to the PEX Network:

"You need a very clear objective of what you are trying to achieve, one that instills or inspires people to actually rally behind it. You need to make sure that you have good executive ownership, not only in name but also in execution and visibility, you also need to have a good plan and approach to how you want to deploy it."

Buy-in from all stakeholders at all levels is crucial for any successful transformation:

"If an organization wants to change its culture or business, everybody needs to understand why. Is it related to the mission, vision or values? Is it related to the changing landscape, or in fact the marketplace? Or maybe it is the basic competitive nature [of the business] that things are so nimble you want to make change? I think that the message should be clear to understand for all — from the head of the business to grassroots level," said **Sabi Singh**, Chief Operating Officer, University of Iowa Hospitals & Clinics.

In this report, we take a measure of the global state of process excellence and explore the crucial factors needed to empower business growth. The report contains in-depth interviews from industry leaders key solution providers and provides a detailed overview of the results of the **"2017 State of the industry process excellence survey"**.

Key highlights:

- 8 steps for ensuring sustainable and successful business and business growth
- Reshaping your business - implementing successful digital transformation
- Accelerating digital transformation with low-code
- Building a better customer experience with process
- Pillars of successful cultural change
- Taking advantage of lightweight business processes
- The game changers – disruptive technology trends

We hope you enjoy reading!

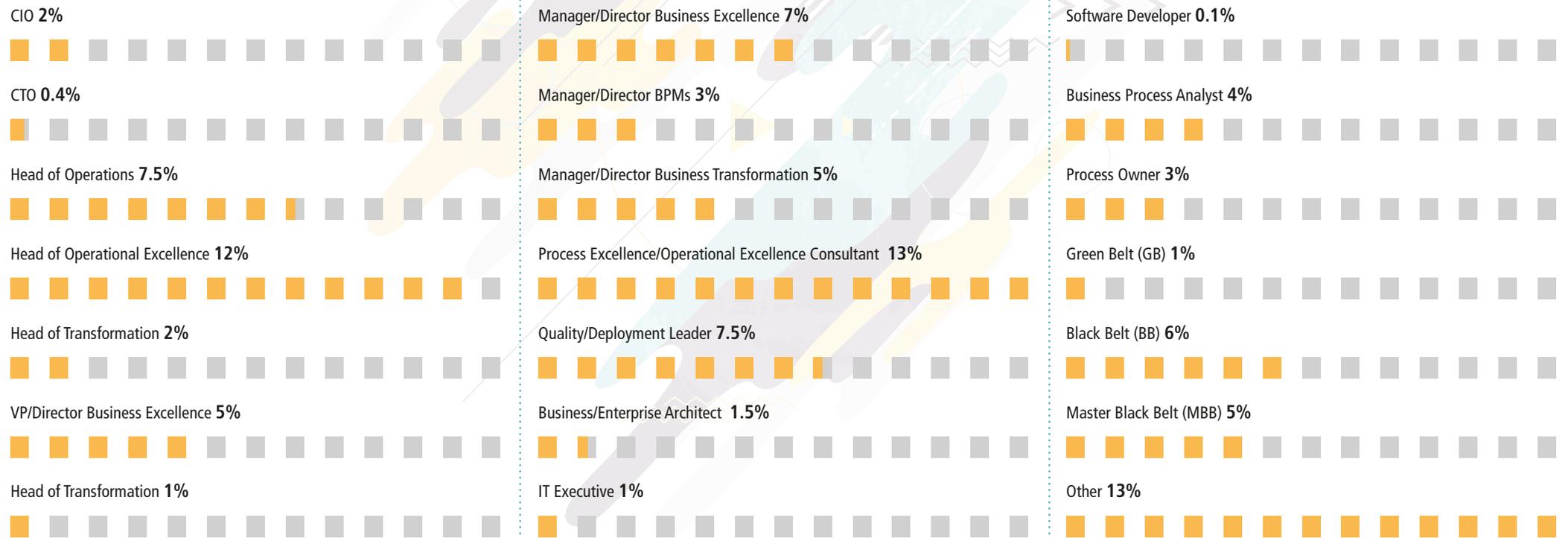


About the research

839 professionals took part in the 2017 biennial PEX Network state of the industry process excellence survey to explore how organizations around the world are approaching process excellence. In this report, we will reveal the key trends highlighted by the survey, along with process improvement and operational excellence leaders insights on the results. In addition, we provide a benchmark against the some of the key findings from the of the "2015 State of the industry process excellence survey".

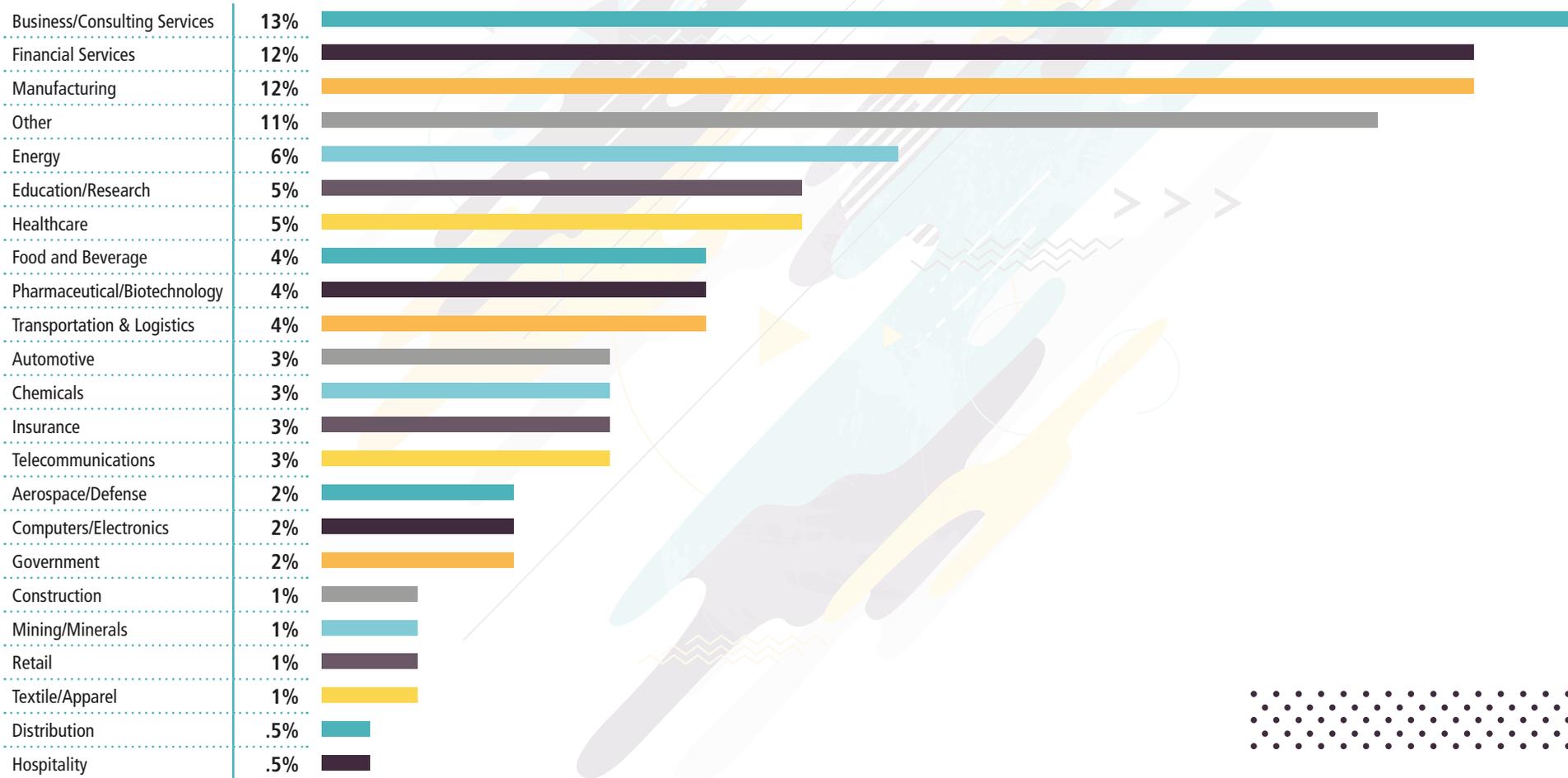
About the respondents

Which of the following most closely represents your role within your company's process excellence / operational excellence program?



There is a general acceptance of industry-wide process improvement— regardless of industry type. More businesses have begun to acknowledge that process improvement is the key component of overall operational strategy.

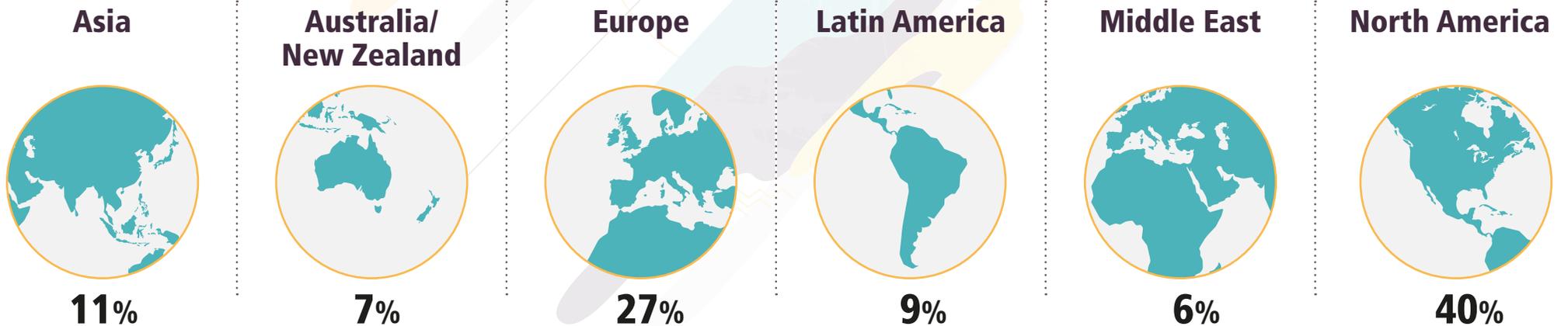
What is your company's primary industry?



How many full-time employees are in your company?



In which region are you based?



Key findings



- The **top five key areas of focus for 2018 -2019** will be leadership and culture strategy, process redesign work, customer-centric process management, change management strategy and process automation
- **44%** of respondents are planning on investing in data analytics and business intelligence solutions over the next 12 months
- **80%** of respondents do not expect to see a reduction in their operational excellence budget in 2018
- The **top three methodologies and solutions companies are planning to implement** are artificial intelligence, robotic process automation and dynamic case management
- Only **22%** of survey respondents said cost saving was the primary measure of success for their process improvement program
- **38%** of respondents said that the current scope of their process deployment was enterprise wide
- **41%** of respondents cited **linking process improvement with top level business strategy** as one of their primary operational excellences challenge for the year ahead
- **IT** continues to be the main individual business function where operational excellence methodologies are applied to drive change
- **51%** of respondents said they would describe the current perception of process/ operational improvement in their organization as expanding
- **8%** of respondents cited that their **budget for operational excellence next year was over \$5 million**. We predict that budgets for operational excellence will continue to rise as organizations recognize the value of operational excellence to deliver efficient and sustainable transformation.

How long has your organization had a formal process/operational excellence program?



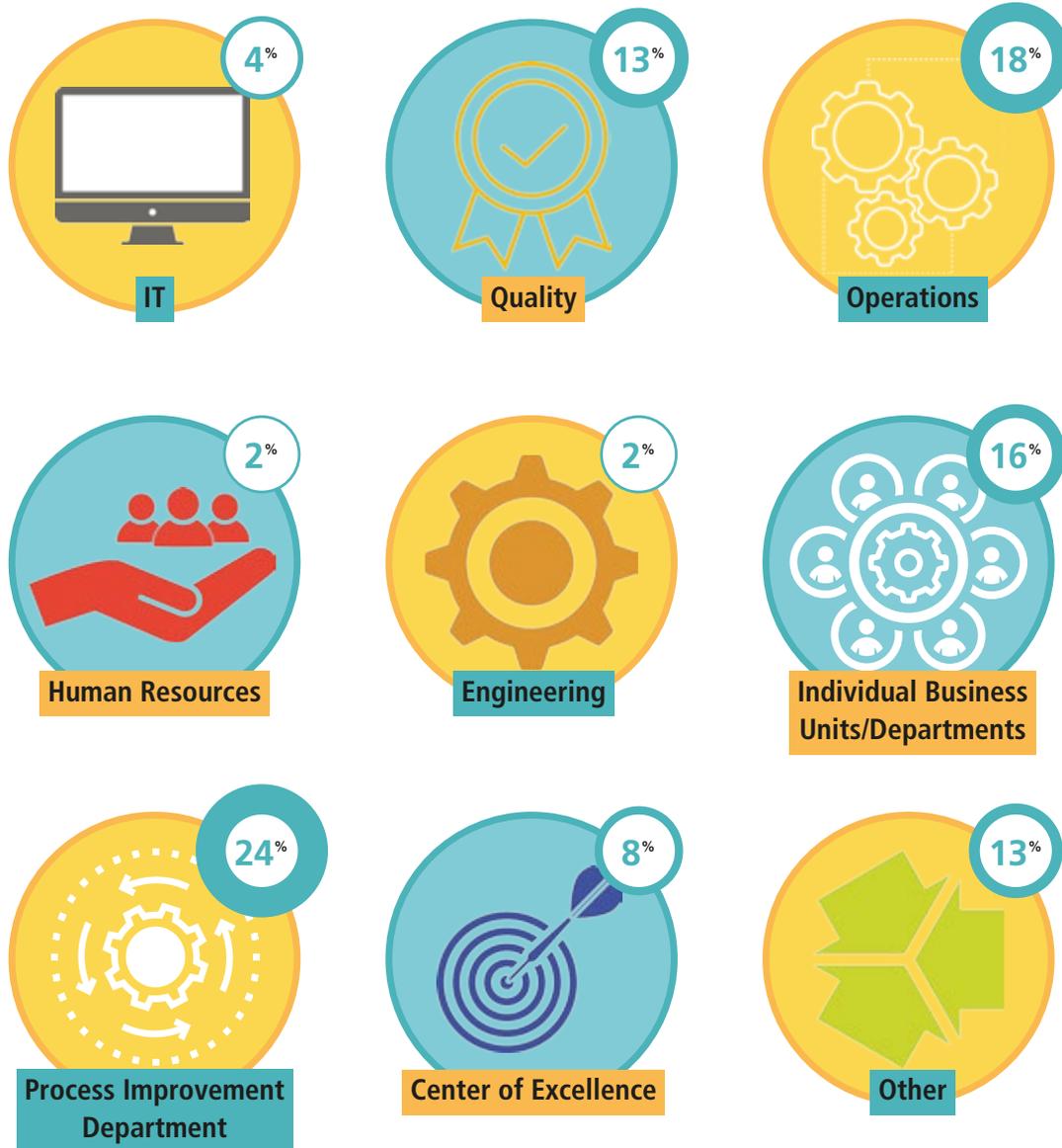
In 2017, the majority of respondents **60 per cent** said they have had a formal process / operational excellence program in place for over three years.

