Business Process Management

Accelerating the Power of Information

MARK BARRENECHEA
OpenText President and CEO
Introduction

The OpenText™ Enterprise Information Management (EIM) White Paper series is a set of publications from OpenText on the topic of Enterprise Information Management. EIM is the discipline of discovering, managing, extracting value from, and building applications on top of unstructured enterprise information. At OpenText we know these Enterprise Information Management practices as the next generation of enterprise software.

To help present the topic of EIM, it will be described and detailed in the following white paper series:

- Enterprise Information Management (EIM)
- The Social Enterprise
- It’s all Connected
- Focused on the Value
- The Journey
- Enterprise Content Management (ECM)
- **Business Process Management (BPM)**
- Customer Experience Management (CEM)
- Information Exchange
- Discovery
- Mobile and Cloud
- Security
- Governance, Compliance, and Risk Management
- Information Flows
- Customer Case Studies

These white papers will be delivered in a series starting in the fall of 2012 and completed by the spring of 2013.
Business Process Management (BPM)

OpenText Enterprise Information Management (EIM) technologies and business solutions, such as Business Process Management (BPM) allow organizations to take full advantage of enterprise information to gain better business insight, capitalize on opportunities to positively impact business, and improve process velocity.

EIM brings together the core technologies and solutions from OpenText and groups them into clearly defined practices: Enterprise Content Management (ECM), Business Process Management (BPM), Customer Experience Management (CEM), Information Exchange, and Discovery. While these groupings are themselves not new, the focus on providing business solutions that integrate capabilities from multiple EIM practices is and it offers substantial benefits to both existing as well as prospective new customers.

Practitioners and customers of business process and case management technologies are familiar with the real-world need to integrate business processes with multiple enterprise systems—from capture solutions to correspondence management—along with the requirement to incorporate data from systems of record, provide mobile user experiences, and enable customer self-service within the context of the BPM solution. This paper will explore these requirements, and explain how EIM delivers the unique opportunity to incorporate business processes and case management applications into a larger, more comprehensive context to empower employees, customers, and partners with the processes and information they need to exploit opportunity and produce significant business results.

Key Drivers for BPM

The way that organizations manage business processes determines operational effectiveness, efficiency, and ultimately, success. Enterprise Information Management makes it possible for organizations to capitalize on the convergence of previously distinct solutions for content management, process definition and execution, discovery, and information exchange. EIM changes the way that organizations think about business process and the role that people and information play in transforming the business.

Enterpise Resource Planning (ERP) systems are often at the core of transactional processes within most organizations—from financials and human resources to supply chain, customer relationship management, invoicing, accounts payable, and other critical operations. ERP systems do an admirable job of executing processes and serving as the “financial system of record,” but with today’s pace of business and the growing need to harness agility and spur innovation while continuously improving business processes to gain and maintain competitive advantage, organizations need more.

Enterprises that focus an opportunistic lens on information—the ones that take full advantage of information assets to empower people, fuel processes, and drive results—have embraced advanced Business Process Management (BPM) and Case Management capabilities to enhance operations. On top of the core transactional capabilities that BPM provides, organizations have next-generation capabilities to not only execute processes but to continuously improve them.
The results of successfully extending BPM beyond its traditional role across the enterprise to allow for agile process improvement and strategic business modeling can be profound:

- A leading provider of retirement investment products in Australia replaced a legacy Workflow system with OpenText Case Management to support all of its business processes. Powerful analytics track day-to-day performance of staff and high-level information management. The company’s solution enhances its core administration system by linking member information with work that is both in-progress and completed, and in doing so provides a 360-degree view of its customers. Having this single-member view significantly improves the level of staff knowledge about members and their interactions with the company, which has led to a 38% reduction in effort required to manage cases across business units.

- One of the largest financial services institutions in the U.K. and the largest building society in the world used OpenText process and case management solutions to re-enter the market to sell ISAs, a type of tax efficient savings account, after having to withdraw entirely due to process issues that had created massive recurring costs and caused it to breach government regulations. After implementing OpenText process and case management, the company was able to re-enter the market. Just two years after withdrawing entirely, it has secured a 25% share of the market, while simultaneously eliminating 8 million pieces of paper, saving 200 temporary jobs, and saving on associated IT and infrastructure costs.

