Unleashing

OPERATIONAL EXCELLENCE

Inspiring Journeys of Leading Organisations
Conquering BPM Challenges

PRIME
Business Process Management

5 use cases

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INTRODUCTION

Welcome to "**Unleashing Operational Excellence: Inspiring Journeys of Leading Organisations Conquering BPM Challenges.**" In this eBook, we delve into the success stories of organisations that have achieved operational excellence by overcoming their industry-related challenges.

Discover how five leading organisations: a global biopharmaceutical leader; the largest Philippines life insurance company; a Canada-based county; one of the Queensland State Government agencies; and a leading Australian bank have transformed their operations and achieved exceptional results. From streamlining supply chains to enhancing customer experiences, these stories highlight the power of operational excellence as a catalyst for success.

Each success story presents unique pain-points, learnings, hindrances and winning strategies that can be applied to your organisation's operational excellence journey, regardless of industry or size. Whether you're a head of business improvement, a continuous improvement professional, or a leader passionate about driving operational excellence, this eBook is your guide to unlocking your organisation's potential.

Join us on this journey as we explore the world of operational excellence and learn from the triumphs and challenges faced by leading organisations. Let their experiences inspire and guide you as you strive to achieve operational excellence and create a lasting impact in your organisation.

Let the voyage of Operational Excellence begin!

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STREAMLINING SUPPLY CHAIN

Global Biopharmaceutical Leader

One of the world's premier biopharmaceutical companies, the client, is applying science and global resources to bring people medicines and vaccines to extend and improve lives.

OBJECTIVES

In line with its pursuit of delivering revolutionary medicines to patients globally, the biopharmaceutical company wanted to streamline its supply chain and operations.

The Business Process Improvement journey was initiated by the company's APAC division to achieve a number of objectives:

- Building a centralised process repository for offices across Taiwan, Hong Kong, South Korea, Australia and New Zealand.

- Ensure process standardisation for similar processes/functions across the locations.

- Optimise the supply chain to improve efficiency and effectiveness.

- Clearly define roles and responsibilities and process ownership across the business.

THE APPROACH

To achieve their process excellence and continuous improvement goals, the company's APAC division adopted PRIME BPM as their chosen solution. The project began by documenting the current state processes for Demand Planning and Logistics areas. A Process Champion Group was formed that received training and ongoing coaching from PRIME and internal experts, ensuring a systematic approach to process improvement and standardisation. The PRIME team worked closely with the Project Lead, helping them understand the methodology and long-term benefits of the PRIME BPM method.

ADDRESSING THE ROADBLOCKS

There were initial challenges along the process journey, such as team engagement and commitment. Semi-allocated time for available resources meant the 'process work' became a second priority to other activities occurring in the team/business. This was addressed with the PRIME team that was working in collaboration with the Project Lead. As a united team, the resources were educated and informed of the medium- and long-term benefits of their dedicated efforts towards process improvement.

THE IMPACT

- **91 processes** were **standardised to 7 processes** across 13 different markets in the areas of Demand Planning, Supply Chain, Operations, Logistics and Warehousing.

- **2,770 hours reduced** in consultation and design time for SAP implementation due to a harmonised process environment.

- **3,990 hours saved** due to the application of RPA at scale on standardised processes.

- **2,995 hours saved** due to the elimination of non-value add process steps.

- **USD 544,000** per annum total estimated **cost savings**.

Encouraged by the results, the biopharmaceutical major is taking its process improvement efforts to the next level to transform its global supply chain.

SUCCESS MANTRA

SMART Goals: Clear, specific, measurable, achievable, relevant, and time-bound goals provided direction and ensured progress tracking.

Focus on Methodology: The APAC division embraced and adhered to the PRIME Methodology, which guided their approach and implementation.

Resource Commitment: Adequate time and dedicated resources, including a Project Manager and Lead Person, were allocated to drive the initiative forward.

Executive Sponsorship: Strong buy-in and support from executives provided the necessary leadership and organisational backing.

