

TOP FIVE CHALLENGES AND HOW TO SOLVE THEM

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# BUSINESS PROCESS MANAGEMENT



Leaders adopt Business Process Management (BPM) for the **many benefits** that BPM offers. These include greater scalability and agility, streamlined workflows, decreased risk, cost control, and improved customer experience. A successful BPM strategy can increase profitability, employee productivity, and customer engagement for an organization.

## Typical BPM Benefits Include<sup>1</sup>:



But BPM is an ongoing process that requires a deep, long-term commitment from leaders to be effective. And despite the many benefits of successful BPM, it can be challenging! While BPM provides a blueprint for process improvement, it doesn't guarantee success. If you are considering a BPM implementation at your organization, there are five common challenges that you can prepare for - and five strategies to approach them that may work.

<sup>1</sup>:<https://www.igrafx.com/articles/why-business-processmanagement/#:-:text=A%20Gartner%20report%20states%20that,BPM%20benefits%20by%20its%20clients.>

## CHALLENGE #1

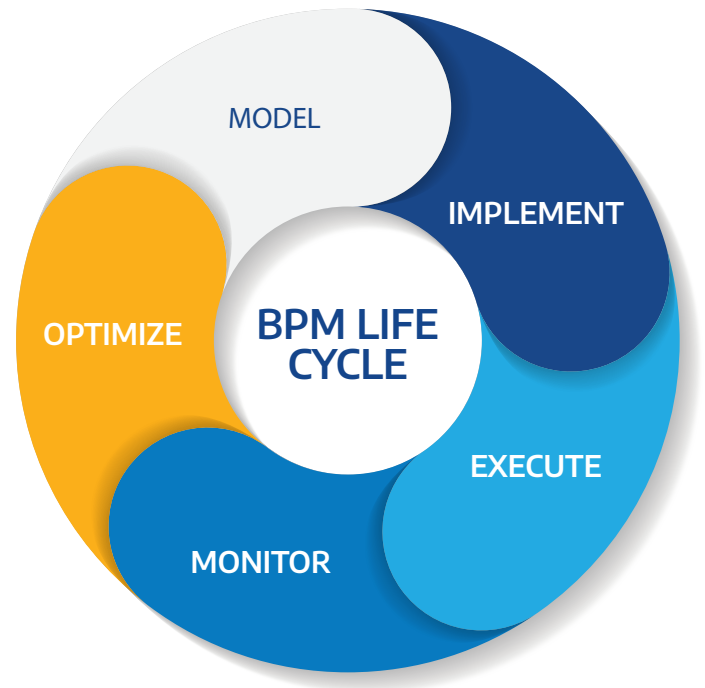
# Disengaged employees



of executives who fail at PM cite a lack of employee buy-in as a significant cause.<sup>2</sup>

### Business process management requires commitment throughout the organization:

from the highest levels of the C-Suite to key stakeholders at all levels and employee leaders on the front lines. Without this support, it isn't easy to maintain enthusiasm for the long haul - and that's what BPM is: a long haul. It is ongoing - a circle rather than a straight line - because it requires the need to continually evaluate processes even after the change is implemented, to optimize and improve across the long term.



## SOLUTION

# Change management

When a business needs employee buy-in, it requires proactive change management. Change management is a strategy for managing the human factor in business transition: aligning the company's culture, values, people, and behaviors to encourage engagement and drive results.

Autocratic, top-down imperatives may have worked when businesses were structured in a strict hierarchy. But as companies evolve to adaptive, flexible, organic structures, change must be built into the culture for new processes to be adopted and used. Otherwise, employees will fall back into old habits and create workarounds that don't drive successful BPM.