Process and case management solutions can be used to replace manual, paper-intensive processes and breathe new life into rigid line of business systems, to provide visibility and manageability into mission critical processes, to improve customer service and reduce operating costs through self-service applications, and to link core data, documents and processes.

**BPM as a Top CIO Priority**

Delivering business solutions was the number one IT strategy in the 2012 Gartner CIO Agenda Report.¹ Gartner’s survey asks CIOs to identify not just their IT priorities, but also their technology and business priorities for the upcoming year. Topping the list for the second year running are priorities like increasing enterprise growth, attracting and retaining new customers, reducing enterprise costs, and creating new products or services—all of which can be addressed with process and case management solutions.

The Gartner survey demonstrates that CIOs’ top technology priorities as outlined in the graph below match very closely to an Enterprise Information Management strategy in general, as well as with the capabilities of OpenText process and case management, specifically.

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¹ Gartner Amplifying the Enterprise: The 2012 CIO Agenda, January 2012
Analytics is a core capability of effective process and case management solutions, through the capture of key process metrics and the presentation of that information in the form of reports and dashboards. Prior to implementing BPM, many organizations struggle with the creation of reports which is a manual and time consuming exercise for IT departments. With real-time analytics built into a BPM platform, reports can be both created and modified as required by those that need the information. According to the Director of Data Center Operations at a leading Irish pension and insurance provider: “We can now immediately see which teams are under pressure and which have excess capacity and can re-distribute the work accordingly. This has enabled us to handle 60% more queries this year, with less people, in comparison to last year.”

The Difference Between Workflow and BPM

Many organizations often characterize BPM and Workflow as one in the same. Although there are many similarities between the two, especially related to information, work, and content being set in motion, workflow is a subset of Business Process Management (BPM). While the two are effective at improving efficiencies, it’s important to understand when and where to deploy Workflow and where full BPM delivers a more effective solution. To illustrate the differences, let’s consider a Travel Approval Request, which can be supported by a straightforward Workflow. Typically this sort of request is initiated manually by the person who wants to travel, and is done so by capturing some basic information: where they need to travel to, when the travel is likely to occur, what the approximate cost is going to be, and so forth. The request is forwarded to a manager, who reviews the details and carries out some manual tasks; like checking with the employee to determine if the meeting can be held virtually via conference call or web meeting, for example.
Depending on the cost involved, the manager may be able to approve directly or it may require a higher level approval, from a business unit leader for example. The end result is simple: either the request is approved or it isn’t and that disposition is the end of the Workflow. If the outcome isn’t to the employee’s liking, their recourse is simply to start a new request with a stronger justification.

**Figure 2:**
A Travel Request is a Good Fit for Workflow

**Figure 3:**
A Simplified Loan Application

Now let’s consider now a Loan Processing Application, a process that is effectively managed using a Business Process Management system. At face value this process is similar to submitting a travel request: an application for a loan is received by a bank, a processor reviews that application and checks the details provided, passes the information on to a loan underwriter, and the request is approved. The funds are issued to the customer or the application is rejected and the customer notified.

**Manual Tasks:**
Check with employee to see if meeting can be held via conference call or web meeting etc.

**Manual Tasks:**
Review docs in file, call client for additional info, prepare good faith estimate, underwrite loan, prepare loan for closing.
Is a Loan Processing Application a good fit for a Workflow solution? Let’s think about it. Firstly, how did the application arrive at the bank? Most likely the applicant filled out an application form, possibly a paper-based or online one; perhaps it was mailed or scanned and sent as an attachment to an email. Possibly there was a third-party involved, such as a local agent, who faxed the application form to the bank. These multi-channel inputs all trigger the same process but do so using different technologies, and the incoming content must be stored somewhere and treated as a case by the financial institution—perhaps tied to other processes initiated by the same customer.