Coming back from maternity leave, it feels like I've entered a whole new biopharmaceutical organisation. The work remains the same, but the execution has become remarkably organised. BPM brings a new level of ease!

- G O'Toole

Ensuring Future-Ready Insurance Operations

Largest Philippines Life Insurance

Operational for more than 110 years, the client is the first and largest Philippines life insurance company and the only mutual company in the Philippines. The company currently has 700,000 policyholders for group and individual businesses.

CHALLENGES

- Manual, inefficient and undocumented processes.
- Lack of a centralised repository and clarity in roles and responsibilities.
- Siloed efforts in achieving efficiency across different business units, failing to deliver business results.

We wanted employees to know the attributes of their processes to navigate, improve and enhance them in the future. So, there was a need for a tool that could easily and effectively share process-related insights.

- Head, Business Excellence

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⚙️ OBJECTIVES

The insurance firm needed a comprehensive tool to establish an effective process management framework before proceeding with its automation strategy to support its aggressive growth plans. While looking for a process management tool, the firm was looking at the below key objectives:

- A single platform to document processes in a standard way, which can be used by everyone to plan, map, share and improve the processes.

- Automated process analysis in a single view to be used for process improvement.

- Support seamless sharing of process feedback, observations and suggestions and drive collaborative improvement.

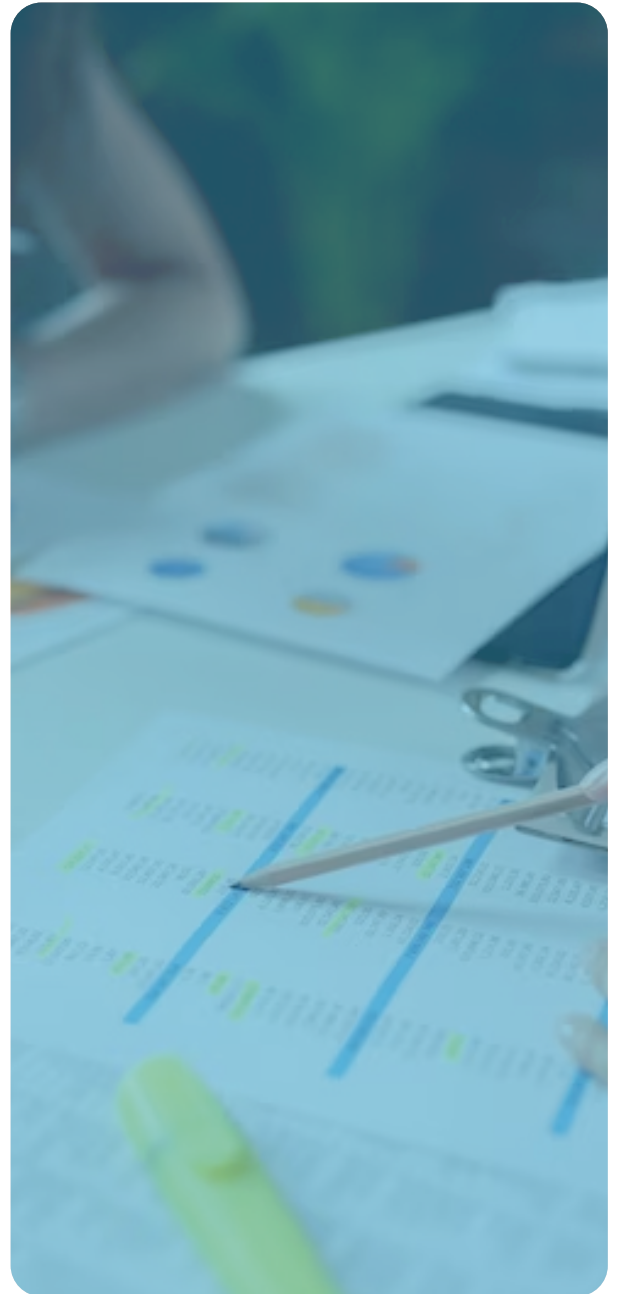- A sustainable approach to manage and track process changes and publish to front-end employees.

