



BUSINESS PROCESS INTELLIGENCE AND CONTINUOUS IMPROVEMENTS CAN BRING EXPONENTIAL VALUE TO YOUR BUSINESS



Most companies seek opportunities to grow their business through organic and inorganic expansion into new markets and territories. During this quest, they often tend to veer away from optimized processes defined across their enterprise. The deviation directly impacts efficiencies, growth opportunities, and operations costs, hindering innovation efforts and creating challenges for the business. How can enterprises tackle this dilemma?

Enterprises need an in-depth assessment of the existing landscape to identify problem areas and find ways to resolve them. Such programs can be valuable before kicking off an IT system modernization program

or a large-scale ERP implementation to eliminate hurdles. While a few forward-thinking enterprises conduct such exercises periodically under the continuous improvement purview, most do it before undertaking a large-scale program.

Even though business process management (BPM) has existed for some time, BPI tools can perform a holistic assessment of the data, processes execution and standardization. This evaluation provides recommendations on process optimization, thus enabling the company to realize value from its investments. Further, BPI tools can

help build a business case for important implementation projects by providing insights on process improvements and sharing data on how current KPIs deviate from industry benchmarks.

BPI tools get a detailed view of the customer's activities and processes and gather the intelligence to transform them. Armed with this intelligence, enterprises can zero down on the real needs of any business process and highlight those elements that can add a competitive advantage. Furthermore, the tool-based collaborative approach between business and IT lessens change resistance and ensures a higher chance of success.

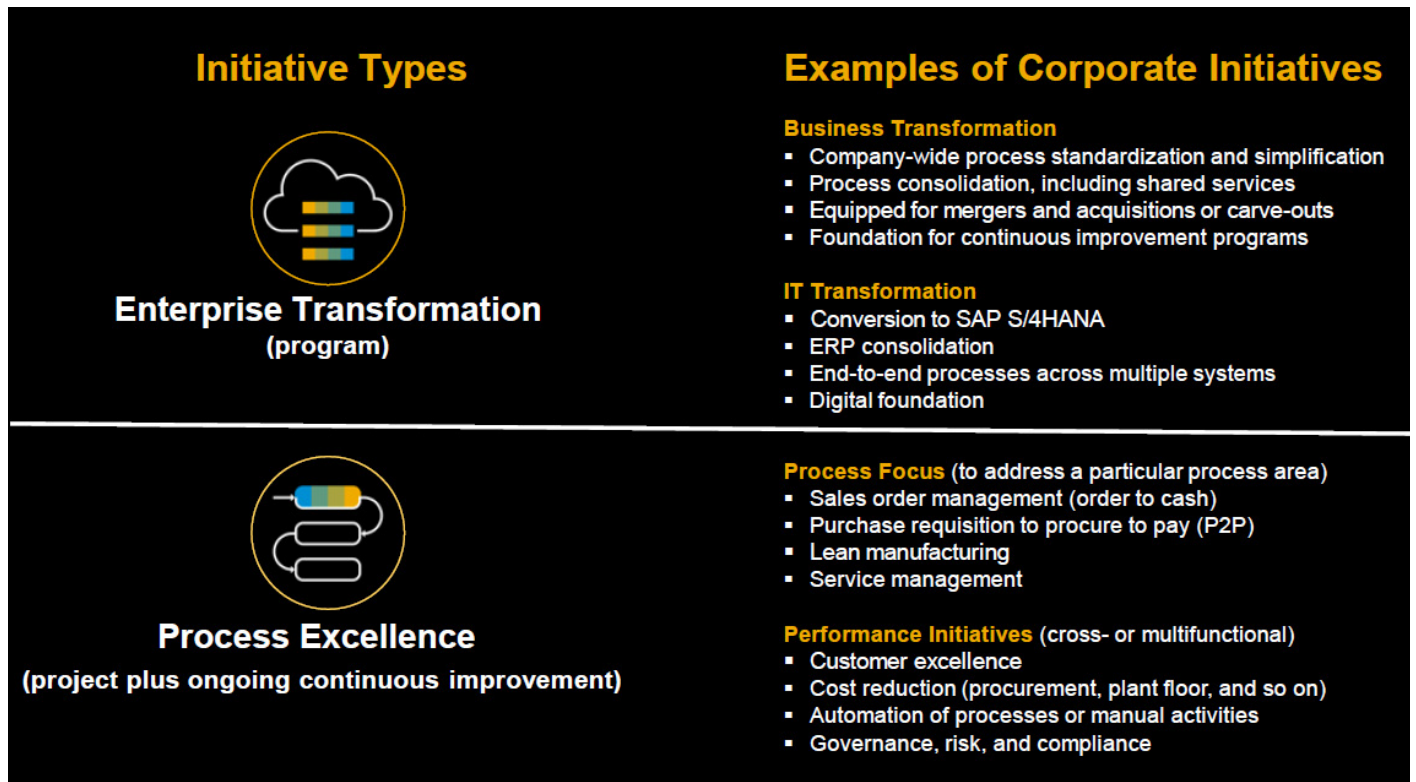


Figure 1 Source: Presentation at the Infosys Roundtable by Wassilios Lolas, Global Vice President and Head of Center of Excellence, SAP Business Process Intelligence

Such an analysis is the stepping stone for significant initiatives such as process transformation or digital transformation, both of which make an enterprise nimbler, operationally excellent, and receptive to business growth.