I find it really interesting, barely 17per cent of programs have been in place for 11 or more years. This tells me that there is so much work yet to be done, to make organizations understand the benefits of operational excellence and continuous improvement. Even more important is making organizations stick with programs. I think a lot of organizations still do this as a fad, or with a short-term goal in mind and then move on to something else.

Anu George,
Chief Quality Officer, Morningstar, Inc.



Which department is responsible for process excellence?



Just under a quarter of respondents, **24 per cent** said that their own process improvement department was in charge. This was followed by operations at **18 per cent** and individual business units/ departments at **16 per cent**.

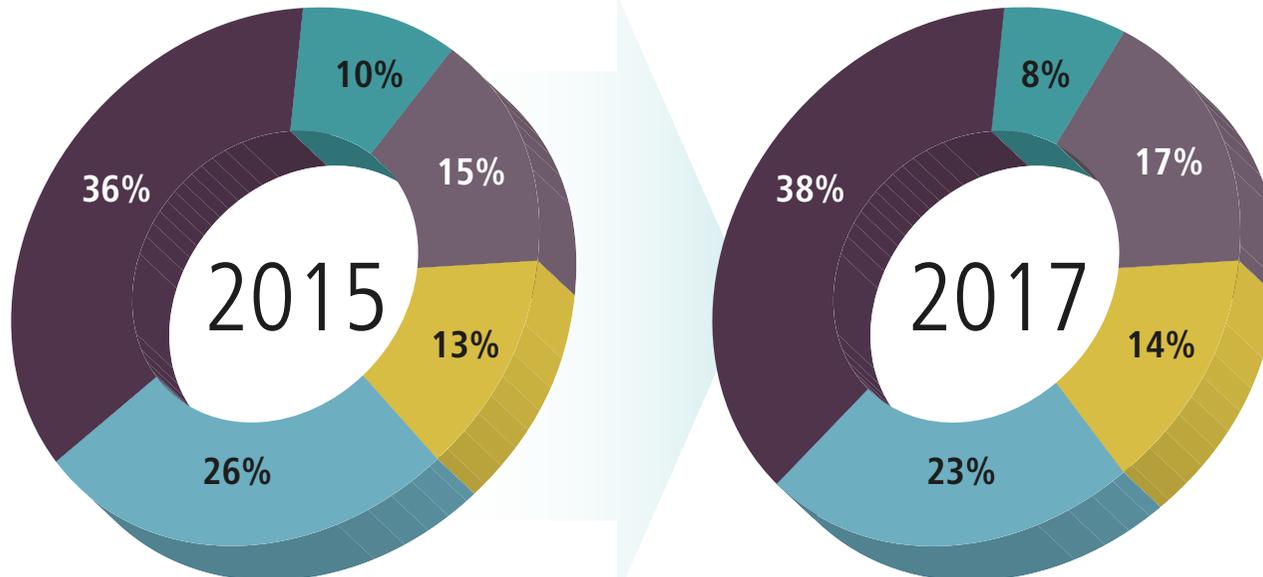
Operational excellence is what every company is striving to achieve. Some companies perhaps define this slightly different to the Agile, Lean-Six Sigma approach I'm typically involved in. I think what companies fail at is defining what they mean by operational or process excellence. In terms of department ownership, I've worked in companies a part of finance, for HR, for supply chain and logistics, and here, at Uber, it's ultimately reporting up into the owner of the central support functions. This is what we've now decided to do, instead of having a decentralized model we've centralized some of the 'support' of customer support. What this means is that certain teams that enable our large support organizations are being centralized that so that we can leverage global scale. At its core, a lot of operational excellence is behavior related, and it's about setting up an environment of success, which is very much around people.

I have also seen it succeed when you align operational excellence with HR. You could argue that some of the issues that companies face are typically HR related. Aligning these teams to HR would definitely strengthen their operational excellence capability.

Martin Rowson,
Global Head of Process Excellence at **Uber**



The current scope of process excellence deployment



- No process excellence/operational excellence program
- Have trained process improvement resources but no formal process excellence/operational excellence program

- Small-scale pilot
- One or more business units
- Enterprise wide

Only 8 per cent of survey respondents in 2017 cited that their company had no process excellence/operational excellence program in place. This was a reduction of 2 per cent on the 2015 results.

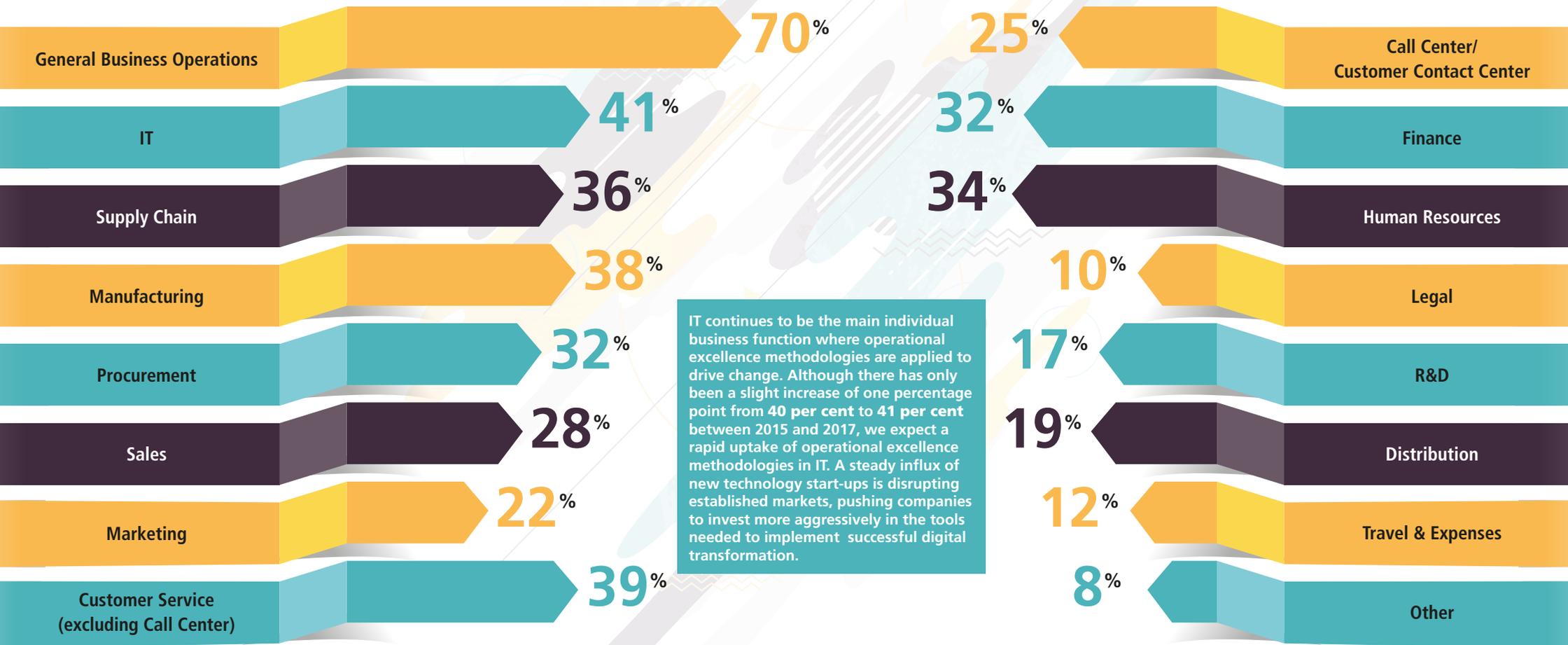
Whilst 38 per cent of 2017 respondents said that the current scope of their process deployment was enterprise wide - this is an increase of 2 per cent from 2015. As process climbs higher on the corporate agenda, we predict that this number will continue to rise. In the next few years, the majority of companies will have adopted process excellence methodologies and tools on a large scale.

The current deployment is across global support with a feeder channel into product departments. When I came into Uber last year, they identified the need for Process Excellence in customer support (Community Operations), which is the closest to what feels like a manufacturing environment: highly repetitive tasks, a high volume of work and a growing labor force.

Typically, what I heard before joining was that increasing the quantity of people was the solution to most of the problems, or at least an easy solution as the company grew. From past experience this is where the idea or the concept of process excellence manifests. It's no different for Uber. Being based in community operations, which is our core support consisting of the teams that handle the high-volume customer demand. I'm finding we very quickly start getting involved with the product teams, because you're essentially getting the voice of the customer straight from the front line, which gives us the data that drives innovation into the product. It's a logical approach to put Process Excellence as close to the customer demand as possible, which is typically customer support. As our work starts to get noticed across the business the deployment of Process Excellence becomes company wide.

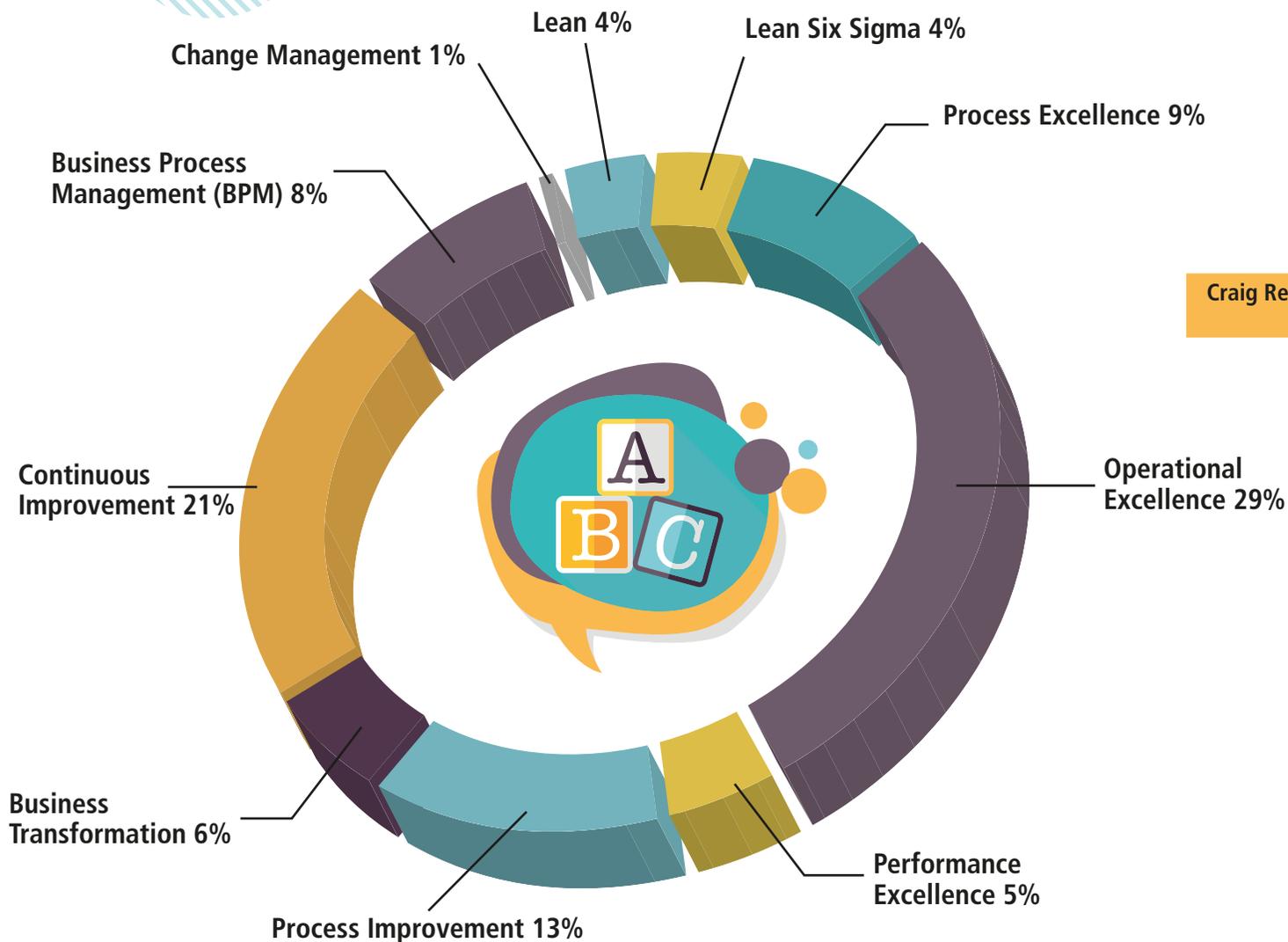
Martin Rowson,
Global Head of Process Excellence at Uber

In which functions of your business are you applying operational excellence methodologies?



