

# *BPM Solution for a Financial Services Company*

## **Solution: Incident Management Platform**

### Client issue

A large Financial Services company requested to design, create and implement new platform for Incident Management. One of key aspects was high level of automation based on large amount of requests per day. Other aspect of complexity was multiple types of request, as per each separate process of service delivery were requested. During process of implementation client raised a new challenge, to build Service Level Management service on top of Incident Management.

### Our approach

- Initial documentation of AS-IS processes
- Reengineering of AS-IS processes and GAP analysis of non-process items
- Design of new platform by Lead Architects and Subject Matter Experts
- Development of new platform used agile methodology by which we ensured maximal business value added
- Agile Release management, using which client have been receiving new product every 4 weeks
- Creation of new Target Operating Model based on new Business Process Model
- Final Calculation of Economic Model & ROI

### Benefits realized:

- Platform which automatically improves service quality and is self-learning
- New process of Service Level Management and Central Catalogue of Services
- New Target Operating Model adjusted for new Business Process Model
- Free Up 30 min of working time for each employee of Front-Office



***Leading Practice  
Input***

***Design &  
Implementation***

***Technology  
Integration***

***PwC helps create the value you are looking for***



# ***BPM Solution for a Financial Services Company***

## **Solution: Online system of arbitration proceedings**

### **Client issue**

Independent organization which provides arbitration services for FS companies established new Company Development Strategy. The main goal is to get leading position on the market by transforming the ways of servicing clients. Client asked PwC to design and implement online BPM-based solution to automate arbitration related operations.

### **Benefits realized:**

- Platform which allows parties to communicate over internet during preparation to arbitration proceedings
- System guaranties that services are provided in fully compliant with Arbitration Law
- System support of fast growth of client's business
- Client got major competitive advantage by reducing time of arbitration cases processing



### **Our approach**

- Design of new processes by Subject Matter Experts
- Development of new BPM-solution used agile methodology by which we ensure maximum business value added in shorter time
- Assessment of the solution by legal experts to identify possible legal risks by bringing such services online
- Development of risks mitigation actions

***Leading Practice  
Input***

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# *BPM Solution for a Financial Services Company*

## **Solution: BPM platform implementation**

### Client issue

Large financial services client requested assistance to run large-scale technology transformation programme. The goal of programme is to transform operations to achieve agility and improve efficiency of operations and product sales. PwC was requested to provide QA services for whole programme.

### Benefits realized:

- Fast successful start of large-scale technology transformation program
- Guaranteed quality of BPM solutions being built
- Fast enablement of client's team



### Our approach

- Establish QA team consisting of top-level technology consultants
- Assessment of architecture and designed solutions
- Assistance to enable of client's team to use the platform through coaching and trainings.

**Leading Technology experts**

**Quality Assurance**

**Enablement, Coaching & Trainings**

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# ***BPM Solution for a CEE Banking Client***

## **Solution: Service Management Solution prototype**

### **Client issue**

A major CEE Bank sought assistance in understanding how BPM could help them solve a big issue when dealing with Incidents within their organization in CEE region. An Incident could range from a cash machine not working in a branch in a specific region or a non working air conditioning in a region central office. Overall this was a paper intensive process, lacking control, standardization, transparency, SLA management and was causing negative public feedback for the bank. The desired outcome was to not only standardize and build automated processes across all the organization, but also to leverage business process management to automate controls, enforce SLA and increase both efficiency and transparency of process workflows.

### **Our approach**

- PwC performed a current state assessment through targeted interviews and workshops with Key Business and IT owners.
- PwC brought process, and IT subject matter experts to assist in redesigning the client's existing processes to align with current bank overall strategy to become more efficient, transparent and adhere to lean process design.
- To every extent possible, processes were designed to be automated through the proposed BPM tool and to interface with existing systems.
- PwC deliverables satisfied both business owners and IT stakeholders needs, including enhanced management, auditing and monitoring of all Solution, while being aligned with the current Bank overall strategy to use BPM technologies to enhance control, transparency and generate efficiencies necessary to reduce operating costs