- Scalable and intuitive platform to keep pace with the organisation's growth.

📋 THE PROJECT

Being a cloud-based, plug-and-play and easy-to-use software, PRIME BPM ticked the boxes for the insurance firm. The team started its BPM journey by launching the tool to select units. With PRIME BPM onboarding and training sessions, the team engaged its business units and learned best practices to get started on the implementation. For the pilot, **120 critical processes** to map were identified. The team documented end-to-end processes with attributes, KPIs and recent procedures.

⚙ THE IMPACT

■ Estimated **USD 7.5 million** in savings annually for the ongoing projects.

■ Reduction in the number of tools and licenses due to consolidation on the PRIME platform, ensuring a single source of truth. This not only reduced costs but also freed up manpower involved in the maintenance of tools.

■ An estimated **30% reduction** in manpower, which can be skilled and transferred to other business units requiring additional workforce.

■ Access to strategic insights, such as duplicate efforts with other units, which processes can be merged or eliminated, FTE requirements & the risk of particular functions.

■ The team benefitted from standardised processes and sharing process best practices across its subsidiaries, enabling a consistent brand experience for the customers, regardless of the location.

✓ SUCCESS MANTRA

Streamlined Process Approval: Focus on a sustainable approach to suggest, manage, track, approve, publish, and adhere to process changes.

Employee Engagement: The team empowered the employees to use these documented processes to understand bottlenecks/inefficiencies and use process-related insights to achieve business goals.

Transforming Municipal Services
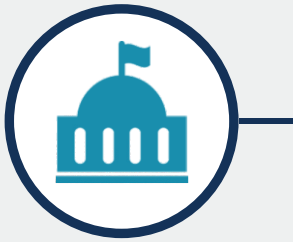
Canadian County

Located in Ontario, the county is an upper-tier municipality representing eight local municipalities and serving a population of approximately 64,000 residents plus a large seasonal population.

CHALLENGES

The County faced multi-fold challenges as most of its processes were paper-based and labour-intensive with multiple touchpoints.

The major issues included:
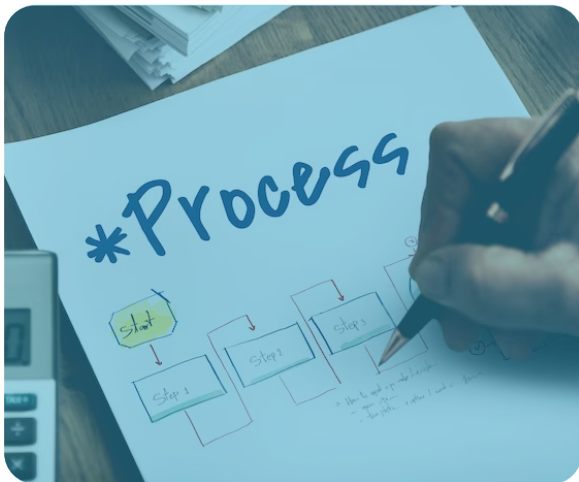
- Delay and lag in citizen services due to inefficiencies in current manual processes.

- Lack of a centralised repository and a single source of truth for corporate-wide usage, posing a risk of knowledge loss in case any employee leaves.

- Lack of availability of data or analytics to support strategic decision-making.

RECOGNITION

The Ontario-based County's implementation of PRIME BPM software to drive its continuous improvement journey has been awarded at the 49th Annual CAMA Conference, organised by the Canadian Association of Municipal Administrators. The County won the award in the Professional Development Category for its project titled 'PRIME for LEAN – Developing A Culture of Continuous Improvement.

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THE SOLUTION

Keeping citizen services at the centre, the county chose PRIME BPM to embark on its business process transformation journey, with an objective to boost efficiencies and optimise services to its citizens. The county became the first municipality in North America to put into practice its lean efforts through the acquisition of PRIME Business Process Management software. To date, 24 business process improvement projects have been completed.