What's in a name?

Which term best describes what your company calls process/operational excellence?



Process or process improvement has typically been very project-focused, rather than being an embedded part of organizations. I think the graph here with operational excellence at 29 per cent, really shows that it's becoming more of an embedded capability within organizations to improve operationally rather than being, an ad hoc project looking at reducing costs or the customer experience.

Craig Reid, Business Process Improvement & Management Consultant, Author of "The Process Revolution"

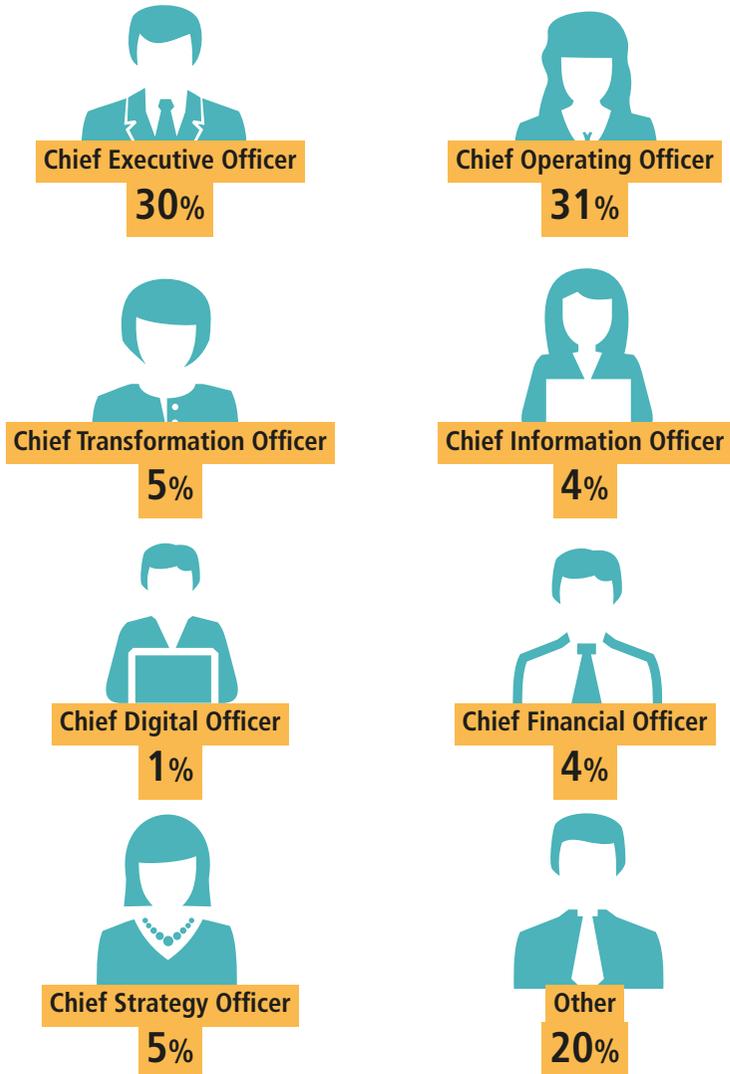


It was interesting to see the different naming used for these initiatives – process excellence, operational excellence, continuous improvement. I'm a big fan of creating a common language and keeping it as simple as possible. I am obviously hearing more and more about business transformation, but that can be quite a challenging one to get your head around because it's such a big, audacious goal.

I think process excellence works best for me because it's easy to differentiate a team of people that are focused on improving the process, (process architects) vs the teams of people driving everyday operational excellence.

Martin Rowson
Global Head of Process Excellence at Uber

Who in your C-suite owns process excellence?



How important is process excellence today?



Jorj Madalin Mihailovici - CEO Veolia Romania

Realizing that the entire construction of a company is built on business processes triggered by our stakeholders, then we say it should be the number one of any CEO's agenda.



Mihai Savin - Deputy General Manager Apa Nova Bucuresti, Veolia Group

Executive management buy-in is crucial for the success of any process excellence program or project. Process excellence has been given greater priority by senior leadership as they now see it not only as tool reduce waste and cut costs, but also as a way to transform their businesses, build better relations with their customers and drive profits.

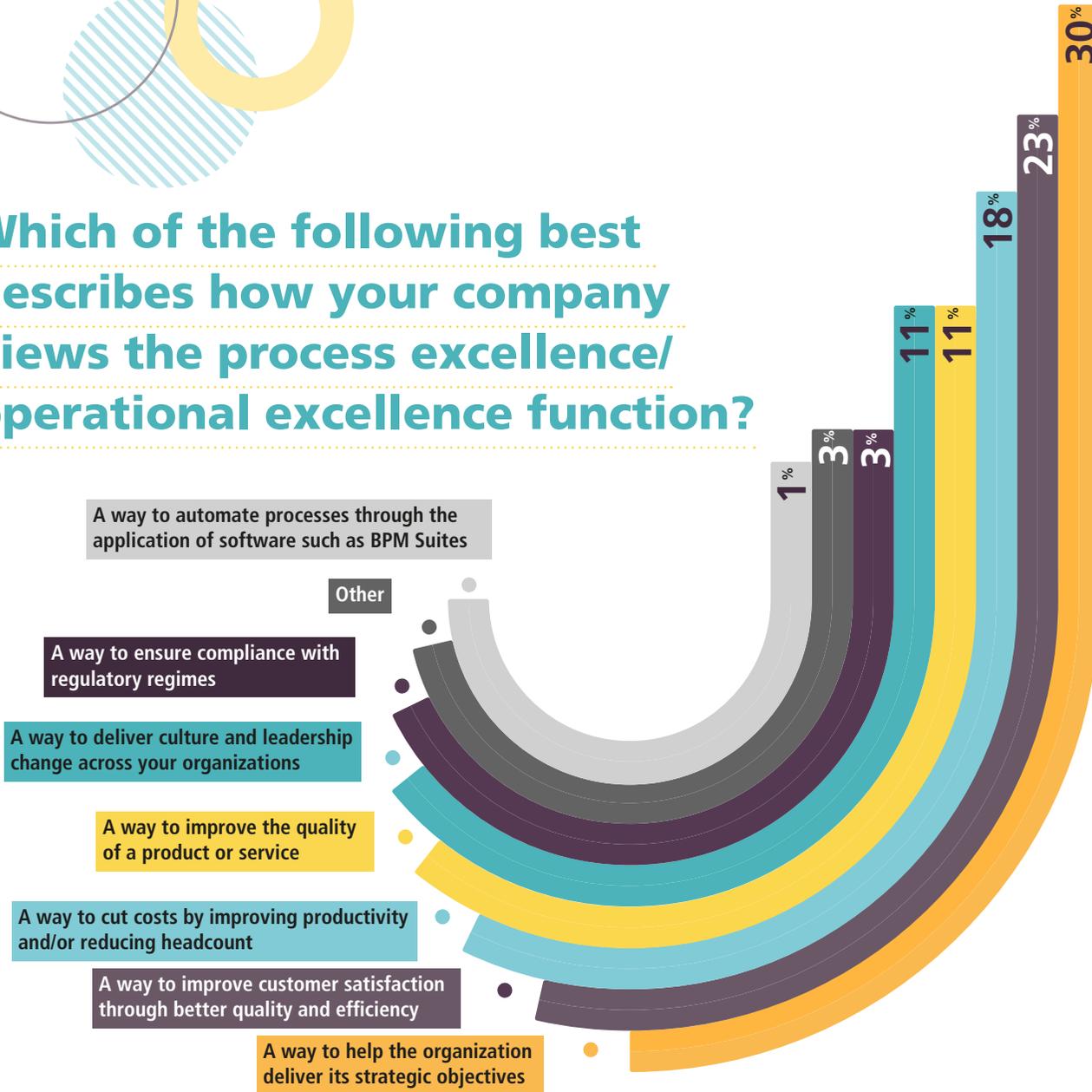
By better aligning people, process and technology - process excellence tools and methodologies are enabling the C-suite to support and innovate new business strategies and reach their goals.

The majority of the respondents said that process excellence was owned by the COO (31 per cent) or CEO (30 per cent). However, we are also witnessing the rise of the Chief Transformation Officer, a relatively new job title owning process (5 per cent). We predict that process excellence will continue to play an increasingly vital role in the boardroom, if we utilize the tools it provides in a positive way.

Regardless of who owns process excellence in the C-suite, they must be able to effectively communicate the reason and benefits for any change, and bring people with them on the transformational journey.

A commitment to change requires not just systems, or policy statements, but professional and personal thinking and behavioural change. It requires true leadership.

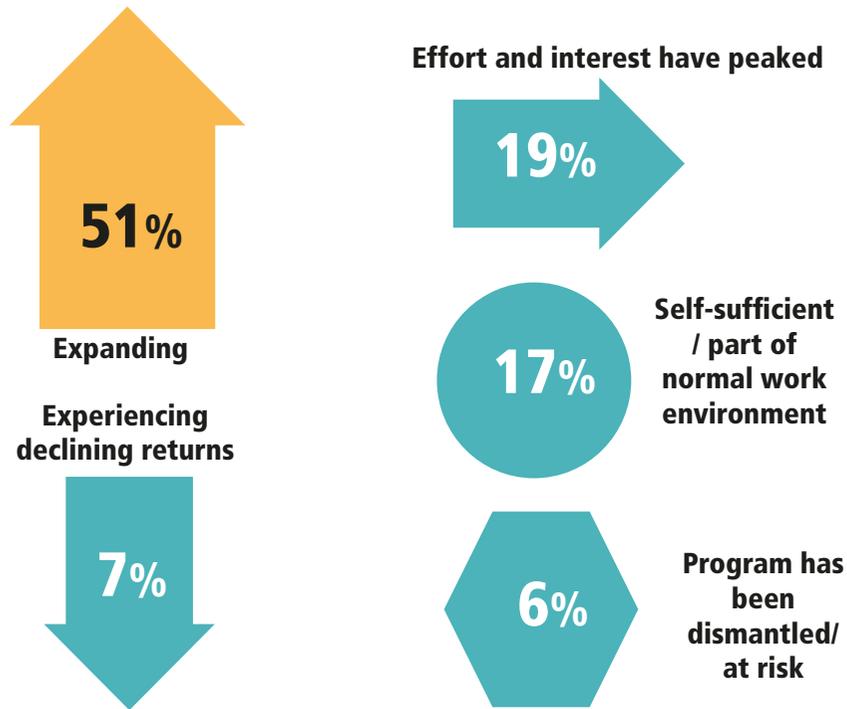
Which of the following best describes how your company views the process excellence/operational excellence function?



It is really positive to see that nearly a third of respondents, **30 per cent** said that their company views the process excellence function as a way to help deliver the company's strategic objectives. Linking the strategic objectives of the organization right through to operational business processes is a big challenge for any company. Organizations are recognizing the strategic value of process excellence and using the function to drive transformational change and deliver quantum impact.



How would you describe the current perception of process/operational improvement in your organization?