This is just the beginning of a complex business process. In a real-world process, work rarely moves seamlessly from start to finish. What if the applicant has failed to complete the form correctly? Does the bank simply reject the form? Likely not; this is a potential new customer whom they want to treat with respect. So they contact the applicant and ask for the form to be re-submitted. Or, if the applicant has forgotten to provide supporting documents, the bank asks for that additional information to be sent. This outbound communication—and the need to match the updated incoming information with the original application requires additional technology.

The loan processor doesn’t make an arbitrary decision; they rely on information from other systems (maybe the applicant is already a bank customer so their history will be available) and they need to receive, send, and integrate information from line-of-business systems into the process. Additionally, the loan processor may have guardrails set around their decision paths that are in line with corporate governance policies or industry regulations.

We also need to consider that the loan processor will be part of a team—one that is managed to ensure that internal Service Level Agreements (SLAs) are being met and that applicants don’t take their business elsewhere if processes are too slow. Inefficient processes result in revenue leakage, which calls out the importance of visibility into the flow of work, where the bottlenecks in the process are, for example, along with key areas for improvement.

This level of visibility isn’t just important for loan application processing; it relates to other processes in other departments such as future product launches, for example. Marketing is planning to launch a new loan product with a goal of increasing the number of customers by 20%. What will the impact of 20% more applications have on the processing team? Will new resources be needed to process the work? Will SLAs, or worse still, regulatory requirements be breached because of the inability of the loan underwriters to review loan applications in time? Business process and case management solutions are able to track performance metrics related to each operation spanning across multiple departments for improved visibility to the business. The metrics can also be used by the BPM solution to simulate potential outcomes of various “what-if?” scenarios, allowing for the better planning of future activities.

There is tremendous value to be gained from being able to deliver customer centricity through presenting a single-view of the customer, including all past and current transactions, all documents sent to and received by them, and to potentially streamline some of these processes and communications using a self-service portal, a mobile app, and so forth.
Processes like the loan application example above can be delivered by a Workflow, but a BPM Suite that supports Dynamic Case Management (DCM) handles complex processes much more efficiently. This efficiency can be amplified into cost savings in the context of an EIM Suite, with all of the process elements integrated from a single vendor, to dramatically reduce total cost of ownership and administrative and integration requirements. The breadth of process complexity implies that the nature of the business problem needs to be carefully considered before attempting to simply apply a technological solution.

Managing Structured and Unstructured Processes

Another key principle that underlies complex business processes is that there exists an additional spectrum of structure. On one hand, there are the processes that are highly predictable, repeatable, and that lend themselves to supporting straight-through processing. These are structured processes. The abovementioned loan example could fall into this category because many of its functions can be automated—and it’s possible to assess an application and grant a loan without any user interaction at all.

On the other hand, there are the processes that are unstructured, such as those driven by users who are knowledge workers, and are by their nature collaborative and content-driven. Consider a medical diagnosis case, for example. Each one will consist of a different patient with different symptoms, with potentially fundamentally different treatments involving a simple diagnosis on the spot through to tests, referrals, examinations, medical imaging and more. The use of the word case above is deliberate; this is where case management fits in to the BPM landscape.
It’s important to note that the majority of processes typically fall somewhere between being structured and unstructured. Very few are entirely unstructured and few are totally structured. Just because a process is considered to be highly structured doesn’t mean it can’t be content-rich or benefit from an approach that is more case-based in nature.

It could be argued that this spectrum also represents a change in thinking over time and that future emphasis will be on the value of process and case management suites over traditional process management approaches. When Workflow and process management first came to the fore in the early 1990’s, the typical approach was to model every aspect of every process and then to execute that process. The thinking was that it would be possible to encapsulate all of the knowledge of the participants in the process. To make this approach work every possible exception path had to be mapped out, which often led to a circuit-board style process or worst case, one that resembled a tangled mess.

The result of this ‘over-engineering’ of a process was something that was difficult to maintain, almost impossible to modify when business conditions changed, and forced users into following a pre-defined course even when certain steps were not required, or when inevitably, an unexpected exception occurred.