Infosys recognizes the exponential value that BPI tools can add to a business. A recent roundtable hosted by Infosys generated an informative and insightful discussion on real-life experiences from industry practitioners and experts. This event involved a large beverage giant, an automotive components manufacturer, an aviation services company, a large pharmaceutical company in Europe, a large American surgical and vision equipment company, SAP, and Constellation Research.

Process mining's 9-point agenda

Constellation Research, a Silicon Valley research and advisory firm, encapsulated the benefits of process mining into nine crucial areas for an enterprise.

1. Just keep running
2. Know where you are
3. Know what to do
4. Keep Monitoring
5. Get real-time updates
6. Empower the business user

7. Leverage the AI opportunity
8. Seek agility in business models
9. Build enterprise resilience

In short, BPI tools can be a gamechanger for enterprises that wish to cope with market changes and demands effectively

Behind the scenes – BPI in action

Here's a glimpse into how some companies are steering BPI with continuous improvement for improved results.

1. **Attaining stable processes and systems to derive value** - A beverage company enjoyed a highly customized yet stable ERP Central Component (ECC) system for over 20 years. Recently, they switched to S/4 HANA for their finance operations, with supply chain operations next in the pipeline. The company was keen to maintain standard processes with the move to S/4 HANA. A robust governance model built in partnership with Infosys for processes and systems led to highly stable operations.



2. The first step towards process optimization –

- A multinational medical company was implementing an ERP for its surgical and vision care business. It planned a worldwide rollout across multiple plants in North America, EMEA and APAC regions. Cognizant of the need to maintain standardized processes in a multi-country environment, the company was determined to restrict customizations and ensure a competitive advantage. For this purpose, it embarked on a BPI program to identify the weak spots and provide recommendations for process optimization.
- A multinational pharmaceutical corporation used an ERP for global operations with plans to change to S/4 HANA soon. It implemented a BPI solution for mining its processes with the sole objective of keeping them standardized. It began with the critical R2R and OTC processes as the company believed standardization was necessary to derive value. In this case, the BPI solution demonstrates how it can work with both ERP and non-ERP processes.
- A large CPG company merged three companies but lacked visibility of the merged entity. A BPI exercise helped streamline and harmonize processes resulting in a single source of truth.
- A large bank simplified key processes, accelerated over 20 processes, and reduced costs by initiating a process

mining project that generated many insights. The insights helped the bank put in place changes that yielded tangible benefits.

3. A continuous improvement philosophy –

- A global supplier of automotive components had a mature and well-structured continuous improvement approach. The program rested on three operational excellence pillars - process efficiency, quality of service, and enhanced business value. It was expected to generate substantial improvements in productivity, user experience, compliance, and agility in the organization. It implemented BPI solutions to streamline the discrete sales order process by introducing appropriate automation, eliminating manual processing. Another BPI initiative solved the problems of inaccurate invoicing and delayed payment in a specific region of operations. Finally, the company addressed issues in its Procure to Pay (P2P) processes where the existing systems were out of sync leading to

many transactional errors. The BPI solution's suggested process changes drastically reduced error rates and incidents related to this issue.

- A leader in global vertical flight offshore services for the oil and gas, search, and rescue industry was using S/4 HANA for their business operations. This organization adopted a process standardization approach right from the implementation stage. In this approach, users were involved in defining process improvement areas. Making users part of the implementation and maintaining the high touch approach helped the organization continuously reap value from the investment.
- An airline company wished to improve on-time performance and keep its gates open longer. So, with the help of insights garnered from a BPI initiative, it redesigned its gate process. The airline reduced delay minutes by 20% and is 17% more punctual.

Concluding thoughts

As seen, BPI and continuous improvement agendas can be a tremendous value addition to enterprises looking at process optimization and ongoing business enhancements. In an age where organizations must embrace and adapt to change rapidly, BPI tools can help accelerate the journey towards becoming an intelligent enterprise.

For more information, contact askus@infosys.com

Infosys[®]
Navigate your next

© 2022 Infosys Limited, Bengaluru, India. All Rights Reserved. Infosys believes the information in this document is accurate as of its publication date; such information is subject to change without notice. Infosys acknowledges the proprietary rights of other companies to the trademarks, product names and such other intellectual property rights mentioned in this document. Except as expressly permitted, neither this documentation nor any part of it may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, printing, photocopying, recording or otherwise, without the prior permission of Infosys Limited and/ or any named intellectual property rights holders under this document.