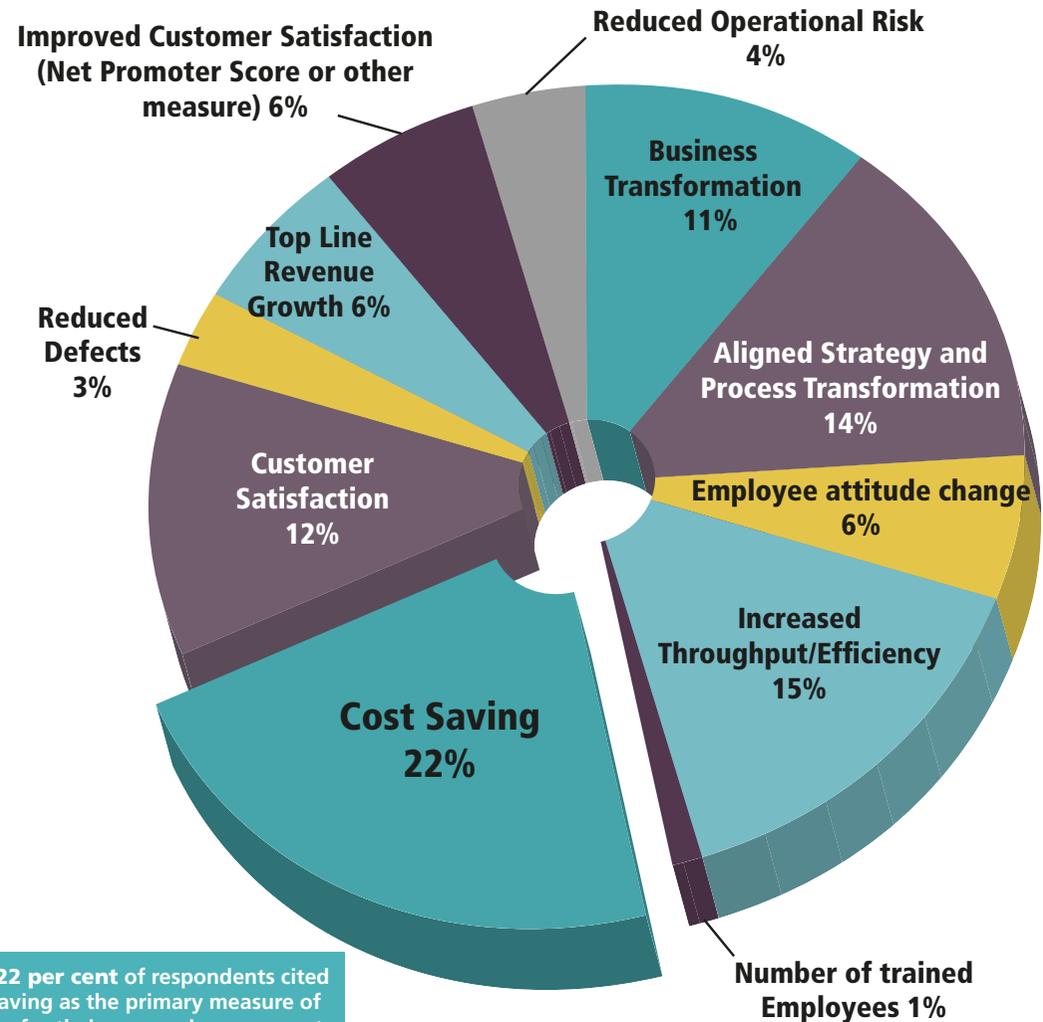


Over half of the respondents, **51 per cent** said they would describe the current perception of process/ operational improvement in their organization as expanding.

This is good news for the global process excellence community, as it implies a greater overall understanding in the value of employing process excellence tools and methodologies to drive business success across organizations at all levels.

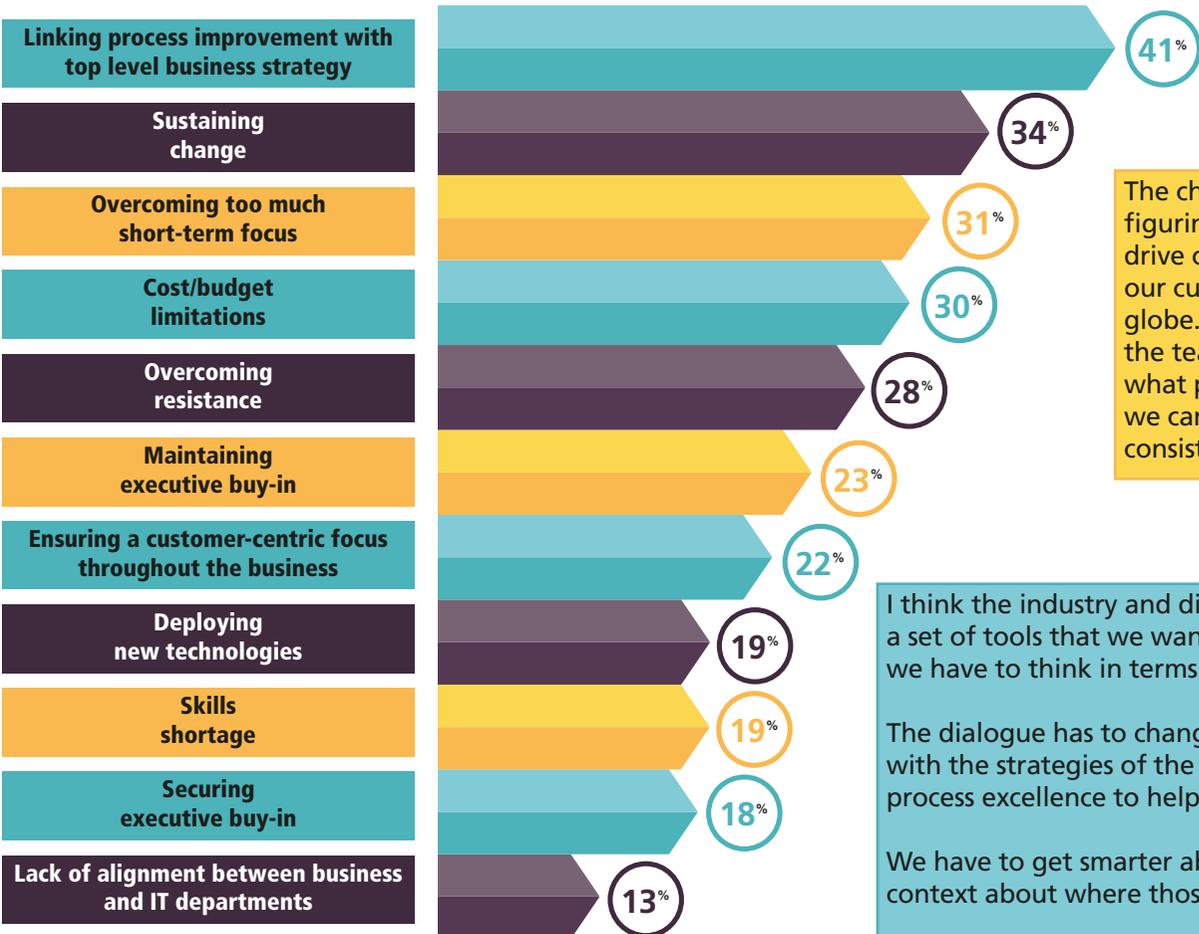
Achieving of process excellence must be the goal of every employee and operational unit.

What is your primary measure of success for your process improvement program?



Only **22 per cent** of respondents cited cost saving as the primary measure of success for their process improvement program.

What do you see as your primary operational excellence challenges for the year ahead?



The results show that **41 per cent** of respondents cited linking process improvement with top level business strategy as their primary operational excellence challenge for the year ahead. In comparison in 2015, the biggest challenge cited by the respondents was securing and maintaining executive buy-in, which attained just over **15 per cent** of survey respondent votes.

The challenge is there's so much to do – it's a question of prioritization. It's about figuring out which of the things we can do that are going to scale. We need to drive consistency in our operations and processes. We want to make sure that our customers get a great experience, regardless of where they are around the globe. For us it's about consistency and alignment. My short term goal is to create the team, to hire the right people, continue to drive projects so people can see what process excellence is. And then identify what are the big-ticket items that we can roll out to leverage the scale of our business – ultimately ending up with a consistent experience for our customers.

Martin Rowison,
Global Head of Process Excellence at **Uber**

I think the industry and dialogues are changing across the community, where instead of trying to have a set of tools that we want to find a linkage in the strategy. We almost have to invest that again and we have to think in terms of strategy first.

The dialogue has to change from process excellence to getting involved and more intimately familiar with the strategies of the business, so that you can tailor solutions using the tools and techniques of process excellence to help the company or the enterprise achieve their objectives.

We have to get smarter about our businesses and our enterprises, we have to get more context about where those leverage points are to create value.

John Olson,
VP Business Transformation, **Johnson Controls**



Future focus

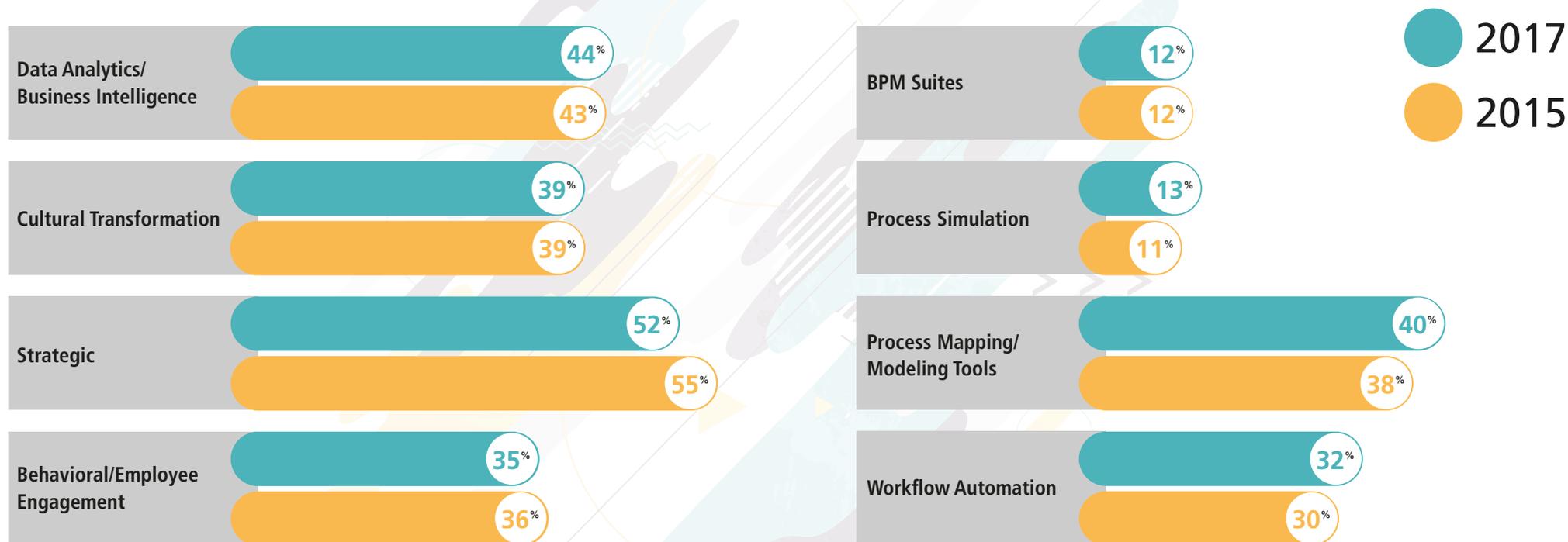
What types of process improvement work will be the focus of your program in 2018-2019?



The top five key areas of focus for 2018 -2019 will be leadership and culture strategy (50 per cent), followed by process redesign work (46 per cent), customer-centric process management (36 per cent), change management strategy (36 per cent) and process automation (35 per cent) respectively. Having the right leadership and culture strategy is critical of the success of process improvement. Continuous improvement starts with culture and focus on mechanisms to drive improvement and innovation.



In which management solutions are you looking to invest in to drive your operational excellence projects over the next 12 months?



Over 50 per cent of survey respondents (55 per cent), said they are looking to invest in strategic management solutions over the next 12 months to drive their operational excellence projects. 44 per cent of respondents are planning on investing in data analytics and business intelligence solutions and 39 per cent in cultural transformation solutions.

Between the 2015 and 2017, there was not a notable difference in percentages by solution. There is still time for companies who are in the earlier stages of their buying cycles, to consider and invest, without being left behind by their competitors.

Analytics are changing rapidly. Important decision-making data and develop metrics would often be time-consuming and require a lot of manual effort. Now with the mining of business analytics data, such queries are available quickly and at your fingertips. It's a huge improvement in helping drive change — the type of change we welcome

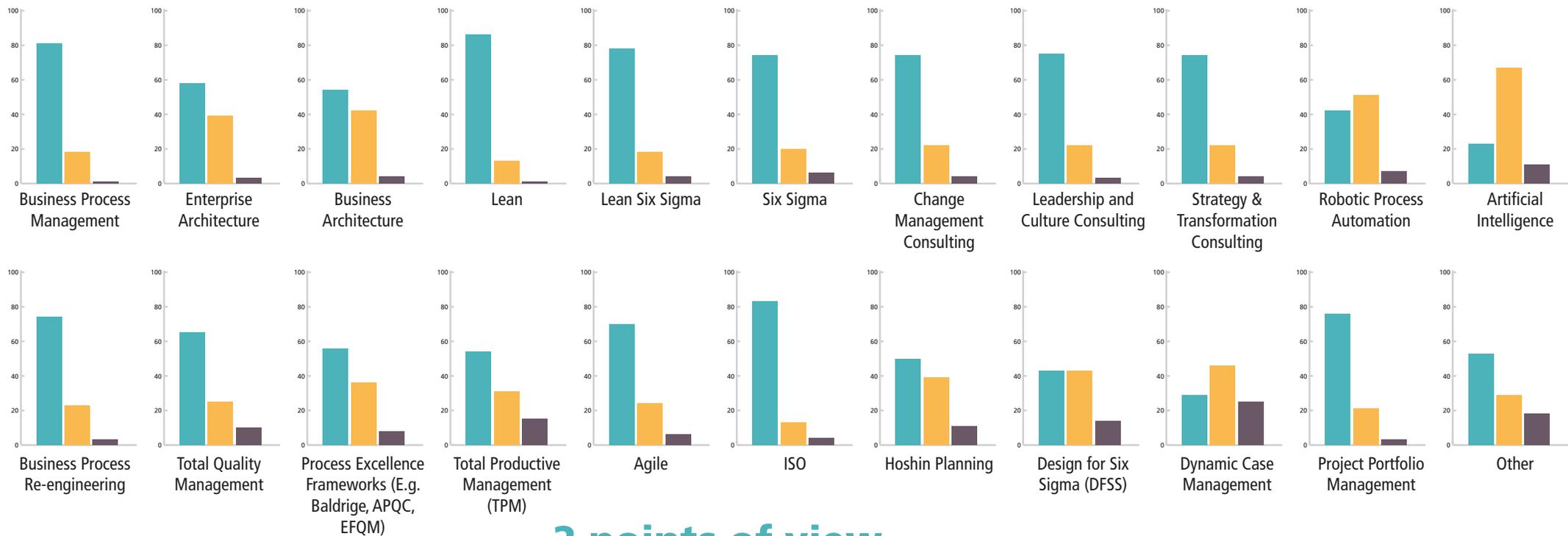
Sabi Singh, Chief Operating Officer,
University of Iowa Hospitals & Clinics

Which methodologies and solutions are you currently using to support your operational excellence projects?