The result of previous approaches to mapping processes was that the solution failed to meet the needs of both the users and the organization. Fortunately, focus has shifted to the end user and both technologies and methodology have followed suit. In many process cases the individuals involved are knowledge workers and their knowledge adds value to the processing of work items. This change in focus has meant that it’s often more effective to provide a basic process framework, and allow the users to use their knowledge to determine whether steps, activities, or tasks are required. The delivery mechanism used to solve this kind of process is a BPM Suite with support for Dynamic Case Management. Multinational organizations have deployed process and case management solutions to manage retail claims from over 11,000 retail outlets. Because each claim or dispute is unique there is no predictable path for managing the claim.

Only 20% of Processes Have Been Automated

Dynamic Case Management is vitally important because it has opened up the possibility to automate and manage processes that have up to now been seen as impractical or impossible to achieve with traditional BPM approaches.

Instead of being forced to take the approach of modeling every exception path, with case management it’s possible to automate those processes where the exception is the rule. It isn’t that we don’t want to have the same visibility and repeatability on processes that fall below the waterline; it’s just that the nature of that work is different and is more dependent on the knowledge of the people involved because it’s highly variable.
Using a Dynamic Case Management approach means being able to automate and manage work quickly by providing a compliance and governance framework to process and measure work, and at the same time, allowing the knowledge of the users to be harnessed. Take for example a process of selling a new Life Insurance Policy. The applicant has provided the usual information: who they are, their age, gender, lifestyle information, financial details, and so on. This information is used to perform a risk assessment. Each applicant will of course be different, and it's these differences that the knowledge worker will take into account, even though the process at a simplistic level is the same.

A DCM approach models a higher-level version of the process and provides the knowledge worker with the tools needed to ensure that all types of processes can be effectively managed and resolved. Good examples of these are ad hoc tasks. In the example of applying for Life Insurance, it may in some circumstances be necessary to request that a Medical Assessment is carried out. This is something that the insurance representative will not personally attend to. Instead, the system allows the representative to trigger a Medical Assessment task, which is then assigned to the correct resource or team with an associated deadline. At the same time the system may be configured to automatically launch a new structured process associated with this task, for example, to contain the activities needed to schedule the medical check, organize for a doctor or nurse to make a visit, review the results, and so on.

What does this mean in real terms? Instead of taking many months to model and analyze every process in the organization, and then many more months to implement those processes, users can dramatically reduce the time required to complete a process for greater time-to-value. Once implemented, the information generated in a process can be used to refine and optimize processes and to gauge where improvements are needed for greater visibility into operations.

One large life insurer has implemented Dynamic Case Management to gain heightened visibility in their operations by addressing all areas of operational processes, including new business, underwriting and claims, as well as policy and customer management for both their retail business and their group businesses. This exercise took just over six months from start to finish. Prior implementations of Workflow/BPM typically took 18 months and failed to support complexity or flexibility by automating only one group of processes involved in group claims, for example, or retail underwriting.
Customer Centricity with Dynamic Case Management

While Dynamic Case Management evolved out of existing BPM suites, a fundamental shift has placed the case at the center of the process, rather than focusing on the process itself. A case may be contained within a process or in many processes, either sequentially or simultaneously. A case may initiate a process, or may even not have anything to do with any process at all.

All of this has particular relevance when you introduce the concept of customer centricity. More and more organizations are embracing the mandate to be more customer-centric, in order to better understand their customers and provide better customer service, ultimately deriving greater value from their customers.

DCM can assist organizations that are becoming more customer-centric by offering a case view of their customers and related entities. We call this a single view of the customer. What this entails is that a persistent case folder is created for each customer. This case folder describes the customer using personal information like name, address, phone and email, customer number, etc. This acts as a master container for links to documents sent and received, cases either completed or in progress, and process work currently underway.

Each folder provides links to related people or objects that are relevant to the organization. These will vary based on the industry or usage, but using Insurance as an example, they will include links to a folder for each policy the customer has, the broker or adviser that the customer used, any family members that also have policies with the company, and so on. For a healthcare organization this might be a link to a folder for a healthcare worker, a general practitioner, a hospital, etc. For one county in California, the DNA of offenders is tracked and coordinated across 40 law enforcement agencies.

