

African Bank Re-energised



Process**Forum**

Changing the World - One Process at a Time

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BPM Success Factors

An Outdated Business Process Model

A New Customer Value Proposition & Scalable & Sustainable

- Vertical & Horizontal scalability (new products and new customer engagement methods)
- Agile processes & procedures required
- Flexible technology stack required (to better support new products or customer requirements)
- Back-office process automation and Business process re-engineering
- Improve customer engagement efficiency (consolidate customer management processes & procedures)
- Transition from loans centric to customer-centric
- Turnaround times of maximum 10 minutes

BPM Success Factors

Buy In & Top Management Commitment

IT Steerco chaired by Group CEO

- Sounding board for first discussion on BPM and SOA
- Demonstrated current architecture as burning platform and not sustainable
- Sold business benefits in meeting strategic goals by implementing BPM and SOA / BPM and SOA tools
- Skeptics around every corner, had to prove technology, BPM and SOA paradigms
- We 'broke the back' of resistance and business was hooked
 - ▶ Proof of Concept with four potential suitors (two weeks)
 - ▶ Built "as is" with Software AG stack for bank (three months)

BPM Success Factors

Hype Or Reality

Aligning the BPM approach with corporate goals and strategy

- Corporate goals and strategy demanded agility and flexibility
- Quick time to market with new products and product innovation
- Short and rapid application releases
- Highly automated business processes with extensive automation of decision making (decision engine / scorecards)
- Full transparency and access to real-time metrics
- MIS to aid analytics - and all this without compromising production!

BPM and SOA was the answer

BPM Success Factors

Incremental Or Radical Change

Focus on the customer's requirements

- Put process first! Forced the end to end mapping of current state
- Numerous exploratory sessions to construct the TO-BE processes
- Make it tangible....now you can see it
- Not only incremental improvements but radical improvements to the way in which we conduct our business activities

Tangible processes that you can see and feel

BPM Success Factors

Need for an agile, but structured, approach to BPM implementation (1)

- Did not wait for requirements to be developed in their entirety. Iteratively established sets of requirements, established designs and design patterns, built, tested and demonstrated pieces of the solution.
- Ensured that the end-to-end TO-BE process provided 'true north' in tying up the various pieces of the solution.
- Established a new methodology and artifacts to document requirements in line with Business Process Management and Service Oriented Architecture. Conventional methods do not work as the tools to build applications in the BPM/SOA world differs drastically.

BPM Success Factors

Need for an agile, but structured, approach to BPM implementation (2)

- Designed and built with re-usability in mind. Massive development time improvements achieved in the SDLC.
- Improved testing capability in the disciplines of 'testing for SOA', performance testing and automated testing.

BPM Success Factors

African Bank's attempt, thus far, to realize these factors

But there is more to be achieved (1):

- Process measurement and improvement
 - ▶ The cliché 'you can't manage what you can't measure'. Closing the loop with regards to continuous improvement of our process, products, systems and people.
- Benchmarking
 - ▶ Measure your current state - a dull process, but critical to on sell the benefits of our new investment.
- Process aware information systems
 - ▶ Traditionally MIS focused on sales, profitability and productivity. These remain key but the BPM journey enables us to structure our MIS with data about process.

BPM Success Factors

African Bank's attempt, thus far, to realize these factors

But there is more to be achieved (2):

- Infrastructure and realignment
 - ▶ Flexibility, agility and re-configurability of processes comes at a cost. We will need to make business aware that resources and processing power on our Webmethods stack and 3rd party systems that we touch in executing business processes will need to be bulked up.
- Organisational and culture change
 - ▶ Established Design Authority
 - ▶ Established a Middle Office
 - ▶ Did we lose people in the transition? Are people acting in a way that we may not have anticipated?
 - ▶ Are we now more process focused than functionally focused?
- *We IT are back in the pound seats....*



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Thank You!