Companies are preparing to take the next step in their automation journey. Robotic process automation (RPA) and artificial intelligence (AI) are being effectively leveraged by organizations to provide a key competitive advantage. The top three solutions companies are planning to implement to support their operational excellence projects are AI (67%), RPA (51%) and Dynamic Case Management (46%).

Many major organizations are considering or have already started integrating RPA solutions into their existing IT infrastructure. Harnessing it's potential to drive efficiency and business automation. AI has matured to a level where companies now intend to utilize it as a major part of their transformation strategies - from fully digitizing complex processes, once thought too difficult to automate, to leveraging pattern recognition to make better decisions from unstructured and structured data.

■ Currently using ■ Planning to implement ■ Plan to discontinue



2 points of view

I am really surprised that Six Sigma features so heavily. I thought a lot of people had moved more towards Lean or a hybrid of Lean and Six Sigma, but mostly Lean.

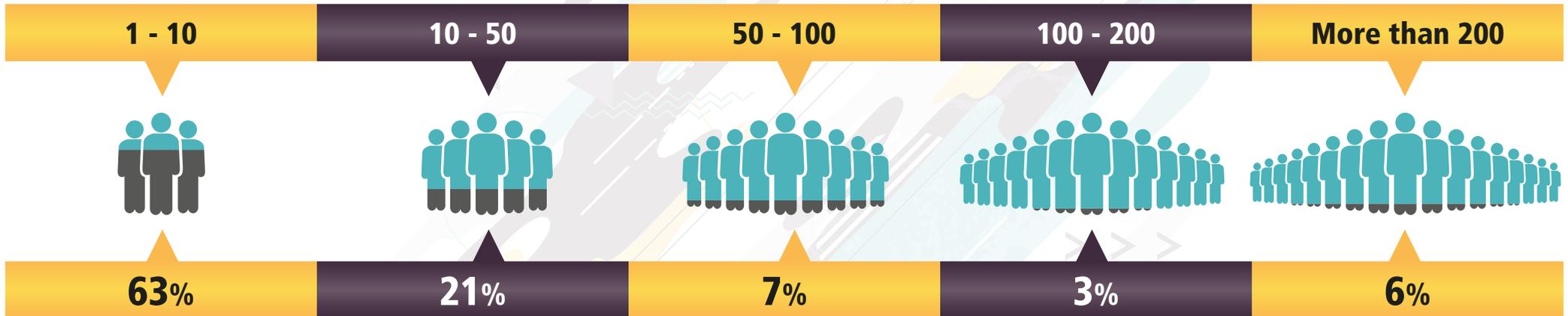
Anu George,
Chief Quality Officer, Morningstar, Inc.

Uber at its core is about automation. We have a very clean and simple customer facing platform that makes moving people and things from A to B very effective. We use as much AI as possible. Uber as a company is quite often considered to be very advanced with customer facing automation.

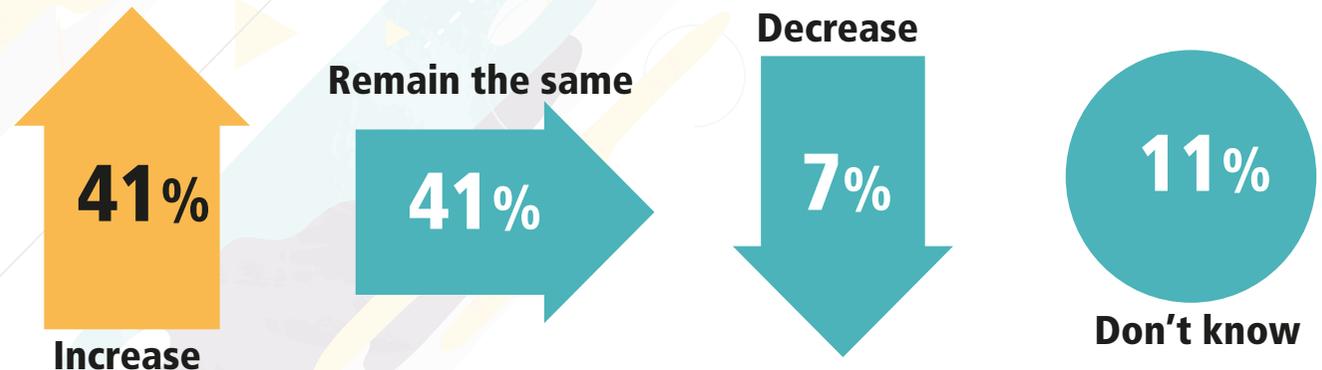
Martin Rowson,
Global Head of Process Excellence at Uber

People

How many people work full-time in your process improvement program or projects? (including centralized and decentralized employees)



In 2018, is the number of people employed full-time in process improvement in your company is expected to:



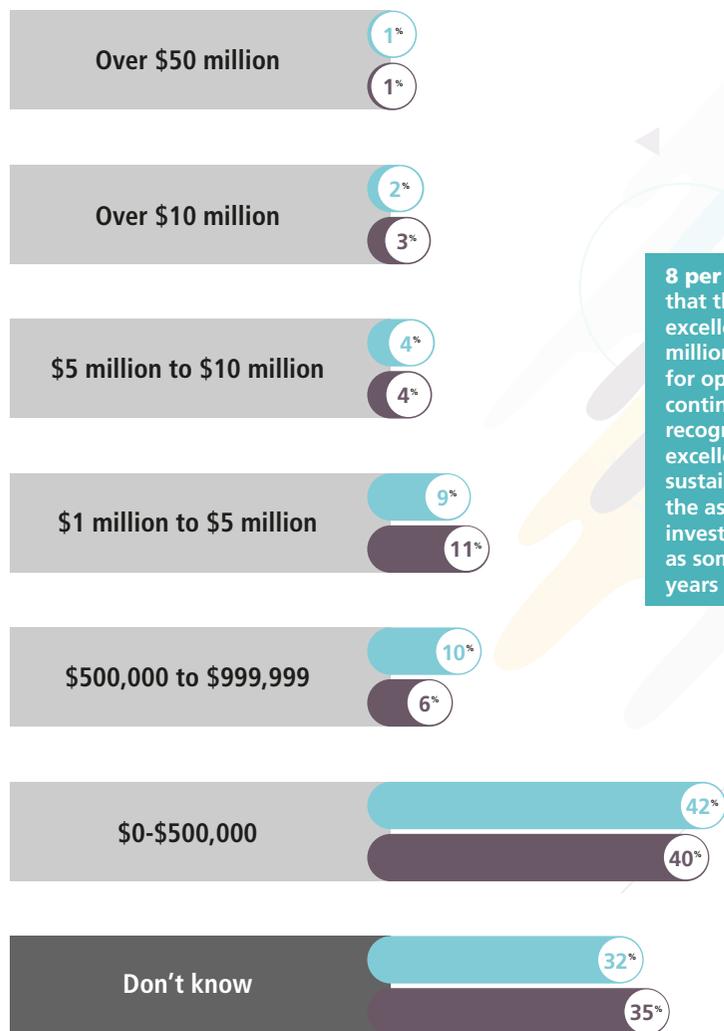
In a world of constraints, you can't do everything, and people's time is also an investment. We have to be very careful and thoughtful on where we deploy resources to the best service of the company

John Olson,
VP Business Transformation, Johnson Controls

The majority of respondents 82 per cent, do not expect to see a reduction in the number of full-time process improvement professionals in their company in the next year. Companies need to ensure that all their employees are invested in process excellence, and not just those who have been designated to a specific process improvement project or program. They need to ensure that they are hiring and retaining the operational excellence leaders of the future. Leaders who are able to deal with uncertain and volatile markets and empower their own teams to create business growth.

Budget

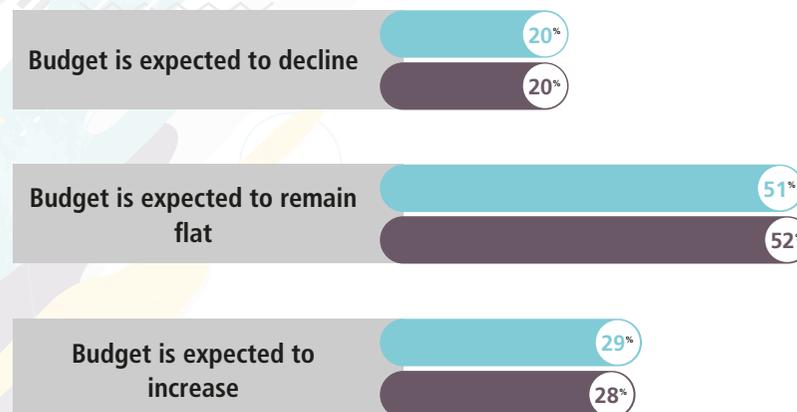
What is the annual budget for investment in operational excellence next year?



8 per cent of respondents cited that their budget for operational excellence next year was over \$5 million. We predict that budgets for operational excellence will continue to rise as organizations recognize the value of operational excellence to deliver efficient and sustainable transformation. Having the assurance of funding and investment is critical success factor as some transformations can take years to complete.

● 2016 ● 2018

What statement best describes the effect the economy is having on your operational excellence budget?



The majority of respondents **80 per cent**, do not expect to see a reduction in their operational excellence budget in 2018. We predict strong and continued investment in operational excellence in 2018, as organizations focus on aligning their business strategy with their business processes. As today's customers demand more, we also predict that organizations will invest their budgets in customer-centric process improvement solutions. Companies will need to ensure they have robust budgets in place to battle for customers' hearts and loyalty.

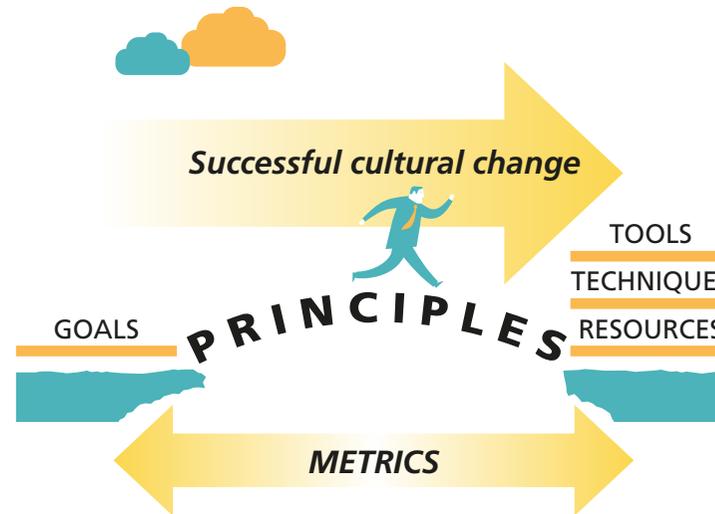
Achieving successful cultural change

What are the three main pillars to drive successful cultural change?



Anu George
Chief Quality Officer
Morningstar, Inc.

I think number one is having very clear operating principles, having very clear goals and vision and then you have tools, techniques and metrics to execute and measure how you are executing versus goal.



It is principles which bridge the vision to the tools and techniques, and underlying all of that is your metrics telling you whether you are going in the right direction or not.



Dudley George Keiller
Chief Transformation Officer
ACTIAM NV

Executive management buy-in

The tone at the top: this is an organization that embraces innovation, digitization and change in general.

PILLAR 1

The buy-in of the organization

It comes back to the communication of why we are making this change, what's in it for me? To answer that question, what's in it for them? This is going to improve our lives, etc. It's communication of that change through the organization.

PILLAR 2

Measuring and sharing success

It's measuring the success of that automation, change or innovation, and feeding it back on a regular basis. It comes back to communication, but celebrating and understanding the successes of the project.

PILLAR 3

5 crucial factors for successful business transformation

Within an organization of any size you need to make sure that you know where you are trying to go. The problem with some of the advancements with technology in general – whether its digital or customer experience – is that these technologies are moving very quickly. There are many options available. We asked our industry experts to share the key essentials necessary for successful business transformation.

For transformation to be successful you need to understand your options, make some choices and stick to those choices. Make sure they're well-communicated through all stakeholders involved in the transformation. You need to get everybody on the same page and to understand the impact of what's actually changing in their part of the organization and how it is critical to the success of that transformation.