<table>
<thead>
<tr>
<th>BUSINESS PROCESS MANAGEMENT</th>
<th>DYNAMIC CASE MANAGEMENT</th>
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<tbody>
<tr>
<td>THE PROCESS IS PRIMARY</td>
<td>THE DATA OR CASE IS PRIMARY</td>
</tr>
<tr>
<td>Normally the process is pre-determined and static</td>
<td>Case object is core to storing data</td>
</tr>
<tr>
<td>Data flows through the process</td>
<td>Data tends to remain persistent for a long time, possibly forever</td>
</tr>
<tr>
<td>Data is an asset of the process</td>
<td>Processes are an asset of a case</td>
</tr>
<tr>
<td>Sub-cases are an asset of a case</td>
<td>Processes are not always predefined and can be defined on the fly</td>
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<tr>
<td>Tasks may replace processes</td>
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FIGURE 5:
BPM and DCM: Not Two Sides of the Same Coin
These links are bidirectional, so for example, they could start with one person, link to their
doctor and then expand to include any other patients served by that doctor. These inter-
dependencies or relationships are of great value to the enterprise. For many organizations,
the data that describes individuals is locked away in legacy systems that don’t provide the
capacity to build links. With mergers and acquisitions commonplace, many organizations
will have multiple line-of-business systems. A Life Insurance Policy, a Motor Insurance Policy,
and Home Insurance in a customer’s wife’s name might be buried or hidden. The customer
service opportunities presented by a customer-centric approach are many.

People Not Process in BPM

The critical links in the effectiveness of a process are represented by the activities, wants,
and needs of all the people involved in the process. From conception to operation and
then on to adaption, process success is determined by the ability of people to interact with
processes in a simple, personal, and meaningful way. While many of these needs remain
largely unmet, someone is still required to:

1. Identify what process will be improved, and determine the KPIs that accurately reflect
the desired outcome of the process.
2. Design the process model by figuring out what tasks must be performed, what
dependencies exist, and how work will ‘flow’ through the process.
3. Build an executable process model, automating tasks and even activities where possible,
integrating with other systems and embedding active documents where needed.
4. Perform the tasks and activities of the process, deal with daily nuances that occur,
and adapt to ad hoc requirements that often involve other people and resources to
‘get the job done.’
5. Oversee process operations, making strategic decisions to adjust resources to work
demand, staff availability, and priority assignments.
6. Review process performance, develop line-of-sight into trends and patterns, predict
emerging challenges, and identify new opportunities for improvement.
7. Provide strategic oversight, make strategic decisions and ‘piece together’ the big picture
to ensure the organization remains on track to achieve goals and shareholder value.

All of these provide critical links for process success; if any are missed, the entire process
is subject to a high degree of risk and uncertainty. Each person involved in providing these
links has individual preferences, behaviors, organizational styles, and approaches to work
performance. Personalization is a natural part of all things that people do, and this critical
observation is what yields the insight needed to take control of process results and realize
the full potential of business process management.

By supporting varying roles and activities, and including the ability for people in the process
to personalize their experience, process success can be achieved on a predictable and
consistent basis. This is called persona-based BPM.
User Types—Builders, Participants, and Managers

People in a process can be classified into common user types. The three user types of builders, participants, and managers categorize people into groups that exhibit similar characteristics and have common purposes.

Builders are involved in determining what will be done, and how, when, and why it will be done. They set the stage for process operation, as well as shaping the process to achieve desired outcomes. The builder view is a construction view. Builders often belong to the IT organization, or when the tools or solutions permit, are senior users with the ability to build by configuring the solution to meet their needs.

Participants do the real work required by the process, handling the day-to-day tasks and activities that are part of each process. Participants have by far the most ‘face time’ with the process, as it’s the participants who are ‘living’ in the process every day. Suffice to say that a poorly constructed process—from the perspective of its participants—will result in ongoing frustration, anxiety, and wasted resources as the people in the process struggle to find ways to ‘work around’ inefficient or inappropriate process design. The participant view is a perspective of work performed on an ongoing, daily basis.

Managers provide oversight, guidance, leadership, and direction in a process. Managers must view each process as an aggregate of work for a given range or domain of the organization. It’s the responsibility of managers to make critical observations that result in the directing of participant focus and work prioritization to ensure overall outcomes are met in a desired manner. The management view is a ‘big picture’ perspective of the relationship between demand, resources, outcomes, and context that support decision-making.