<sup>2</sup>: <https://www.cflowapps.com/business-processmanagement-statistics/>

## CHALLENGE #2

# Lack of data management and usability

92.2%

of executives reported that incorporating data-driven decision-making was challenging for their organizations.<sup>3</sup>

Data-based decision-making is a common aspiration for today's business leaders - providing a clear rationale for business decisions, experiments, and opportunities. However, much work must be done to ensure businesses are working with the necessary volume of accurate, comprehensive, and usable data. In part, this is due to informational silos, where departments have access to data that might be useful to other departments within the company, but they don't share it. Silos impact data accuracy, standardization, and duplication, making data less usable for decision-making.

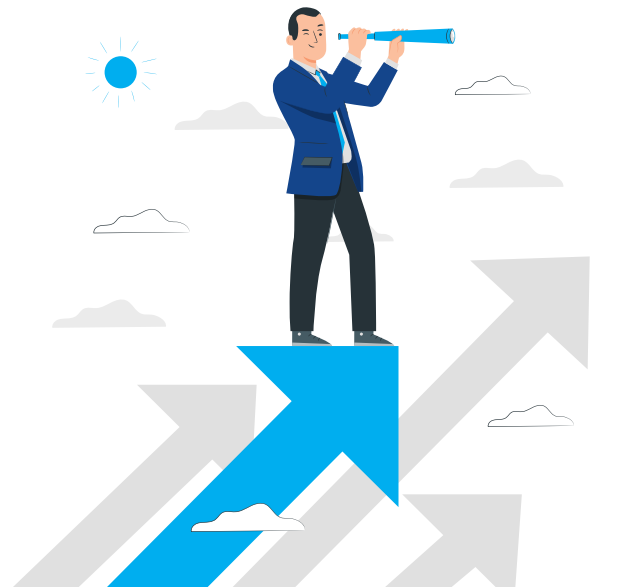


## SOLUTION

# Visibility and accountability

Part of the initial process evaluation should be determining what data is helpful across the organization, how it is gathered, and where it is held. Once completed, data can be accumulated, standardized, and centralized to be accessible and usable.

By breaking down informational silos, departments gain visibility into the data and how activities are interlinked across the organization. This improves collaboration, communication, and focus on strategic objectives. It also eliminates inefficiencies by minimizing redundancies, which can occur when different departments have separate efforts dedicated to gathering similar information. Deconstructing silos reveals these redundancies so that they can be eliminated.



<sup>3</sup>: <https://www.zippia.com/advice/big-data-statistics/>

## CHALLENGE #3

# Technology first



of business leaders are concerned that projects will not meet ROI targets because users aren't adopting technology quickly enough.<sup>4</sup>

While technology can be an essential part of business process management, it is not a solution in and of itself. Successful BPM relies on an impartial evaluation of the current state of the business, and a clear understanding of the ideal state to create a roadmap for change. Once the roadmap is clarified, technological solutions supporting that transformation can be evaluated.

A significant part of BPM is identifying operational processes that are good candidates for automation. But making a technology purchase before a complete evaluation can lead to **more problems**. It could result in investing in a product that doesn't integrate with other processes where necessary or meets current needs but needs to be more flexible to adapt to future needs.



## SOLUTION

# Evaluate, recalibrate, automate

Before even considering workflow optimization and automation software, current processes must be thoroughly examined and opportunities for improvement identified. This helps to determine the right solution with the optimal mix of automation, integration, & adaptability.

Then, the process changes should be implemented and re-evaluated to ensure that they are workable and sustainable, and that all opportunities for improvement are utilized. This three-part process helps to preserve process adoption: technology that addresses and improves processes is more likely to be used long-term than one that could be a better fit.



4: <https://www.walkme.com/wp-content/uploads/2022/08/WalkMe-state-of-digitaladoption-2022.pdf>

## CHALLENGE #4

# Lack of ownership



of survey respondents said that “improving the ability to hold others accountable in an effective way” was a top need for leadership at their company.<sup>5</sup>

Many companies lack the internal resources to assign a full-time employee responsibility for business process management. Instead, parts of the process are given to different individuals who take on BPM tasks and deliverables in addition to other duties.

