

Connect for a Digital Enterprise

Reinvent your workplace to drive digital transformation

Business as we know it, has changed. Businesses that are conceived in the digital reality are leveraging technologies in ways that larger enterprises are finding harder to adapt to, not because of lack of capability as much as their legacy and culture. Larger enterprises are not sure where to start... the need for change is self-evident, but is a major overhaul the only way?

What is driving these waves of change? How do you reinvent your enterprise to ride this change?

Business as we know it has changed!

Customer experience is no more a differentiator, but a fundamental expectation. Customers expect the same experience from large institutions as they do from new age start-ups. Process SLAs and customer service norms are no more the guiding rules. Customers expect real-time response and continuous engagement.

Millennials are joining the workforce as well as the customer base. This digital savvy tribe inherently expects a modern and smart leverage of technology - as customer as well as workforce. Instant gratification and "want it now" is the expectation. These customers and employees are the agents of transformative change that enterprises cannot afford to ignore.

Business Functions are changing. The way of doing things of the past is not effective any more, but rather an inertial bottleneck in addressing change. Business ecosystems are all going digital - revenue models, delivery models, payments, customer service, marketing, manufacturing and even entire supply chains.

Workforce productivity is moving beyond traditional boundaries. Traditional efficiency and process oriented approaches, while still important, are not sufficient any more. The emphasis is moving from repeatable workforce efficiency to collaboration and empowerment. Straight through processing, robotics and algorithms are expected to free up the workforce for more value add and decision making tasks.

Globalization has attained maturity, leading to truly global businesses. Unlike the structures of the past, where organisations created hybrid global and local strategies with operations in a federated model, enterprises today have to act truly global at functional level and still be able to adapt to the micro context of the specific customer.

What's already happening!

- Revenue models are being transformed to go digital.
- Delivery models are increasingly being driven by digital.
- Payment systems, customer service & marketing operations are increasingly leveraging digital technologies as 'the new normal'.
- Manufacturing and supply chain are finding newer ways towards efficiency through digital.
- All functions and facets of the enterprises are imbibing the Digital DNA.

What lies at the core of this transformation?

An analogy of what's happening can be found within Enterprise Technology itself. In IT Infrastructure, virtualisation has been in existence for more than two decades. Similarly, in terms of delivery model, ASP (Application Service Provider) model has been in existence for a long time as well. Today, however, cloud has become part of everyday vocabulary as "new and unprecedented advancement in technology". While technologists argue that it's the same old wine in a new bottle with bits and pieces of it in existence much longer, what has actually happened is that cloud brought together and *connected* three hitherto separate phenomena:

- a. Technology Stack Advancement
- b. Business Model Innovation
- c. Delivery Model Innovation

Similarly, the underlying infrastructure and some of the pieces of what make an Uber or an Airbnb possible have been in existence for leverage for a while.

Now, one may actually argue that the underlying technologies (for instance, mobility, network connectivity, the app ecosystem) had erstwhile not reached the level of maturity that could be leveraged for serious business. The connectivity infrastructure has improved drastically in the few years; new payment systems have evolved that make such mobile and remote transactions possible; consumer behaviors have changed to accept - or rather expect - the new way of doing business.

While these arguments stand valid, the essence of what makes such transformation possible lies not in technologies, not in underlying infrastructure, and not in buyer behavior per se, but in *"Connecting" various aspects of underlying capability that is otherwise available in silos.*