Builders, participants, and managers have defined roles within the overall perspective of process, and are dependent on each other to achieve process success. Only when the interrelationships are molded into a composite view of process can the value of process be consistently realized.
Ease of Use, Rapid Configuration and Deployment

Another key capability for a successful BPM implementation is fast and easy deployment, along with the flexibility required to adapt to constantly changing business conditions. Early Workflow/BPM implementations were long to deploy and rigid to adapt when conditions changed.

Rapid deployment doesn’t entail the ability to technically create an application as quickly as possible using a given toolset; it should take other elements into account—including understanding process flows, or determining the optimum user experience to meet specific needs. The point is that business changes every day and systems and applications need to be able to support these changes.

Effective process and case management solutions are designed to support both rapid deployment and changes when business demands it. State-of-the-art Smart Process Applications deliver a set of pre-built processes and request types, and empower users to build new processes, add and configure work types, change SLAs, and add new tasks themselves without any IT intervention. This flexible approach lays a foundation for the future of business process management.

More Than Process Execution

A lot of emphasis is placed on the execution of a process. This makes sense because this is the tangible culmination of effort. But it’s also important to consider where the process fits into the larger context of the organization’s strategic goals and objectives. In the BPM landscape there are three key areas of focus: Strategy, Analysis, and Execution—and these should be addressed in combination.

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<tr>
<th>STRATEGY &amp; ENTERPRISE ARCHITECTURE</th>
<th>PROCESS ANALYSIS &amp; OPTIMIZATION</th>
<th>PROCESS EXECUTION &amp; MANAGEMENT</th>
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<tbody>
<tr>
<td>Goals and objectives</td>
<td>Modeling</td>
<td>Design</td>
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<td>Enterprise models</td>
<td>Simulation</td>
<td>Integration</td>
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<td>Relationships &amp; future state</td>
<td>Optimization (Six Sigma, SCOR, ITIL...)</td>
<td>Automation</td>
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<td>Metrics and monitoring</td>
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Strategy includes defining the mission of the organization, setting key objectives, taking an inventory of critical assets—systems, people, data, products, customers, suppliers, services, etc.—and outlining plans for growth or consolidation across these assets. To address an Enterprise Strategy, OpenText provides ProVision for Enterprise Architecture (EA). ProVision EA lets organizations build a strong, cohesive strategic modeling function to enable the creation of the big picture. It gives visibility into the interrelationships and dependencies of critical business assets, and allows organizations to use this enterprise model to identify the key processes that impact objectives.
Gaining this understanding is critical and can’t be done in isolation without Analysis and Optimization. Analysis and Optimization enable organizations to analyze and propose improvements to processes through initiatives such as Six Sigma, Lean, ISO 9000, and so on. To address this, global organizations use ProVision for Business Process Analysis (BPA).

ProVision BPA helps organizations model all of the sub-processes, people, systems, data, services, resources, and interdependencies associated with a single process. It allows users to work on, share, and manage process models in a collaborative environment, while providing a rich set of built-in optimization capabilities to ensure that everyone is working towards the optimum outcome of a process. A leading pharmaceutical company uses these products to help define business processes and unify its information systems to break down barriers between organizational and geographic divisions and improve collaboration and innovation.

Once the right processes have been identified and optimized, they can be executed. Process analysis capabilities allow interchange directly with process and case execution engines and critically ‘complete the loop’ by delivering key metrics and visibility into process performance to feed back into business strategy.

Social and Mobile BPM

Two related areas that are growing in importance are mobile access to BPM, and for apps to effectively support consumer applications like the social networks of Facebook® or LinkedIn®.

OpenText mobile capabilities include the ability to initiate a process using a mobile device. Field workers (such as healthcare workers, claims adjustors, etc.) are able to interact directly with processes while they are out on the road using mobile phones and tablets. They can check the status of their claims, applications, complaints, and queries through the devices that are always available, from any place at any time.