### **Benefits realized:**

- The banking organization was able to validate how the proposed Solution could standardize the existing processes and automate work routing and SLA management.
- PwC deliverables and Solution were achieved in a record time while achieving all the goals proposed and served as a benchmark for next coming projects.
- This project created synergies with other existing projects, allowing for a better understanding on how to use the preferred BPM tool.
- Redesigned processes enabled fully automated decisions, routing and closure of processes, while delivering an enhanced user experience



***Standardization***

***Automation***

***Control***

***PwC helps create the value you are looking for***



# *BPM Solution for a CEE Banking Client*

## **Solution: Collateral Assessment Solution**

### **Client issue**

The client asked PwC to demonstrate how and if Pega BPM technology could automate and specialize their mortgage collateral assessment process. There were 11 Regional Service Centers (RSC) who serviced 11 regions and in each centre, there were 3 mortgage assessment operators who performed work on the mortgage collateral assessment process. Each branch had 1 SME which could perform this process if collateral objects value were low. PwC accepted the challenge and built a fully automated multi-channel prototype in Pega BPM technology automating business rules, routing work automatically and pushing work to workers, even when working remotely to assess the Collateral objects value.

### **Our approach**

- PwC performed a current state assessment through targeted interviews and workshops with key business owners and IT stakeholders.
- PwC brought process, and IT subject matter experts to assist in redesigning the client's existing processes to leverage the most out of Pega BPM technology in favour of the business goals set
- To every extent possible, processes were automated through Pega BPM technology and to interface with existing systems, while allowing to specific user at specific steps in the process to use mobile devices while on the field doing the collateral assessments.
- The re-designed processes were validated with key business owners and IT stakeholders to ensure buy-in and feasibility.
- PwC deliverables and Solution prototype satisfied both business owners and IT stakeholders, providing the level of process automation, control and transparency needed.

### **Benefits realized:**

- The bank was able to understand how Pega BPM technology could be leveraged internally to align with their strategy of being more transparent, efficient and reduce risk of credit loans exposure to collateral objects value.
- PwC delivered this work in 2 weeks, setting a new standard inside the bank for such a detailed and precise piece of work while achieving all the goals which were set
- Redesigned processes enabled shorten time frame to implement the non-automated operating processes.



**Control**

**Automation**

**Transparency**



# *BPM Solution for a Global Pharmaceutical Provider*

## **Solution: Compliance Automation**

### **Client issue**

A major pharmaceutical company sought assistance assessing existing compliance operating processes, procedures and controls for the purpose of improving the overall state of the compliance function. The desired outcome was to not only standardize and build compliant processes across business units, but also to leverage business process management and master data management software to automate compliance controls and increase the efficiency of process workflows.

### **Our approach**

- PwC performed a current state assessment through targeted interviews and documentation review.
- PwC brought compliance, process, and IT subject matter experts to assist in redesigning the client's existing processes to align with federal and state regulations, while adhering to lean process design.
- To every extent possible, processes were designed to be automated through the proposed BPM tool and to interface with existing systems.
- The re-designed processes were validated with Compliance, business process, and IT stakeholders to ensure buy-in and feasibility.
- PwC deliverables satisfied both Compliance and business needs, including enhanced auditing and monitoring programs, modifications to standard operating procedures, and FCPA program enhancements, as well as IT needs including Data Dictionaries, detailed process maps, user requirement specifications, a KPI framework, and a BPM scoping tool.

### **Benefits realized:**

- The Company was able to efficiently and comprehensively evaluate credentials and capabilities of multiple vendors to determine which was best suited to automate the redesigned processes within their BPM tool.
- PwC deliverables were detailed to the extent that the vendor was able to advance immediately to prototyping the solution on Day 1 of their engagement.
- Development phase for the automated BPM solution was accelerated, ultimately leading to a reduction in overall implementation timing.
- Redesigned processes enabled shorten time frame to implement the non-automated operating processes.



***Compliance***

***Automation***

***Simplification***

***PwC helps create the value you are looking for***



# ***BPM Solution for a Insurance company***

## **Solution: Shared Service Center**

### **Client issue**

A life insurance company in central eastern Europe had inconsistent processes across 9 different countries. Main challenge was to reduce cost to remain competitive in the market place and perform their end to end processes in a more efficient way.