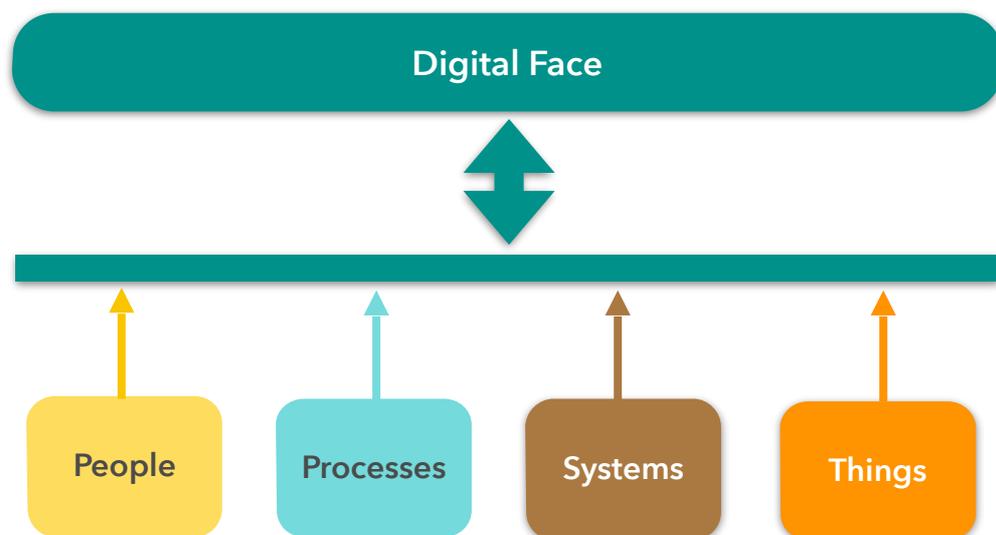
Shared Economy, What's Really New?!

"The world's largest taxi firm, Uber, owns no vehicles. The world's most popular media company, Facebook, creates no content. The world's most valuable retailer, Alibaba, carries no inventory. And the world's largest accommodation provider, Airbnb, owns no real estate..." So the story goes! The fact remains that most of the underlying infrastructure already existed. **What makes these Digital Businesses really different (or even possible) is the way they "connect" the underlying resources and infrastructure, and hence the various moving parts of the ecosystem.**

Pasting a digital face is not enough!

Today, Digital Businesses are being born - businesses that are conceived in the age of digital transformation, businesses that are inherently digital. These new businesses put enormous pressure on larger enterprises to emulate or adapt the same models in order to meet the demands in digital environment of doing business.

It is very tempting to go ahead and paste a "Digital" face to the underlying processes and systems. The advancements in web technologies and mobility make it possible to change the "face" of the business that the customers see.



And, this is what organizations end up pursuing in their quest of “going digital”. But, that is not enough. With every step on such digital transformation, enterprises end up with “too little and too late” sentiment - among customers, among employees, among partners.

At its core, digital is not about changing the face of the organization in the form of social or mobility, but about transforming the overall experience of the business transaction and relationship. The imperatives that drive an ‘inherently digital’ business have to be looked at holistically.

Insight

The Three Imperatives of Digital Business

Imperative 1: Delight Your Customers!

Map every interaction. Harness the power of right content in the right customer context. Exceeding customer expectations is now expected. Every interaction with the customer must be designed and mapped to ensure the right message at the right time.

Imperative 2: Be Faster than the Fastest!

Ensure a response to every change. So, the right action is taken at the right time. An organization should be able to respond to any change with agility. Whether it stems from the market, competition, or even a single interaction with a customer.

Imperative 3: Make your Business Infinite!

Make workplaces efficient and accessible. So, business can happen anywhere. An infinite workplace is where everyone works, wherever they are with easy and real time access, to whatever their work demands.



Connecting the pieces: The way ahead

The whole Digital model is about engaging and transacting in the right context. It is about looking at all the pieces as parts of a fast-moving vehicle that have to work together - in business and customer context - as a connected and agile organism.

In order to be truly engaging with customers, businesses need to be able to create a paradigm that is transactionally atomic and at the same time aware of the overall context of business, demography and customer expectations.