Social capabilities promise to revolutionize business process management. Instead of the traditional lists of work, to-do lists, watch lists, my work, team work, and more—each user now has the ability to personalize their ‘feeds’ to provide links to what’s important to them. From the work that is assigned to them, to system events such as approaching deadlines and tasks that need to be completed, users can instantly access the related case or work to complete these tasks.
BPM in an EIM Context

Enterprise BPM is never implemented in isolation. While a Workflow system can legitimately reside without connection to any other capabilities—consider the travel request example referred to earlier—this simply isn’t possible once a system is in place that is managing a critical business process. Documents will be received, correspondence will be sent, sometimes on paper, sometimes via a myriad of electronic formats—and all of these documents will need to be stored and managed. Data will be imported and exported from any number of line-of-business systems, and supporting information will be searched for and indexed. Process metrics will be presented, not just to users of the BPM system, but to managers and executives. And external customers will want to initiate, participate, and check the status of their requests from convenient applications or devices of choice.

OpenText EIM presents the opportunity to meet these objectives through a single vendor solution, with process and case management capabilities connecting all the critical elements required.

Enterprise Content Management (ECM)

Almost every business process will contain some form of content. From an Insurance Claim form on paper to an application form for a job, these documents must be managed and stored, treated as records, and ultimately archived or deleted. OpenText provides all of these capabilities within an information governance framework, integrated with process and case management solutions.
Information Exchange

OpenText Information Exchange products are used primarily to bring documents and associated data into the BPM and DCM systems for use in processes and cases. OpenText RightFax can be used as both the entry point to a process and also as an output channel, while OpenText Capture Center provides class-leading Optical and Intelligent Character (aka hand-writing) Recognition (OCR and ICR), which can be used to automate the capture of information required to drive the business process to support straight-through-processing.

Customer Experience Management (CEM)

OpenText Customer Experience Management incorporates a wide range of capabilities including customer portals, mobile interaction environments, as well as Customer Communications Management. A key facet of any customer-facing business process is the ability to communicate back with those customers. Frequently there will be the requirement to request more information, for example if the applicant for a loan has failed to provide a credit history, or has incorrectly completed the application form. There are also regulatory requirements to keep customers up-to-date with the most current information, such as providing them an update on the status of a Life Insurance claim every 20 working days. OpenText solutions can be used to enable creation of regular documents, such as updates, statements, utility bills and so on, as well as to support the ad hoc correspondence requirements common to many business processes.

Discovery

Business processes and the users who do the work being managed by a process are reliant on the information they have available to them. It’s impossible to process an Insurance Claim without an understanding of who you are dealing with, the nature of the claim, whether they have a valid policy, and the terms and conditions of that policy. OpenText Discovery provides robust search capabilities across the various case, process, document, and content management systems that are connected to support the work that is being processed. Further capabilities are provided using Content Analytics which not only searches information contained in unstructured content, but gleans meaning and context from that information.

Putting it All Together

To put all of the above into context, imagine a claim being made on an insurance policy following a vehicle accident. The claimant uses a mobile phone to record images of the damaged vehicle, including the exact location of the incident and immediately initiates their claim. They send repair estimates by mail, as faxes or as attachments to emails which can be recognized, indexed, and matched to the claim case folder. The claims processor can request additional information and send status updates via email, fax, letter, or even via text messaging and publishes information to the company’s Customer Self-Service Portal.
Meanwhile, the progress of the claim with respect to company KPIs and regulatory requirements can be both reported on and used to ensure that those KPIs are not missed by automatically adjusting the priority of work as deadlines approach. And as the business changes the process can be further optimized and validated against strategic objectives using process analysis and Enterprise Architecture capabilities. This entire experience is best delivered from an integrated EIM Suite, with smart process applications available on-premise or in the cloud.

**Smart Process Applications**

OpenText EIM represents a coming together of core capabilities in the five key technology areas. OpenText is not alone in recognizing the need for the next generation of enterprise software. Forrester Research, Inc., has recently published a report introducing the concept of Smart Process Applications that “make collaborative processes the next frontier for software.” Forrester identifies five key components of a Smart Process Application—specifically that they contain imported or embedded data and content relevant to the business activity; the ability to capture incoming documents, forms and faxes related to the business activity and that they can support multi-channel output of information; embedded analytical tools to support the business activity; a collaboration platform so that the people involved in the business activity can get their jobs done; and that all of this is underpinned by a core platform of process and case management.