THE IMPACT

- Ability to do more with less and identify efficiency and effectiveness while meeting customer demands.

- Reduced wait time and greatly enhanced citizen services.

- Effective resource management and reduction in overall operating costs.

- A centralised repository of processes and procedures, streamlining knowledge management.

🎯 ACHIEVEMENTS

By automating a highly manual process of creating journal vouchers, Canada-based County estimates saving **280 hours** of staff time, which equates to approximately **$21,800 annually**.

The County's 2023 budget is reaping the rewards from this journey supported through service delivery reviews, resulting in a reallocation of **$850k in operational savings**.

> *PRIME BPM has proved instrumental as it is a data source and tool we have used to quantify the impact of change in our municipality. Whether it is reducing wait time, implementing technology or cost avoidance, PRIME BPM software has provided us with the data-driven information needed for our leaders to make informed decisions.*
>
> *- Chief Administrative Officer*

Successful Organisational Restructuring

Queensland State Government Agency

The client is one of the Queensland state government agencies mainly responsible for providing financial services to the government and the public sector. Located in Brisbane, the client employs a staff of approximately 4000+ people.

THE PROJECT

The agency successfully carried out a restructuring initiative while also transforming the organisational capabilities to embrace digital technologies.

CHALLENGES

- Inconsistency in process ownership due to the involvement of individuals with varying experience within the organisation—some with extensive work experience spanning over 30 years, while a few with just six months of engagement.

- Business processes and procedures were not documented and unavailable for the front-line staff.

- The same process was performed differently by 50 different individuals in the business. Hence, the customers of the client received different experiences every time they were touched.

⚙️ THE APPROACH

In order to make restructuring and digital transformation successful, the client needed to first document all its business processes and then understand which roles/functions/processes/tasks were assigned to which resource. The agency identified 90 processes to be mapped. However, as the process mapping exercise progressed, they realised that roughly another 30 processes were hidden and therefore misunderstood.

These 120 processes are now published to the front-line staff, who consult the process maps regularly to ensure the processes are executed consistently to maintain a **standardised customer experience**.

⚙️ THE IMPACT

- A culture of customer-focused continuous improvement where all the employees are actively engaged in business process improvement.

- Helped managers understand how to mitigate the risk of misalignment between functional and overall organisational objectives.

- Transparency in the business processes and clarity in roles and responsibilities within the organisation for employees.

- Supported a continuous analysis and fine-tuning of the process flow while thoroughly tracking the transition of the process.

- Standardisation in the processes and consistency in every repeatable process irrespective of the person who carries out the tasks.

SUCCESS MANTRA

Partner Selection: The agency prioritised choosing a partner rather than a technology, ensuring a collaborative and supportive relationship.

Dedicated Support: A dedicated Customer Success Manager and an on-the-go coach from the PRIME BPM team, providing continuous support throughout the initiative.

Structured Approach: Structured approach and methodology with PRIME BPM software empowered team members without prior BPM expertise to drive the initiative effectively.

> *PRIME is a great product. One thing I love about PRIME is the support. If anything ever goes wrong, the support and follow-up we get is awesome. I really value that because when I have 10 people working, I can just say Hi, I can't get into these maps. Having them at the other end of the phone is very useful.*
>
> - Senior Project Officer

Enhancing Compliance

Leading Australian Bank

Operational for more than 75 years, the client is one of Australia's largest customer-owned banks. The bank looks after the financial needs of more than 381,000 Australians.

THE PROJECT

The bank embarked on its process excellence journey, recognising the need for standardised and well-documented processes to enhance customer experience and meet the stringent regulatory requirements of the banking industry.

CHALLENGES

- Unclear role and task ownership within the organisation.

- Lack of version control functionality in the documentation tool being used, limiting the visibility into who made the changes and what changes were made.

- No mechanism to define user access control—front-end users had unrestricted access to both front-end and back-end processes and procedures.