Let's take some simple and straightforward scenarios:

- A customer service representative should be able to access the records of a customer, including the relevant documentation with respect to the last open or recently closed transaction or request, based on registered phone number or the AVR entries, all within the time it takes for the system to route the call without having the customer to wait. An effective interaction would start with greeting the customer by name, and preemptively addressing the possible reason for the call based on the information available in right context.
- A customer should be able to file an insurance claim right from the spot of incident, including the photographic captures of the site through a mobile camera. However, it's not enough to provide a mobile app interface. It needs to be backed by underlying capabilities for image compression, geo-tagging, local and server storage optimization, transactional linkage of the images, and a workflow orchestration complete with insurance policy rules and context of the process and customer.
- For a Shared Service Center (SSC), the business drivers are moving beyond labor Arbitrage as organisations

move towards a model that treats an SSC as a “Value Creation Center”. While decision makers appreciate the savings that come from centralisation and standardisation of processes, they are also increasingly looking at improving business outcomes, ergo the value deliverance. Organisations are moving in their journey from Automation centric SSC model to a Continuous Improvement Model. [Also read, White Paper: Shared Services Maturity Model] It involves focusing on the underling tools and infrastructure built into the business processes, and connecting the pieces across the value chain in order to create visibility as well as operational agility.

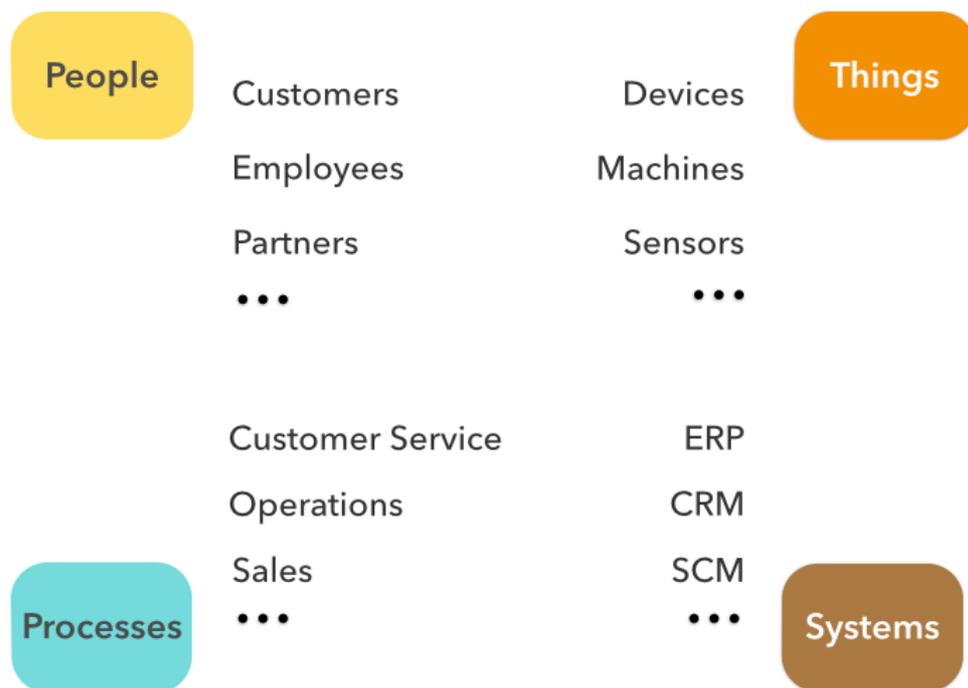
None of this can be achieved without an integrated approach towards Business Processes, Transactional Content, and Customer Communication - thereby connecting all the pieces that make up a complete and contextual customer experience. This will enable the organization to create new value chains by connecting otherwise disparate parts of the enterprise, partner and customer ecosystem.

Contextual Customer Engagement: The not-so-obvious imperative

Customer experience is going beyond service personalization. Enterprises have achieved personalisation and Single View of Customer, the two hot techniques of the last decade, by integrating the application interfaces and making a tailored view for the customers. The contextual engagement moves beyond all this and considers the customer context, situational context, and even the broader business context (such as commodity prices, or say current weather situation), to deliver a service that fits right into the customer expectation in varying circumstances and interactions. In order to do that, you need to combine enterprise content, transactional content, business processes, business rules, and customer communication, and dynamic case management technologies.