Dudley George Keiller,
Chief Transformation Officer,
ACTIAM NV

Aligning all the different individuals in the organization around one common goal or initiative, and this can be extremely difficult when dealing with very fragmented organizations.

Snejina Zacharia,
Founder and CEO,
Insurify

Mihai Savin,
Deputy General Manager
Apa Nova Bucuresti, **Veolia Group**

At the very beginning it is the leader and the executive team having a clear vision.

Jorj Madalin Mihailovici,
CEO, **Veolia Romania**

Real focus on the customer experience and the customer need, as opposed to more traditional transformation goals, such as efficiency improvement.

Craig Reid,
Business Process Improvement &
Management Consultant & Author

The key here is to ensure all components are put in place by people capable of driving change — those who can connect with middle management as well as those at grassroots level.

Sabi Singh, Chief Operating Officer,
The University of Iowa Hospitals and Clinics

8 steps to ensuring sustainable and successful business transformation

Before an organization or corporation decides to embark on a business transformation process it is critical that they honestly understand the “WHY” we are going to do this activity, including both the perceived positives and the potential for greater discord within the organization. Change no matter how simple or logical it may appear is not a plug and play system in which one removes one or more unsuccessful practices and insert perceived or desired new practices.

STEP 1

The quickest way to determine the viability and success of a business transformation activity is to realistically answer the question “WHY” are we doing down this road and/or are we sure that the desired change will in fact deliver the desired effect and enhance the viability of the organization immediately and better prepare it for ongoing transformation?

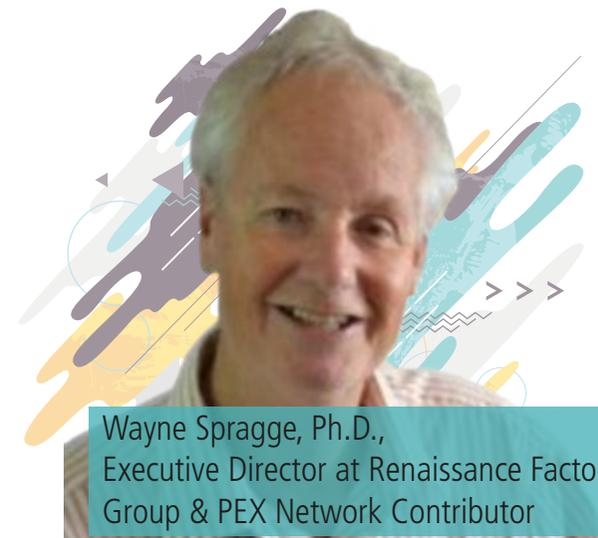
STEP 2

Immediately ask the question - Do we all realize and accept the fact that it is impossible to successfully change one part of a system without experiencing a comparable changing effect on all of the other components of the organization internally, externally and individually as participants within the process.

It is critical that senior management, including the board of directors or owners are prepared professionally and personally experience a shift in their own attitudes and behaviors. The actions and attitudes of those individuals throughout the process must match the values of the desired business transformation outcome. Otherwise the process will simply be a flash in the pan and a significant waste of financial and human resources often putting the organization further behind within their market.

STEP 3

Who will have input on the makeup of the transformation team, design and implementation of the transformation process including all aspects of defining success, accountability? Is the desire that this process going to build ongoing internal capacity within the organization to continue the process or are you really just adopting someone else's organization?



Wayne Spragge, Ph.D.,
Executive Director at Renaissance Factor
Group & PEX Network Contributor

STEP 4

Be careful in assigning the transformation process to a select group for in doing so you send three potentially undermining messages to all the remaining participants in the organization: **1st** That only some of them have ideas and are intelligent enough to help the company to survive; **2nd** Those not selected no longer have any role or need to provide their insights or suggestions in the ongoing development of this endeavor since they were not selected; and **3rd** Some of the most insightful awareness of how an organization is run and could be radically enhanced come from the most often ignored employee groups referred to as the invisible workers who see and hear everything. Yet they are rarely consulted because they may not present their awareness's in a traditional business model or lack the so called necessary academic qualifications.

STEP 5

Remember to follow the "How to build a house" plan as it will do you no good to talk about the end goal of a greater more effective corporation if you fail to incorporate into the strategy issues which address basic long standing harmful attitudes, inequities and even past never completed issues from historic business transformation endeavors.

STEP 6

Employees watch the behaviors and experience the attitudes of senior personnel one thousand times more closely than they will ever do the words, memos or notices on a board that come out from their leadership. This now includes everything that is published or posted on line, in websites, the public media and what is written in internal emails or texts. The days are long gone where management can effectively run two or more sets of statements or behaviors and expect that no one will be aware of the difference.

STEP 7

Always include at least two "Tune-Up or Follow-up" stages in the business transformation process. The first should occur half way through the delivery phase to determine if the goals, objectives and points of resistance are as predicted. If not then what needs to be immediately reevaluated and adjusted to account for unexpected issues.

The second should occur approximately sixty days after the completion of the process as that is the point where default behaviors are most likely to become more convenient than those of the new business transformation process.

STEP 8

One component of a business transformation process is that some individuals gain a more prominent role and others experience a diminished role or number of personnel that report to them. Giving up power like gaining power is rarely easy and can in fact become confrontational either openly or in a passive aggressive manner.

In order to prevent individuals behaviors, attitudes or sense of entitlement becoming a barrier to success of the transformation process, organizations need to be prepared to apply corrective disciplinary action with personnel, including senior management team members.

At the onset of the of a business transformation activity it is reasonably believed that there are individuals in senior management that will support the transforming in theory but are not likely to be willing to alter their behaviors or attitudes.

It is best to build a response to such a situation into the business transformation process at the onset than to address just how committed the organization is to immediately correct that reality. A failure or hesitation by those in control of the organization to go the distance to ensure the viability and sustainability of the business transformation is a good indication that the process is doomed to a limited impact with a short life span and a massive reduction in the likelihood of any future initiatives becoming successful.

Questioning the status quo

Creativity vs productivity – a balancing act

The key to maintaining a balance between creativity and productivity is to do different things and then to do things differently. Let me explain from an innovation perspective. Technology gives us a host of tools that make content creation easier enabling us to do things faster and better.

“ But we need to ask ourselves, are these processes still the best? ”

But we need to ask ourselves, are these processes still the best? Are we continuing to do things a certain way for legacy reasons? This is where innovation comes in. We should question the status quo and decide if our old approaches are still the best path forward based on changes to the landscape.

There are a few examples of this in Gracenote's business which is all about creating the rich, descriptive data around the world's TV, movie, sports and music content that is foundational to next-generation digital entertainment experiences. For instance, the way the music industry was structured, a good amount of specific work was driven by how content was being windowed, first debuting on radio, then going to music TV channels and finally to album release.

But a lot has changed in music recently. Now, instead of an album release, there may be a single track release. Even the way that the track may be released can be unconventional.

On one side, there is innovation happening within the industry and that's having an impact on companies. On the other side, leaders within companies are challenging the status quo.

“ I think the key expectation for leaders in innovative organizations today is to question the status quo. ”

I think the key expectation for leaders in innovative organizations today is to question the status quo. While we can do the same things faster or better, are these the right things to do, given the state of the industry itself?

Take advanced technology like machine learning which Gracenote has been leveraging for years. Today it is possible to do things with machine learning on a scale so massive as to be humanly impossible. We have successfully harnessed this advanced technology to examine millions of music tracks from artists around the world and apply mood descriptors to each track. By doing so, we have dramatically improved the ability for our streaming music service customers to provide personalized recommendations for songs and playlists which are perfectly suited to a wide range of different moods.

But Gracenote's approach to music is not one-dimensional. We also leverage human expertise in conjunction with machine learning. One of our competitive advantages is having hardcore media domain experts in key regions around the world on our teams, people with unparalleled understanding of content who can teach machines how to judge specific types of content and create revolutionary machine-learning algorithms. Once the machines understand the waveforms and signals to look for, they are able to qualify a host of aspects relating back to the content. This is a great example of an innovative leap in content work driven by technology in conjunction with human intelligence.



Meet me at
OPEX Week 2018

“ But Gracenote's approach to music is not one-dimensional. We also leverage human expertise in conjunction with machine learning. ”

Gracenote is the world's leading entertainment data and technology company. Atul Phadnis, Chief Content Officer at Gracenote, shares how the company is reshaping their business to succeed.



Atul Phadnis,
Chief Content Officer,
Gracenote



When we looked at our own digital transformation, there were two overwhelming realities. One was that after acquiring eight companies in the previous 24 months, now those companies needed to be integrated into Gracenote. And the second was that the digital transformation was urgent, since our industry was in the midst of tremendous and catalytic change due to advanced set-top-boxes, smart TVs and mobile phones.



What helped our transformation was looking at the situation from three different angles

Industry and Client factors were mapped to how the content lifecycle from creation through to delivery had transformed considerably. Company induced factors were based on the eight acquisitions bringing with them a variety of different workflows, standards, systems, processes and organizing principles. I think

a lot of this lends to the point at hand, which is when you are trying to initiate a digital transformation, you have to make sure that all of these new realities are being recognized in your transformation story. A lot of aspects are completely new and have just appeared in the last three to five years. That's one key point; it's critical to be aware of what's changed across the various stages of content.

Another key point has to do with globalization. "One size fits all" isn't the reality today. Different industries in different parts of the world have developed in an organic fashion to suit their respective markets. We can't just take a process which the U.S. has created and apply that to Japan, China, India, or parts of Europe. This is because there are significant differences in the way technology, industry practices and economics have developed.

" 'One size fits all' is not the reality today "

This is something which is deeply embedded in the Gracenote transformation story. We have recognized that we cannot have a North American bias. It does not necessarily work for us to apply processes developed at home for this market to other parts of the world, because a lot of things may be structured very differently in those markets.

The final aspect is finding the right mix of human intelligence and machine intelligence. How do you create the right balance between technology-enabled automation and the domain expertise that human beings are uniquely able to bring? As mentioned, Gracenote has managed to find that right mix. I would say these points would be major themes.

Digital disruption - reshaping the future

Digital disruption is changing the content lifecycle. From a distribution perspective, there are now a multitude of different devices that consumers view content on from smart TVs to computers, tablets and smartphones. Also, user interfaces through which consumers navigate, search and choose content, are very different and definitely much richer.

If you go back 15 years and look at a cable or satellite TV provider UI and then compare it to a new, voice enabled offering, you'll see a quantum leap forward in terms of the presentation of content, convenience and ease of use.

Finally, there is the feedback loop from consumers. From a digital disruption perspective, there is a tremendous impact on the ability to understand how viewers feel about content on how we look at our own workflows around data.

As long as we partner with our clients to influence standards and recognize the new capabilities of devices and technologies, we can stay ahead of the game from a content leadership perspective.

Our product and content teams deal very closely with our clients' product and content teams. This is a natural by-product of the new reality, and the high ambition that Gracenote has for leadership in this space.

The demand for metadata around entertainment content has never been higher. In fact, it's growing exponentially every few months. The evolution of digital media and the globalization of content are driving a need for rich, deep and cross-linked data and imagery to fuel new digital entertainment experiences. By dramatically reshaping our business to meet the market needs of today - and anticipate those of tomorrow - Gracenote is uniquely positioned for success during the ongoing digital disruption.

Accelerating digital transformation with low-code

What do organizations need to do to set themselves up for success with digital transformation?

Digital transformation is not a destination at which you arrive. It is a continual journey of change through innovation. The question is, how do you increase an organization's capacity for that sort of constant adaptation and constant intake of new digital technologies? It comes down to three primary factors.

1

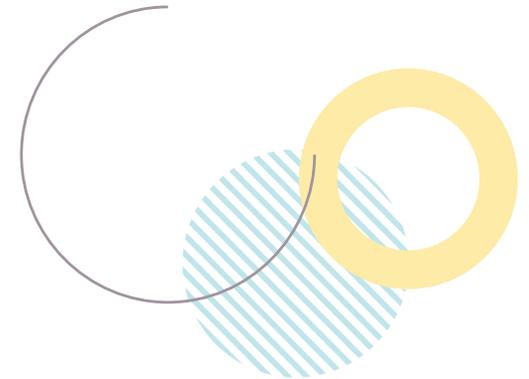
The first is **establishing a new shared model for business and IT**. There is a better way for them to come together and collaborate. The old Waterfall model doesn't work at digital speed. That old model – where the business gathers its requirements in excruciating detail at a given moment in time, then throws them over the wall for IT to interpret and implement, and then gets frustrated because it takes too long and what they need has changed by the time it's delivered – that model is being replaced by a new and better representation of the business. One that is Agile to better-reflect the dynamic nature of business itself. One that uses a common language across business and IT, with common terms and definitions so both camps can truly work together in describing what the business needs. When you have that common model, you get lots of new digital objects and applications and automations. It's an approach that enables you to innovate and succeed in your digital transformation initiatives.

2

The second is enabling the execution of that shared vision through **a low-code development platform**. Low-code platforms accelerate and sustain digital transformation. Particularly, in the cloud platform-as-a-service model. This platform approach allows an organization to start where and when the organization is ready. For example, in a pilot program with minimal up-front investment where the team can start defining their data, defining their business process or defining their business rules. Enterprise low-code platforms let you quickly expand from there to incorporate actual design principles directly into the platform. This enables teams to incorporate feedback as they go with a very limited cost for re-work. In addition to building applications quickly, a low-code platform enables business process metrics to be collected all the way along to align those applications and digital initiatives with business outcomes. This is equally critical to the success of an initiative.