### **Benefits realized:**

- Agreed on one way of working across the region
- Resulted in approximately 30% reduction in cost
- Significantly reduced the errors/exception management
- Created dashboards to monitor the process and escalate as needed

### **Our approach**

- PwC helped this client to develop a case management solution for their Shared Service Center to capture the intake of work and process in a most efficiently using the Global Transform BPM methodology
- Modeled the current business process leveraging the BPM tool and incorporated process improvements in the “to-be” processes
- Increased automation by coding the business and validation rules in the tool
- Integrated with the existing application for data, perform data processing in the BPM application and update the destination systems



- ❑ ***Reduced Costs***
- ❑ ***Increased Performance***
- ❑ ***Standardization***

***PwC helps create the value you are looking for***



# *BPM Solution for a Global Telecommunication Company*

## **Solution: Vendor Payment Management**

### Client issue

A global telecommunication company requested PwC assistance with a vendor payment management systems that was no longer supported by the vendor, required significant manual processes and 30% of the invoices process required error resolution.

### Our approach

- PwC helped this client to model the current business process leveraging the BPM tool and incorporated process improvements in the “to-be” processes using the Global Transform BPM methodology
- Increased automation by coding the business and validation rules in the tool
- Integrated with the existing application for data, perform data processing in the BPM application and update the destination systems
- Developed SLAs, routing and escalation rules to employees
- Designed and built the solution in the BPM tool

### Benefits realized:

- Resulted in approximately \$30MM in annual savings
- Reduced the number of fulltime employees by seven
- Did not affect the upstream/downstream processes
- Significantly reduced the errors/exception management
- Automated the verification, reconciliation and fall-out processes



***Reduce Costs***

***Optimized Resources***

***Automation***

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# *BPM Solution for a Financial services client*

## **Solution: Securities Investigation**

### **Client issue**

A large financial services client requested assistance with increased adoption of business process management tool for their customer service group supporting securities investigation. The service operators respond to customer inquiries primarily through emails and use email for tracking their workload. The management for service operator group was unable to effectively track the operator utilization and would like to enable “measurable” productivity gains leveraging the BPM tool as part of their operation.

### **Our approach**

- Developed business rules to automate case generation from emails based on identifiable information and replies to existing cases
- Developed routing and escalation rules to various service operators/service managers between different teams
- Leveraged services and database connectors to directly create cases from operational databases hosting cash and securities break reports
- Designed outbound communication from the BPM tool to mirror the current email communication to alleviate service operator concerns
- Utilized the BPM tool to provide extensive management reporting
- Implemented solution with BPM tool using the Global Transform BPM methodology

### **Benefits realized:**

- Developed business rules for global reuse
- Reduced email volumes to improve operational efficiency
- Increased automation for case management
- Developed management reporting to support operator productivity numbers
- Realized productivity gains that allowed client management to manage projected growth and re-allocate service operators to support top customers



**Reuse**

**Operational  
Efficiency**

**Automation**

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# ***BPM Solution for a Real Estate Investment Trust (REIT)***

## **Solution: Lease Automation**

### **Client issue**

A large REIT requested assistance in developing an automated leasing negotiation process. The goal of the project was to develop a web-based system that would reduce the amount of time it takes to open new stores. The primary objectives were as follows:

- Shorten the production cycle involved in negotiation, preparation and approval of lease documents by tracking key milestones and the failure to achieve benchmarks
- Enhance revenue for both tenant and landlord by accelerating openings
- Provide secure easy on-line access to business terms of current active leases
- Minimize the dependency of hard copy leases and correspondence

### **Our approach**

PwC was responsible for analyzing, designing, constructing and implementing the lease negotiation process using ECM software and the Global Transform BPM methodology. Phase I of the project was a proof of concept that assessed tenant acceptance with minimal investment/risk for the client. The second phase of the project was a full implementation of this system. The final solution included:

- All documents related to lease negotiation and lease file documentation
- Electronic library including correspondence, insurance documents, & Tax bills, etc.
- Workflow-enabled processes, that included both internal and external users, beginning with the lease negotiation cycle
- A technology platform built to support more than 22,000 internal and external users