Reinvent your workplace through "Connect"

While we say that it is not enough to provide a digital "face", but alter the way organization behaves and responds in the digital environment, large transformational programs are fraught with risks that decisions makers today are not in a position to undertake. Large enterprises carry years of legacy and experience that cannot be thrown away. All the ingredients of the enterprise - people, processes, systems and things - exist for reasons that still hold relevance in the enterprise context.



People. The current Enterprise ecosystem includes, apart from employees of the organization, the customers and partners outside the organization. It is now normal to consider the customers as a part of the value chain where customers also, any time and anywhere, can participate in the process. These are times when customers perform, without hesitation, a lot of activities that were historically reserved for the enterprise resources, such as front office or customer representatives.

Processes. Business Processes of organisations are becoming more customer facing, and also relatively more fluid based on customer context. Case Management technologies, built on BPM based frameworks, deliver process-driven operations and customer-sensitive flexibility. The human element is becoming important for delivering overall value from a process.

Systems. A typical large enterprise has thousands of systems and applications ranging from legacy environments to the cutting edge technologies. IT has been optimising and refreshing the technology stack at the enterprise level, and it is critical to ensure that new age technologies work in unison with existing set of systems and applications. It is critical for enterprises to leverage content in various forms (structured & unstructured data, images, and documents) to deliver the right context to business processes.

Things. One of the new leverage areas for enterprises is the multifarious devices and machines that are producing useful data and performing critical operations in the value chain, gaining further ground by Internet of Things (IoT). A warehouse operation or a manufacturing facility can now connect with the order management system in order to make inventory and lead time based decisions almost real-time, which earlier used to take multiple hops of integration and sizeable delays.

The Enterprise Technology Reinvention Paradox

You need to think afresh, act like a new age business, and yet, perform with maturity & experience.

You need the speed of a small and agile organization, and yet, operate at multi geography scale.

You need flexible, responsive & resilience operations, and yet, standards, efficiency and consistency.

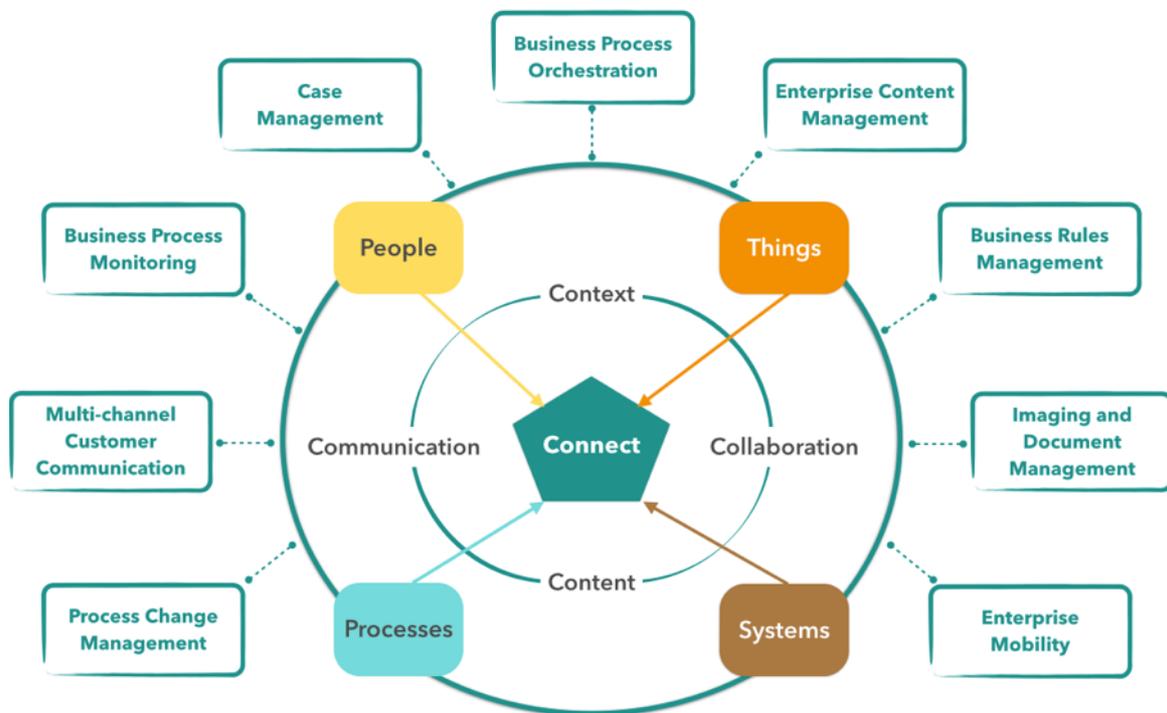
You need to refresh your business, without throwing the baby out with the bathwater.