3

The Third factor is making sure you **have the right team in place**. This means you have a mix of skills and stakeholders represented, because that's what you will need to move fast but still get it right. Don't try to put it together later once the train is rolling. Right up-front, determine who has access to the knowledge about the business process, teams, customers and systems involved in what you're trying to achieve.



Appian

Michael Beckley,
Chief Technology Officer,
Chief Customer Officer, **Appian**

How can companies achieve true transformation with low-code?

High-value transformation comes from connecting business operations directly to customer needs to create optimal business outcomes. A low-code platform helps you do that, and then helps you focus on removing friction end-to-end. Friction from bureaucracy, work hand-offs, system limitations, information silos – any type of impedance to employee effectiveness in delivering an outstanding customer experience.

Doing this requires breaking down a lot of barriers between people, processes and data. Low-code makes it easy because you can make all of those connections visually, move them around, and change them. You imagine how you want a new customer experience to be orchestrated, or how you want a new product or service to work. You draw it in the visual model as boxes and arrows, end to end, from the front-office sales and marketing through all the necessary back-office operations. You test it, and you tweak it in rapid iterations. You scale it quickly if it works. The **essential factor here is maintaining governance** while achieving all the speed and silo-breaking of digital transformation. That's why you must have a platform that brings everything together, a central base that imbues every new app with the security, permissions, scalability, etc. that the enterprise requires.

What are the elements of the low-code platform that accelerate digital transformation?

Model-driven development, data management, collaboration, business rules, content management, UI design, and integration through web services and APIs are fundamental elements of a low-code platform. Another crucial element is the platform's ability to future-proof an organization's IT infrastructure (and therefore, its business) in terms of enterprise mobility and emerging technologies like Artificial Intelligence and Robotic Process Automation.

Businesses are hamstrung in their digital transformation efforts because mobile developers are in such short supply. The ones that are available tend to be focused on building that one core

customer-facing application. However, that initiative tends to be limiting in that it doesn't enable employees in a branch office, or out visiting a customer in the field. Often times, the app is unable to successfully link the customer experience to the hundreds of back-office operations that are necessary to fulfill whatever the request the customer has made. Low-code platforms unifies employees and customers and all the back-office business processes in a way that doesn't require custom mobile developers. Build it once, run it everywhere means true enterprise mobility at zero additional cost. This sets the stage for the future because digital transformation isn't going to stop with iPhones and Androids. It's already moving on to new omni-channel experiences, chat-bots and voice like Alexa on Amazon.

Similarly, a low-code platform makes it easy for an organization to consume new technologies. Machine Learning and a workforce of bots is already assembling alongside the human workforce. But they are being treated separately, as stand-alone initiatives. That's just another term for "silo." Those new technologies need to be part of a cohesive strategy for digital process automation. You need to implement, manage and optimize them right along-side your human workforce – so that the machines can do what they do best and the humans can do what they do best, in concert. A low-code platform is great for seeing and tweaking how all of the work is getting done (whether by people or bots). Plus, as low-code does for everything else, it abstracts away the complexities of these technologies so you don't need to go hire 40 big data scientists just to get started.

Why would a process improvement professional want to get involved in low-code development?

It elevates their skill set into one where they can actually see the impact of their ideas, and scale their ideas around the company and around the world. A process improvement person now has an opportunity, not just to create flowcharts but instead to create businesses. To work directly in concert with IT on this shared model and this shared implementation. It's an incredibly powerful thing for a process improvement person to see in action. Process improvement ideas are great, but they're even better when you get real time feedback on the actual practical

implementation details. You can adjust and optimize by using an instrument such as a low-code platform with built-in business process metrics and granular reporting. The process improvement person now is getting access to real time data on bottlenecks and optimization opportunities to constantly refine their work and their ideas. All of that is allowing them to use their skills and leverage them in new exciting ways.

How can companies foster an environment of process innovation in a digital age?

There must be executive sponsorship. Make sure everyone understands that the expectation is for everyone to be finding opportunities to improve customer outcomes and customer experiences. And then create the conditions to enable that from employees. Actively solicit feedback. Encourage debate. Listen to new ideas. When you set the expectation that innovation is part of the core job, and management then supports it in their actions, the results can be amazing. Encourage development of new skills so employees can explore not just what you did yesterday but what they could do tomorrow to surprise and delight customers.

It follows, of course, that the organization must **empower employees to become citizen developers**. Allow them to go beyond the idea and actually implement something live and put it into action. Let them operate quickly and have access to a sandbox to try out their ideas. Provide ready access to back office systems without them needing to be an IT developer themselves. Keep all of this governed on your enterprise low-code platform and "graduate" the best citizen-developed apps into enterprise assets.

Finally, **get the excitement going!** Get things moving. The great thing is you can get started so quickly – instantly, really – in a cloud environment, and deliver easy quick wins. Get your teams talking and show people what's possible by running hackathons. Run dedicated events where people come together, share raw ideas and in a very short time, say one or two days, build prototypes and actually deliver something real. Promote the results to the company. Host launch parties when new enterprise applications are rolled out. Digital transformation is making people's jobs better. That should be celebrated!



We're not telling you to write code.

We're telling you that when you're ready, you won't have to.

Appian is the only low-code platform with robotic process automation.

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The Digital Transformation Platform™

Process innovation and how to achieve it



In order to compete in today's fast-moving world, organizations need to create a working environment that fosters and nurtures innovation from all departments, and inspires all employees to have a vision for the future. Not everything will be a success and organizations need to be prepared to fail in order to reap the rewards of process innovation. An organization that takes risks, whilst has a clear understanding of how work gets done and challenges its team members. In this chapter our experts share their insights on how to approach process innovation.

What I find is that the whole concept of innovation – whether it's digital innovation or more general innovation – is a topic that's given a lot of priority by senior management. The tone from the top is important in the sense that there are a lot of new technologies and new approaches to doing things and therefore a lot of changes coming.

Not everything is a success and if you want to do something new in terms of customer experience or in terms of product you have got to be prepared to step into uncharted waters.

“ you have got to be prepared to step into uncharted waters ”

This means that to a certain extent you have got to accept failure sometimes. Failure can be good in the sense that when you try out new things, they don't all work, but one does, and that's your new blockbuster. But you've got to be prepared to take those risks.

You've got to be prepared to step into the world of innovation and the new world, and that is very much a cultural mindset that is set at the top.

In terms of failure it's important to not be afraid to fail but if you do, fail quickly and move on.

“ Failure can be good in the sense that when you try out new things, they don't all work, but one does, and that's your new blockbuster. But you've got to be prepared to take those risks. ”



Dudley George Keiller
Chief Transformation Officer
ACTIAM NV

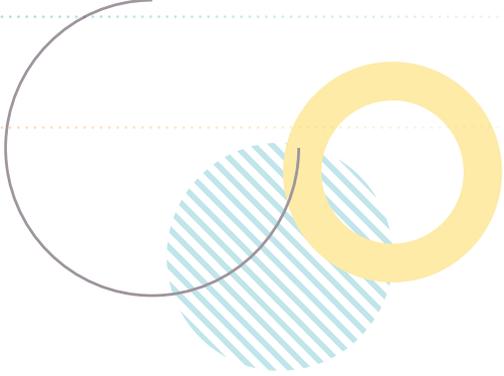


Challenge all team members — from your customer service team to your C-suite executives — to look forward. While processes may work well today, encourage your team to envision how they could be improved in the future. Advances in artificial intelligence and other technologies will strengthen existing processes, and these findings excite team members and inspire them to be innovative.

Everyone wants to be a part of something new!



Rusty Sproat
Chief Executive Officer
& Founder
Figo Pet Insurance



My belief is that innovation fundamentally at its core is about questioning the way that organizations do things every day.

“ My belief is that innovation fundamentally at its core is about questioning the way that organizations do things every day. ”

The way to do that is actually to put a bit of a structure in place in terms of continuous improvement, by having the mechanisms in place to have regular reviews operationally of work that's being performed. Even as simple as saying every six months we are going to re-look at this process, because the world is moving at such a fast pace nowadays that, you have got to be really agile.

I think it's a case, contradictory as it sounds of putting in place more structured methods to foster innovation, by continually questioning everything that's done operationally.



Craig Reid
Business Process Improvement & Management Consultant
Author of “The Process Revolution”

The single most important thing that we need to focus on to foster innovation, is defining what is it we want, or what is that the customer wants. If we know what is the end goal, or what is the problem we are trying to solve, we can clearly create the radical transformation or solution that may be operational innovation or a process innovation then process improvement.

“ If we know what is the end goal, or what is the problem we are trying to solve, we can clearly create the radical transformation or solution. ”

I think the biggest challenge is the defining what the problem is.

Until a business or an opportunity really hones on that particular problem and has a clear view, it is not easy to innovate.



Sisir Padhy, Ph.D
Vice President, Process Excellence & Innovation
Verizon Inc.

Meet me at OPEX Week 2018

Lightweight business processes



What do you see as the emerging role of the business architect in 2018?

It continues to be crucial in any business for a business architect to play that kind of internal consultant role across silos. They can connect the dots and see opportunities that lie in the gaps between leadership, organizations and processes, where they hand off to each other. The skill of the business architect to think independently, as a neutral data driven observer. They must have the breadth and depth of knowledge to understand the requirements and concerns coming from the different operational silos, helping them come together into something bigger and better.

What makes an effective business architecture team?

It is the ability to facilitate discussions and be a trusted change agent, the ability to analyze various data points and come up with those connections where other people do not see them. Additionally, the team must be good at storytelling, the ability to take that complex opportunity and present it in a way that it's both motivating and energizing. The team must help other potentially opposing groups come together and get behind an idea to build it out into reality. It is a blend of soft skills and analytical skills.

How do you think modern businesses can embrace digital transformation to improve their processes?

Internally you can start to take advantage of digital transformation by having a transparency of data. Instead of spending hours collecting data from different sources, massaging it, getting it to say the right thing and then having fifteen meetings to agree on what to do now, on that kind of spun data that that was presented, to a world where that data is always available in real time and anyone can see it and look at it and take actions quickly on it. There's a difference in how you operate that is lightweight business processes and freedom to make decisions but within guide rails. It allows you to take advantage of scale and apply governance without being overly oppressive in ways that slow down the speed of the business that you need to achieve.

" The skill of the business architect to think independently, as a neutral data driven observer. "

What are the crucial factors that you feel that companies need to create a holistic and effective IT organization?

IT strategy is the business strategy. It's all part of the same thing and IT leaders need to be thinking about how we help develop new business models and new digital platform that allows for new revenue streams, productivity and cost savings.

The biggest thing that our IT executives need to be doing is sitting as a peer-to-peer with our business leaders and building those integrated business plans that allow technology to disrupt the sales, the marketing, the brand management of our products so that we can compete in this new digital world.



Brian Hoffman,
Chief Enterprise Architect
Kellogg's

A holistic approach to enterprise architecture



“ A holistic architecture view is critical for planning the transformation of the enterprise. ”

Why is it important to take a holistic approach to enterprise architecture?

A holistic architecture approach brings efficiencies and optimizes the enterprise. If you look only for improvements in parts, you miss the opportunity to improve the whole. A holistic architecture view is critical for planning the transformation of the enterprise – it all has to change together to be most effective.

Unless you have holistic thinking, problem definition and design – you cannot you’re only solving for the moment, not for the long-term.

How can we better align business architecture with operational excellence?

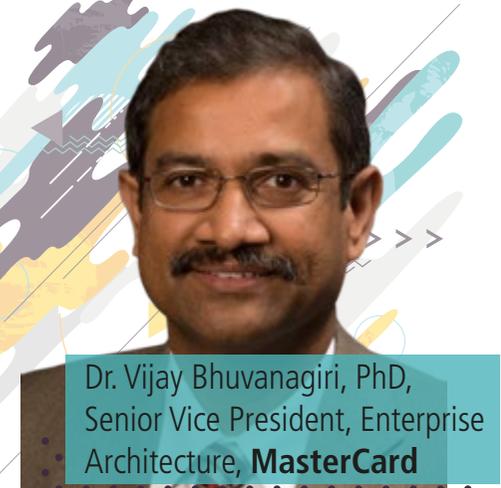
The business architecture gives us the ability to look at where the business needs to go then tie technology architecture and process architecture together.

Business architecture, technology architecture and process architecture are part of a continuum. For example, value streams defined by business architecture can be equated to the level zero business processes.

Business architecture helps to define the capabilities and the value streams that need to be in place for the business to succeed. Then, the value streams can be inculcated into the business processes. From there, the business processes can be optimized and designed through technology solution architecture. This brings you to the operational excellence side.



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OPEX Week 2018**



Dr. Vijay Bhuvanagiri, PhD,
Senior Vice President, Enterprise
Architecture, **MasterCard**



What are the common pitfalls when companies try to align the product and business teams?

Many times, it's establishing the wrong focus area for enterprise architecture. Some enterprise architecture teams only focus on making sure technology standards are adhered to – this turns them into oversight groups rather than enablers and strategists.

If enterprise architecture only focuses on the technical side without business context, it loses the confidence of the business side. Therefore, it is essential to have people with both business knowledge and technical expertise. The ability to work with and advise business counterparts is critical to success.

How do you ensure that you get engagement on your projects?