### **Benefits realized:**

- The client was able to shrink the time needed to negotiate their contracts from months to weeks
- The search functionality within the system allowed empowered users to search for any relevant documents
- Conversion of more than 23,000 existing documents, with approximately 8 million pages
- Designed processes for ongoing scanning of signed leases
- Developed management reports to monitor and identify bottlenecks in the lease negotiation process



***Efficiency***

***Productivity***

***Automation***

***PwC helps create the value you are looking for***



# *BPM Solution for a Operator of high-quality vacation resorts*

## **Solution: Contract Management**

### Client issue

A premier global developer and operator of high-quality vacation ownership resorts used manual, paper-based processes to audit mortgage and lease contracts. The manual process was very labor intensive, took too long and did not consistently enforce business rules.

### Our approach

- PwC designed a solution using a ECM software platform solution to ensure that all contracts (more than 45,000 annually) were assigned based on a set of predefined criteria using the Global Transform BPM methodology
- We designed various management reports to ensure that management could track and accurately measure the SLA to complete these audits within 48 hours
- We integrated their core ERP system using Web Services to automatically initiate workflows based on business events

### Benefits realized:

- The client was able to create an automated business process management solution that reduced the auditing time down to 48 hours, routing work to the appropriate resource group and enforced auditing business rules
- The contact management workflow solution was able to enable the client to manage a greater volume of mortgages and leases through the existing audit team



- ❑ ***Time reduction***
- ❑ ***Transaction  
Volume efficiency***
- ❑ ***Automation***

# *BPM Solution for a Telecom company*

## **Solution: Finance Automation**

### **Client issue**

The finance group at a Large Telecom company used a combination of email and excel based processes to perform data collection for Activity Based Modeling. The modeling group worked with BU contacts across the organization to collect data on activities performed by Product, Segment and Legal entities supported by the organization and performed tedious data manipulation activities to convert the files specific formats for SAS modeling tool. The data collection process including setting up and finalizing master dimensions, revenue files and other key input was fully manual and involved several emails flowing across the entire organization. The 8 modelers were managing 800+ excel files flowing across the organization and the ABM process for a quarter took 6 – 8 months to complete. The business group wanted to increase benefits from ABM by reducing ABM data collection cycle and increase the flexibility so that the whole process is not re-started if some of the key elements change.

### **Our approach**

- PwC teamed with the client to identify points for automation and create a logical grouping for the data collection process using the Global Transform BPM methodology
- The new data collection process was implemented on a Business Process Management (BPM) platform. The new system automated the generation of Data Collection Forms and provided the ability to leverage the historical information for creating master definition and assigning data collection to Business Unit (BU) contacts
- Additionally, the workflow based approach gave the visibility the modelers needed to report status and gave them the ability to quickly reassign forms that were partially completed.
- The new system stored all the activity based data on the central database and allowed the modelers to query the database and identify impact of master data changes.
- Additionally, the web based system performed a majority of the validation during data collection process eliminating the need to wait for validation error messages from a separate process

### **Benefits realized:**

- Automation - Reduced workload on modelers freeing up their time to perform value added activities
- The management and modelers had a better visibility into the status of the data collection process
- Provided the flexibility for modelers to re-assign data collection forms
- Business has visibility to entire data collection and validation process and change the process for specialty groups
- Reduce email communication and better manage data collection process
- Reduce data collection cycle using enhanced management capability and ability to manage form completion status against SLAs



**Optimized Resources**

**Visibility**

**Enhanced Management**

# *BPM Solution for a Global Insurance Company*

## **Solution: Streamline End to End Sales**

### **Client issue**

A large global Insurance company set out the challenge to design a 100% automated new business process from application through policy "issuance" that enabled straight through processing ("STP") and a seamless user experience. Client set out to use it's BPMS to be the agile front end which would connect via an ESB to the legacy backend systems. Challenge was to prove the technology could deliver on the business goals.