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**FIGURE 9:**
Workflow Evolves into Smart Process Applications

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Forrester maps the evolution of BPM from the early days of Workflow in the 1980’s as additional capabilities have been incorporated to include model-driven development, web services, case management and ultimately, Smart Process Applications. A Smart Process Application is an application for the Enterprise Information Management portfolio with key BPM capabilities extended to include content management, collaboration, analytics, customer communications, capture, and so on. OpenText is one of the few vendors who can offer such a complete portfolio from a single source.

OpenText today has a broad range of Smart Process Applications available, two of which are OpenText Assure and OpenText Client Management:

- **OpenText Assure** is a Smart Process App Factory that addresses foundational processes around Request Management, Incident Management, Change Management, and Asset Management. Assure is a configurable, comprehensive solution for HR, IT Service Management, Customer Service Operations, facilities and other horizontal processes. OpenText Assure is developed on OpenText MBPM and incorporates many capabilities from the broader EIM portfolio.

- **OpenText Client Management** is a solution accelerator for vertical process and case management scenarios where management of clients and the processes associated with them is of key concern. Client Management has been implemented for Insurance, Financial Services, Banking, and is equally applicable for Healthcare and Public Sector. A unique feature is the 360° view provided of clients (customers, agents, brokers, advisors and so on) via master folders, and the ability to manage all types of work through a central structured process with individual work types configurable by users. Client Management is built on OpenText Case360 and incorporates many capabilities from the broader EIM portfolio.

As we move from traditional enterprise suites and packaged applications to the world of Smart Process Applications it’s important to recognize that none of this would be possible without BPM at the core, but that the genuine leap forward are the opportunities offered by EIM - the bringing together of business processes, enterprise content, customer experience, discovery, and information exchange.

To learn more about OpenText process and case management solutions and customer success stories, please visit:

## OpenText Locations

### AMERICAS

**Canada:**
- Waterloo, ON
- Richmond Hill, ON
- Ottawa, ON
- Montreal, QC
- Peterborough, ON
- Kingston, ON
- Calgary, AB

**U.S.:**
- Tinton Falls, NJ
- Austin, TX
- Tucson, AZ
- Norcross, GA
- Irvine, CA
- Tallahassee, FL
- Chicago, IL
- New York, NY
- Rockville, MD
- Columbus, OH
- Burlington, MA
- Alameda, CA
- Bellevue, WA
- Tampa, FL
- Reston, VA
- Arlington, VA
- Rochester, NY
- San Antonio, TX

**Brazil:**
- Sao Paulo

### EMEA

**Germany:**
- Munich (Grassbrunn)
- Konstanz
- Oldenburg
- Düsseldorf
- Kempten
- Hamburg
- Bad Homburg v.d.Höhe

**Great Britain:**
- Reading
- Wimbledon
- London
- St Albans

**France:**
- Paris

**Sweden:**
- Stockholm
- Gothenburg

**Switzerland:**
- Baden

**The Netherlands:**
- Hoofddorp

**Ireland:**
- Clonakilty

**Spain:**
- Madrid

**Austria:**
- Klagenfurt
- Wien

### Czech Republic:
- Prague

**Italy:**
- Rome

**Finland:**
- Espoo

**South Africa:**
- Johannesburg

**U.A.E.:**
- Dubai

### ASIA, PACIFIC

**India:**
- Hyderabad

**Australia:**
- Sydney
- Melbourne
- Canberra

**Japan:**
- Tokyo
- Osaka

**Singapore:**
- Singapore

**Hong Kong:**
- Hong Kong

**Korea:**
- Seoul

**New Zealand:**
- Auckland
Contact OpenText

Sales
North America: +1-800-499-6544
International: +800-4996-5440
E-mail: sales@opentext.com

Partners
North America: +1-519-888-7111
International: +44 (0) 1189 848 000
E-mail: Global Partner Program

Media Relations
North America: +1-519-888-7111
International: +44 (0) 1189 848 000
E-mail: publicrelations@opentext.com