- Insufficient control, governance, and audit trail hindered compliance adherence.

THE APPROACH

Due to its strong audit trail, approval process, and capability to have version control, PRIME BPM was chosen. Using PRIME, up to **2,100 processes** have been documented to date, segmented by roles and procedures. For every process, subject matter experts review the documentation to ensure it was correct and current. The bank has also used process adherence and process approval mechanisms in PRIME to ensure that documented processes were being followed.

THE IMPACT

- Documented maps and procedures with appropriate control and governance empowered front-line staff with a single source of truth to serve customers better.

- Successfully implemented a process ownership mechanism, complete with approval and sign-off procedures.

- Gained the ability to maintain customer data in line with compliance requirements.

- PRIME BPM enabled the team to define audit frequencies, ensuring periodic review and necessary process changes to maintain compliance and privacy policies.

- Using Journey Maps, the bank built a Process Hierarchy model, gaining a view of their product life cycles for the first time.
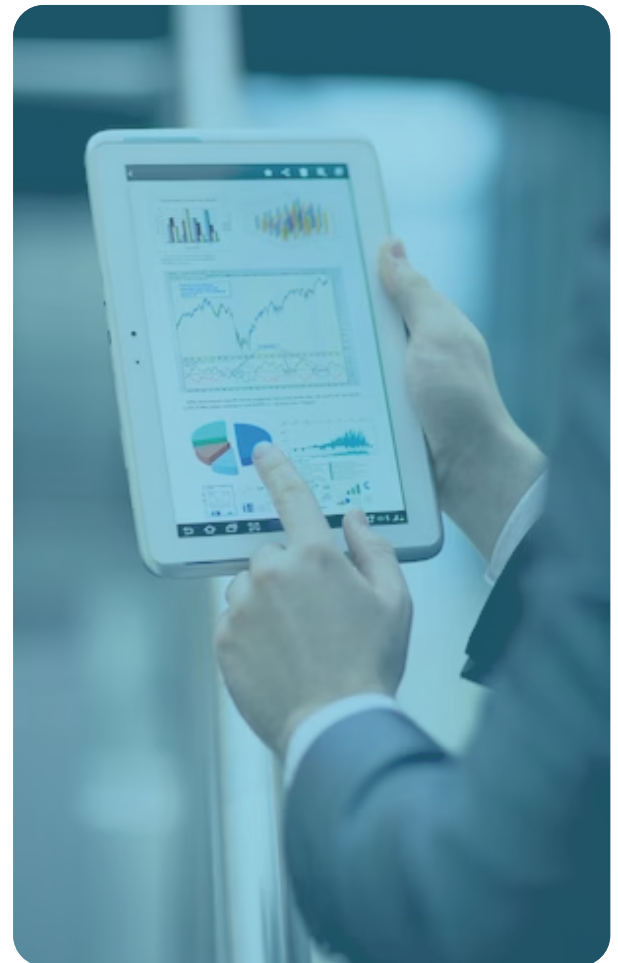
ADDRESSING THE ROADBLOCKS

Initially, there was resistance to adopting a new platform and following the change process. With training and communication, the change resistance was addressed. Benefits were regularly demonstrated to make employees feel connected to the improvement initiative.

Operational Excellence with PRIME BPM

With PRIME BPM, these leading companies have harnessed the power of streamlined processes, enhanced efficiency, and improved customer experiences.

Combining 20 years of experience in the business improvement industry and a powerful product, PRIME BPM has led 500+ successful BPM deployments, empowering organisations across industries to build a culture of continuous improvement and achieve transformational growth.

Craft Your Success Story and Pave the Way for Operational Excellence!

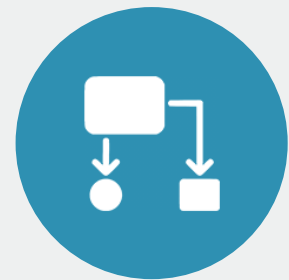Discover End-to-End

Business Process Improvement

PRIME BPM

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