You need to transform your enterprise, without having to deal with risky executive decisions.

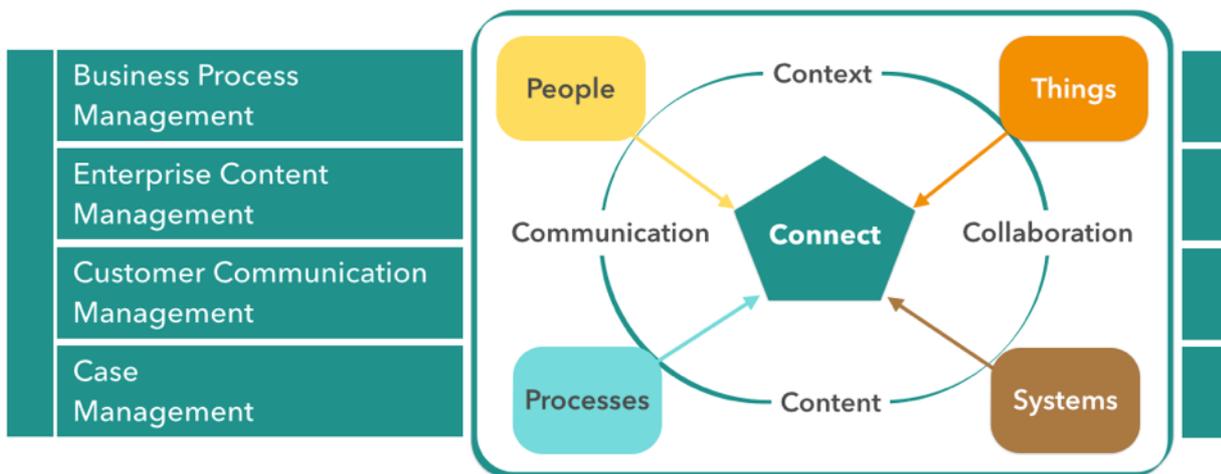
So, what's the way out?

Enterprise Technology decision makers need to look at the end-to-end value chain of their business processes and look for ways to connect various entities involved in delivery of this value. While that is important, and recognized, the trick lies in being able to implement this intent to “connect” the silos.

In order for a business to be ‘truly digital’, it’s important to be able to integrate and connect the human element with the underlying systems in the business processes targeted to customer experience outcomes. It is also important for enterprise technology decision makers to consider the flexibility and agility aspects as the business environment becomes more dynamic. Such flexibility is needed at business process design, business systems integration as well as business process execution levels.



A BPM framework, with integration capability to other systems, including user content and systems data, is a powerful mechanism for delivering contextual customer experience. What's being done by new age digital businesses, by combining the power of various underlying ingredients of the value chain, can be done by enterprises by looking at various parts of the processes and through powerful integrated set of technologies in BPM, ECM and CCM.





About Newgen

Newgen Software is a leading global provider of Business Process Management (BPM), Enterprise Content Management (ECM), Customer Communication Management (CCM) and Case Management, with a global footprint of 1300+ installations in more than 61 countries with large, mission-critical solutions deployed at the world's leading Banks, Insurance firms, BPO's, Healthcare Organizations, Government, Telecom Companies & Shared Service Centers.

Newgen's Quality Systems are certified against ISO 9001:2008 and Information Security Standard, ISO 27001:2013. Newgen has been assessed at CMMi Level3.

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