### **Benefits realized:**

- Key observations listing "to-be" progresses / current environment
- Gap analysis
- Compiled leading practice input, including elements identified above
- Industry leading process input into functionality decisions and scope
- Validation and challenges/improvement to Steering Committee and Project Team structure, processes, and decisions
- Independent observers and advisors to the BPM implementation

### **Our approach**

- Developed BPM project management leading practices and lead subject matter expert input to business design and application development to accomplish:
- Scope and release management, risk and issue management, roll-out strategy, organization/operation/IT change management and adoption, and stakeholder and communications management
- Supported the Steering Committee and project team leads in the application of BPM project management leading practices



***Leading Practice Input***

***Design & Implementation***

***Technology Integration***



# *BPM Solution for a Global Insurance Company*

## **Solution: Claims Straight Through Processing**

### Client issue

A large global Insurance company set out the challenge to design a multi channel, multi lingual 100% automated new Claims business process that enabled straight through processing ("STP") and seamless user experience. Client set out to use it's BPMS as the agile front end which would connect via an ESB to the legacy administrative systems. Challenge was to prove the technology could deliver on the business goals.

### Benefits realized:

- Realization of BPM technology capacities aligned to business needs
- Gap analysis to "As Is" processes
- Leading Industry business best practices executed via technology
- Validation and challenges/improvement to Steering Committee

### Our approach

- Lead subject matter expert input to business process design, use case development, requirements descriptions and application development to accomplish using the Global Transform BPM methodology
- Scope management and execution, stakeholder and communications management
- Creation, support and delivery of presentation for all EU region CEO's to demonstrate the technology could deliver on the business needs
- Independent observers and advisors to the Pega implementation



- Insurance expertise***
- Gap Analysis***
- Claims management***

*PwC helps create the value you are looking for*



# *BPM Solution for a Travel Agency*

## **Solution: Internet Travel Call Centre Desktop**

### Client issue

A large Internet-based travel agency requested assistance with supporting the design and implementation of a BPM-based CRM solution by providing relevant subject matter knowledge and experience, assistance in preparing for an on-time, on-budget “agent desktop” pilot, and preparing the organization for successful adoption (Business and IT) of the BPM product and its process-centric environment.

### Our approach

- Developed BPM project management leading practices using the Global Transform BPM methodology and input to developing a Center of Excellence focusing on:
- Scope and release management, risk and issue management, roll-out strategy, organization/operation/IT change management and adoption, and stakeholder and communications management
- Supported the Steering Committee and project team leads in the application of BPM project management leading practices

### Benefits realized:

- Key observations listing “to-be” progresses / current environment
- Gap analysis
- Compiled leading practice input, including elements identified above
- Industry flavored input into functionality decisions and scope
- Validation and challenges/improvement to Steering Committee and Project Team structure, processes, and decisions
- Independent observers and advisors to the implementation



**Leading Practice Input**

**Independent Advisory**

**Implementation**

# *BPM Solution for a Insurance Company*

## **Solution: Transformation Roadmap**

### Client issue

A multi-line property and casualty insurer requested assistance in determining how to decrease the cost of follow-on BPM installations. The insurer purchased an enterprise BPM license with the presumption that the cost of installations would decrease as the number of installations increased because of the re-usability of assets and other features. After two successful installations, the insurer did not see the cost decrease and found follow-on installations cost prohibitive.

### Benefits realized:

- With PwC's assistance, the insurer realized that in order to further leverage its enterprise investment in its BPM tool, that it must evolve its architectural view and BPM program model to optimize efficiencies and reduce the costs of follow-on BPM installations
- The engagement deliverables provided a roadmap for maturation of the BPM program

### Our approach

- PwC engaged in an assessment of the insurer's BPM program using the Global Transform BPM methodology
- We first evaluated the insurers BPM program operating model through on-site interviews with employees across three business segments, shared services, IT and claims.
- We then benchmarked the insurer's program against leading BPM program practices and PwC engagement experience
- The results of the benchmark study provided the foundational roadmap for improvement recommendations
- Finally, PwC developed guidelines for the implementation of improvement opportunities



***Insurance expertise***

***Cost reduction***

***Benchmarking***

***PwC helps create the value you are looking for***