This can become a problem when roles and responsibilities need to be clarified. A project can quickly lose momentum when nobody is held accountable for results. Some tasks will fall through the cracks, others may be accidentally duplicated, and effective change management becomes impossible.



## SOLUTION

# Clear roles and responsibilities

When roles and responsibilities are clarified, and each team member has committed to the result, a project has a greater chance of success. When individuals are encouraged to take ownership, they are more empowered, dedicated, and engaged - and more likely to achieve better results. Clarity also helps tie deliverables directly to the higher-level, strategic BPM goals. This keeps everyone motivated on the tasks at hand and committed to results.

Being comfortable with assigned roles and responsibilities, and invested in delivering results, is intricately linked to change management. Individuals may be accustomed to a lack of oversight, but with a thoughtful and rewarding change management process, accountability becomes a positive aspect of the job rather than a punitive one.



5: <https://galaxiez.com/2019/07/15/the-impact-ofunclear-responsibilities-and-expectations-onpeople-and-work/>

## CHALLENGE #5

# Set it and forget it



of businesses implementing BPM neglect to measure and manage processes continuously.<sup>6</sup>

One of the primary tenets of business process management involves an ongoing commitment. Even after processes are evaluated, streamlined, and improved, companies must continue measuring results, monitoring operations, and looking for new ways to optimize.

Without ongoing measurement, monitoring, and optimization, the benefits of BPM can easily and quickly be eroded. People revert to old habits, and ways of doing things, and the effort necessary to drive BPM results is less connected to a positive outcome.



## SOLUTION

# Monitor and optimize

For a BPM project to be successful, there must be an organization-wide understanding: BPM is a wheel, not a ladder. Business leaders should commit to ongoing investment in time and effort to monitor processes - including those that have already been updated - and continue seeking opportunities to improve them. In this way, BPM is integrated into the culture of the company and can continue to provide benefits over the long term.



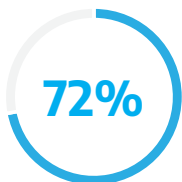
6: [https://www.bptrends.com/bpt/wp-content/uploads/Business\\_Process\\_Maturity\\_in\\_Polish\\_Organisations\\_2016.pdf](https://www.bptrends.com/bpt/wp-content/uploads/Business_Process_Maturity_in_Polish_Organisations_2016.pdf)

## Is BPM worth it?

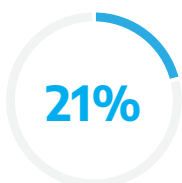
Don't be put off by the challenges of business process management. Instead, remember the benefits!



of business executives believe BPM projects have helped them **achieve organizational goals**.<sup>7</sup>



of European business executives improved **customer satisfaction** by applying BPM in their companies.<sup>8</sup>



of companies use BPM strategies to **cut costs by 10% or more**.<sup>9</sup>

**When done correctly**, BPM can improve business operations - making your employees more productive and engaged, your customers more satisfied and likely to stay, and your business more efficient and profitable. If you want to implement BPM at your company, consider speaking to Aeries Technology! Our unique approach identifies changes that have an immediate impact and, at the same time, drives long-term results.



7:<https://research.aimultiple.com/bpm-statistics/>

8:<https://newsroom.accenture.com/news/2023/among-c-suite-leaders-ai-is-top-digital-priority-in-the-path-to-operational-resilience-finds-accenture->

9:<https://www.cflowapps.com/business-process-management-statistics/>



## About Aeries

Aeries Technology (Nasdaq: AERT) is a global professional services and consulting partner for businesses in transformation mode and their stakeholders, including private equity sponsors and their portfolio companies, with customized engagement models that are designed to provide the right mix of deep vertical specialty, functional expertise, and digital systems and solutions to scale, optimize and transform a client's business operations. Founded in 2012, Aeries Technology now has over 1,600 professionals specializing in Technology Services and Solutions, Business Process Management, and Digital Transformation initiatives, geared towards providing tailored solutions to drive business success. Aeries Technology's approach to staffing and developing its workforce has earned it the Great Place to Work Certification.

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