We begin enterprise architecture work at the planning stage. Once a project has begun and timelines have been established, it is much more difficult to strategically evaluate needs. If you create roadmaps to achieve your business objectives, then define projects to execute the roadmaps, you will enable better business outcomes.



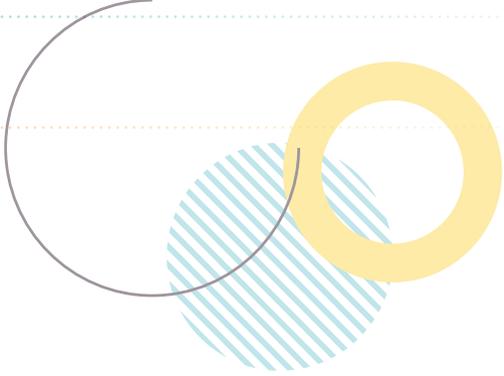
“ Some enterprise architecture teams only focus on making sure technology standards are adhered to – this turns them into oversight groups rather than enablers and strategists. ”

How do you prove the value within your organization of enterprise architecture?

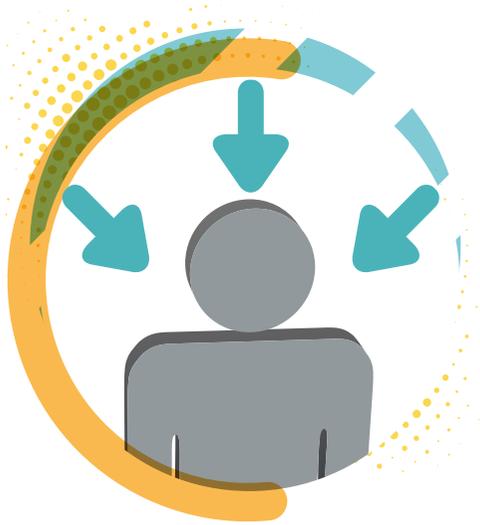
The value needs to be in the outcome. You cannot show the value on paper. It's results that speak volumes.

“ You cannot show the value on paper. It's results that speak volumes. ”





How do you ensure collaboration between business architecture, operations and IT?



Enterprise architecture, IT and the operations, they all report into the same individual. That is one measure that we take to make sure that they are very collaborative. We have positioned enterprise architecture in such a way that they are the first step in the process to create a vision and a picture of the future structure of the organization, but also of processes and systems and infrastructure in IT. They create that picture based on outside information and inside information and that's how we make sure that it stays aligned. Operations then adhere to a very large extent after the picture is clear, they are in an execution mode.

Trends

Changes



Markets

Technologies



What advice would you give to someone starting out in enterprise architecture?

Make sure you really understand what the business is about and make sure that you don't have only a good network inside your own organization, but also a very good network outside your organization. You need to be aware of all new trends, technologies and changes that are going on, outside your current organization, also in different markets because those are way more portable than they have ever been before.



Wouter Peters,
Chief Operating Officer,
Aegon Asset Management

Building a better customer experience with process

What would be your top tips for implementing BPM effectively?

Having existing processes documented improves any BPM implementation, but it's even better if teams take the opportunity to design the ideal process and get line of business buy-in before implementation. When implementing BPM organizations can take this opportunity to drive alignment across departments and teams, and find opportunities to connect back office processes with front office, customer facing processes. Similarly, this can be an ideal time to define better how the hand-off works between teams and automate manual processes. Lastly, look for opportunities to leverage system intelligence and machine learning to optimize process outcomes.

“ Look for opportunities to leverage system intelligence and machine learning to optimize process outcomes. ”

How has the approach to BPM shifted focus from cost efficiency to improving front-office activities?

Front office teams look to technology for process guidance more than ever before, which enables BPM to be used to automate revenue generating activities, not just create efficiencies in cost centers. For example, digital marketing is more technology driven and is typically managed in-house, whereas it used to be less tech driven and often handled by outside agencies. Sales and service teams are following a similar trend, where technology is guiding a predominantly digital process.

In your opinion, what are the steps needed to build a better customer experience with process?

The right process driven technology has the ability to do what every organization talks about, and that is to create a seamless customer experience from the first touchpoint to ongoing account management. According to Forrester Research, 30 per cent of BPM initiatives had customer experience (CX) improvement as a primary driver.

“ The right process driven technology has the ability to do what every organization talks about... create a seamless customer experience from the first touchpoint to ongoing account management. ”

Using process to connect separate teams across marketing, sales and service can help organizations automate more of each process to improve data hand-offs, but can ensure customers don't fall through the cracks. Process technologies can transform siloed businesses, and enable organizations to use automation and AI to personalize the journey for customers.

Why is it important to support digital transformation through agile CRM and process management?

Digital transformation is not a one-time event. Digital companies have the power to reinvent themselves as they collect feedback from customers and as the competitive landscape changes. The whole organization needs to be more agile, because any CRM or business process in place today will likely change in the next 12 months. According to Altexsoft, 44 per cent of businesses became more profitable after shifting to agile processes.

Gartner estimates that 70 per cent of high-performing companies will manage their business processes using a business process management (BPM) platform. Digital transformation is about preparing your business with the right technologies to support ongoing change in a more agile way. I don't feel this gets talked about enough, but it's critical.

“ Digital transformation is about preparing your business with the right technologies to support ongoing change in a more agile way. ”

How can we ensure the digital customer experience is aligned with digital operational excellence?

To excel at the digital customer experience you have to be ready to support it with digital operations. This is one of the areas where BPM can act as connective tissue between IT and line-of-business, connecting front office processes with back office systems to ensure data integrity for enterprise business analysis.

How can we harness next generation BPM for intelligent business operations?

The key is to look for intelligence built into BPM. BPM is an incredible way to bring technology like AI into the organization. For example, rather than replacing an entire existing process, by integrating machine learning into existing processes AI technology will have a clearer understanding of the model for optimization. It can be integrated into key decision points in the process to make it more efficient or optimize the next step in the process. One of the concerns about AI, or any next generation technology, is how “black box” it is. By integrating BPM and AI, the machine intelligence is not black box at all and enables business leaders to better understand how it's being used to improve business operations.



bpm'online

Matthew Tharp,
Chief Evangelist,
bpm'online

POWERFUL BUSINESS PROCESS MANAGEMENT AND LOW-CODE PLATFORM

to manage business processes of any complexity and easily build applications for specific business needs

Intelligent low-code platform that enables users to:

- 1 easily build applications for specific business needs
- 2 effectively manage business processes of any complexity
- 3 accelerate time-to-strategy execution

Bpm'online studio is a smart combination of business process management and case management technologies to help your organization effectively manage business processes of any complexity and easily build applications for your specific business needs.



Intelligence

Implement intelligent technologies that help users automate routine operations

Out-of-the-box

Exploit preconfigured solutions for marketing, sales and service to achieve desired business results faster

Low-code

Effortlessly build custom apps with bpm'online platform's low-code development capabilities

The game changers – disruptive technology trends

How do you think AI can deliver real value to companies?

The opportunities presented by artificial intelligence are endless.

Here's an example of how we will leverage AI at Figo to solve a business (and industry) problem: Standardized diagnoses and procedure codes do not exist in the pet healthcare industry. In human healthcare, a shoulder x-ray would be identified with a standardized procedure code recognizable to all medical providers and institutions. In pet insurance, there are 25-30 different practice management systems, hundreds of diagnoses and procedure codes, and inconsistent descriptions for the same, or similar procedures. We are looking to leverage an artificial intelligence system that can analyze our historical claims data—learning the different codes, procedures and descriptions—and quickly telling us what they should be. That's going to be game changer for the claims processing side of the business: the ability to prefill claim forms, automatically correcting or applying procedures grouped into codes. It will generate richer data to analyze, providing us with actionable insights to use to improve turnaround times and customer experience.



“ The opportunities presented by artificial intelligence are endless. ”

What would be your top tips for mobile application development?

You can launch new products and features faster with an MVP (your minimum viable product) utilizing agile development. Agile—a methodology for iterative software development—is popular today for several reasons. It involves continuous planning, testing and integration for ongoing application development.

We use Scrum, an agile framework. Our development sprints last two weeks; and after every sprint, we receive a viable product for testing. That product is then moved to our production environment and available to customers. Instead of waiting for months or years to be fully developed, the development cycle is shortened and new product is available incrementally.

“ Instead of waiting for months or years to be fully developed, the development cycle is shortened and new product is available incrementally. It's a great way to get new product features, fixes and improvements to your team and your customers quickly. ”

What disruptive technologies are the ones to watch in 2018?

Mobile payment systems will be popular, especially among millennials who prefer to conduct business (including insurance) on a mobile device. Telematics is in its infancy—which is odd since it's been around a while—but as we've seen over the last three to five years, there are myriad uses for telematics in the industry. Most importantly, AI will be a game changing technology for insurance companies from an underwriting and claims perspective. We are at the tip of the iceberg with artificial intelligence; and it's going to be a very interesting journey over the next five to seven years to see how it changes the insurance landscape.

A serial entrepreneur, Rusty Sproat, Chief Executive Officer & Founder, Figo Pet Insurance, is passionate about leveraging innovative technologies to transform how consumers purchase, interact and value insurance. In this exclusive interview he shares his predictions on which technologies will be game changers in 2018 and beyond.



Rusty Sproat,
Chief Executive Officer
& Founder, **Figo Pet Insurance**

Conclusion

The world is moving at an incredibly fast pace. Some of the most established, but incumbent organizations are under threat from smaller, agile competitors entering the market at a speed that wouldn't have been thought possible 10 -15 years ago. Leaving them reaching for the panic button, knowing that they have to change, but unsure how.

This unprecedented pace of change in the business landscape is largely due to the technology. Process improvement and operational excellence professionals will need to stay abreast of the latest advancements in order to automate and use technology to make processes faster, smarter and better.

"I think the future of operation excellence will be very deeply tied to technology. Every operational excellence person has to learn, because ultimately manual processes over a period of time will disappear," said **George**.

As the survey showed we can expect to witness a continued rise in the adoption of robotic process automation, and dynamic case management solutions to empower organizations. Artificial intelligence will be used successfully, in new product introduction, telematics and optimizing products to be able to leverage that technology.

Analytics are also changing rapidly, said **Singh**:

"Important decision-making data and develop metrics would often be time-consuming and require a lot of manual effort. Now with the mining of business analytics data, such queries are available quickly and at your fingertips. It's a huge improvement in helping drive change — the type of change we welcome".

We also predict that there will continue to be investment on a large scale in data analytics and business intelligence solutions to improve the customer experience and workflow:

"We use customer experience advanced analytics to be able to analyze every click and movement of the mouse and run algorithms behind to be able to optimize the user experience and distribution and service of the customers," said **Zacharia**.

Today, many processes are driven by improvements in technology, but it is how we utilize technology correctly to reduce inefficiencies in our processes.

"Technology, properly used, should be "the engine" in process excellence. We should use these new technologies for designing better processes, not to automate the old ones together with their inefficiencies," stated **Mihailovici** and **Savin**.

The goals of all organizations should be excellent at their processes to improve the customer experience, drive out waste and improve flow. However, technology alone is not the solution, whilst it is vital component in supporting these goals; equally important is the culture of the organization.

In order to transform, companies need to be prepared to fail and fail quickly and create a more dynamic and sustainable work environment. To adopt an entrepreneurial spirit to business to empower business growth:

"Entrepreneurs and smaller organizations can really get things done rapidly. I think larger organizations need to look at and try to foster that entrepreneurial focus. By focusing on delivery rather than levels of bureaucracy, creating an agile culture, not just putting methodologies in place for projects and software," said **Reid**.

The role of the process excellence expert will be crucial in driving cultural, transformational and leadership behavior change within their organization. Organizations need a customer-centric process strategy and culture in order to succeed.

One of the main reasons why business transformation fails is because companies make assumptions about their customers, said **Olson**:

"Any time you make assumptions about what you think your customers are going to do, or how they are going to react without verifying".

Many organizations are still struggling to work out how to mix together in transformation programs process and customer experience. They are unable align their customer experience and business process strategy, and there is a gap between the two as they are still seeing them as separate things, **Reid** said:

"I think there is no real difference between customer experience and business process, if you look at things in the right way."

"A lot of organizations are going down the path of engaging with consultancies for customer experience work, but getting to the stage where they don't know how to translate the good work of the customer experience consultancies into their operational business processes; this real gap that's existing that they don't know how to bridge," he continued.

The success of any organization relies on all departments closely cooperating, in order to do this it is essential companies are able to successfully link process improvement with top level business strategy:

"In the past, process excellence focused solely on efficiencies within business processes. For business transformation, we start with the business model of the enterprise and understand what the company's strategy is – and then define the processes, as well as the architecture needed to enable success", said **Bhuvanagiri**.

Ultimately, the key to creating and empowering business growth through transformation is to ensure all components are put in place by people capable of driving that change.

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Andrea Charles spends her days speaking to smart people about what it takes to implement successful process improvement initiatives and developing the content strategy for the PEX Network. She is tasked with ensuring that content on PEXNetwork.com - webinars, podcasts, videos, articles and columns – is interesting and relevant to process and operational excellence professionals. Prior to joining the PEX team, Andrea worked for 6 years as Senior Editor of the Pharma IQ and Cold Chain IQ online portals, growing their communities and becoming an important source of knowledge for industry professionals.

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