velocity

# ENTERPRISE-WIDE PROCESS TRANSFORMATION

How to Set Up a Centre of Excellence that Maximises the Impact of Your Low-Code Process Automation Platform

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# Executive Summary

Many organisations are turning to business process management (BPM) and low-code automation platforms to connect people, systems and data across the enterprise, and digitally transform their business models. But in order for this technology to power meaningful change, broad organisational support is required. It's not just about a shift in mindset, but also about creating an environment that encourages both business and technical minds to think innovatively – and channel their fresh ideas into high-quality digital assets.

Velocity's Guide to Enterprise-Wide Process Transformation provides insights for organisations on how to make strategic technology choices and harness the full potential of these tools in order to automate more processes, more efficiently and successfully.

## Key Takeaways

● Low-code platforms empower both business and technical users to swiftly improve, automate and transform simple and complex processes.

● However, once the technology is in place, it's important to ensure that all stakeholders work together to ensure that all digital assets developed meet business, technical and transformation goals. A Centre of Excellence (CoE) can provide these guard rails.

● A well-designed and managed CoE can facilitate a more streamlined and successful approach to process transformation, provided it is built on four key pillars: Platform, Process, People and Portfolio.

● This guide explores these four components and provides advice for organisations that are looking for ways to enhance productivity, control costs and reduce project risks through a sound low-code process transformation framework.

# A paradigm shift in digital process transformation

Most organisations recognise the value of digital process transformation. In other words, they understand the benefits of using technology to automate manual tasks, digitise paper forms, streamline processes, orchestrate workflows and generate reports that provide real-time insights for better decision-making and continual improvement.

Harnessing the power of software applications to drive BPM efforts is not a new concept. But the discipline has gained fresh momentum as the workforce grows more comfortable with using digital technology in every aspect of their lives.

## Better than 'good enough'

Today, it's becoming clear that almost every process can be transformed – at least to some extent – by digital technology. But what is the best way to approach this?

One option is to invest in the programming skills required to custom-code these digital assets. But this means that business units are relying on conventional, slow and overstretched IT project delivery to create the solutions they need.

All too often, this results in apps that do not fully meet business requirements. At the same time, given the complexity of the solutions required and the pace at which these need to be rolled out, many IT departments do not have the resources to code all the assets needed from scratch. Businesses either have to deal with backlogs or turn to off-the-shelf solutions that are 'good enough' yet not a perfect fit. Sometimes, these solutions are rogue investments without IT's knowledge or support – putting corporate data security and regulatory compliance efforts at risk.

Another (more appealing) option is to move away from the time- and resource-consuming 'hand coding' approach, towards a low-code process app development platform. Low-code solutions allow organisations to create enterprise grade process apps without the need for complex programming. This helps to facilitate the rapid development and deployment of digital assets – by the IT department and other users across the enterprise.

## Closing the gap between technology and business

Low-code platforms have given rise to citizen developers. This term, first proposed by research group Gartner, describes employees who have no formal IT skills or training, yet have the tools to design and build applications, workflows and other solutions that digitally transform processes – in a way that is endorsed by IT.

Citizen developers bring a lot of value to process transformation:

They reduce the pressure that is placed on the IT department by producing their own digital assets (allowing IT to focus on the more complex projects).

They bring intimate knowledge of business and customer needs – or BPM itself – which takes digital solutions from 'good enough' to 'perfect fit'.

Overall, IT costs and complexities are reduced, while business thinkers are more involved in process transformation – helping more users across the enterprise to reap real rewards from the technology investment.

## A springboard for success

To achieve these outcomes, you need the right digital infrastructure: a low-code platform that is capable of transforming both lightweight and complex processes – all on the same platform for continuity, visibility and ease of management.

K2 also stretches existing IT investments, because it enables companies to build digital forms, apps and workflows that pull in data from Salesforce, Dynamics 365, SharePoint, Web Services, Excel and other in-house systems.

An agile, scalable low-code platform like K2 meets these criteria, making it easier for both business users and developers to build and deploy enterprise software that connects people, systems and data across all business departments, units and functions.

## Harnessing the full potential of the K2 Platform

> It's essential to remember that process transformation does not rely on technology alone. You also need a methodology for ensuring that all stakeholders use the platform optimally and strategically.

To this end, a Centre of Excellence (CoE) can provide the governance and guidance needed to harness the full potential of the technology. Without this function in place, how can you be sure that everyone using the platform will deliver digital assets that live up to expectations?

# How to Set up a CoE that drives process excellence and continuous improvement

Process transformation is a multi-faceted discipline. It's about more than adopting a new digital infrastructure. Once you have this technology in place, it's also worthwhile ensuring that your organisation as a whole is positioned to extract maximum value from this investment.

The purpose of a low-code platform like K2 is to make process transformation more accessible to more people across the enterprise – so that fresh ideas and the best minds in the business are powering change. However, with multiple business units and stakeholders involved, it's advisable to put mechanisms in place that ensure:

Everyone has the necessary skills to take full advantage of the platform

● All stakeholders are working towards the same organisational goals

● All digital assets produced are up to standard

● Expectations are managed and met

Establishing a low-code Centre of Excellence (CoE) can support your organisation in driving an efficient, consistent and well-governed approach to process transformation.

At Velocity, we have learned that successful Centres of Excellence are founded on four key pillars:

**1 | Platform**
**2 | Process**
**3 | People**
**4 | Portfolio**

All these components work together to maximise productivity, reduce costs and minimise project risks. This is not a linear exercise, but rather a cycle that constantly repeats itself, each time optimising the outcomes it produces.

## PLATFORM

Selecting the right software is the first step. Ideally, you want a platform that provides a user experience that facilitates the rapid and successful development and deployment of digital assets. K2's low-code platform is engineered to achieve these outcomes.

Platform adaptability is also key. When the software supports an agile approach to process transformation, this helps to unlock the true potential of a Centre of Excellence. The low-code approach allows digital solutions to be easily scaled across the enterprise once tested in a smaller area of the business; or quickly updated to reflect lessons learned in the CoE.

Whether you choose to migrate your processes to the cloud in the future or integrate with emerging technologies such as artificial intelligence and machine learning, natural language processing or augmented reality, a low-code platform like K2 gives you these options.

This allows you to establish a CoE that is geared towards turning disruptive ideas into workable process solutions – maintaining your competitive edge both today and into the future.

Productivity
- Process (Methodology)
- People (Outcomes)
- Portfolio (Digital Apps)
- Platform (K2)
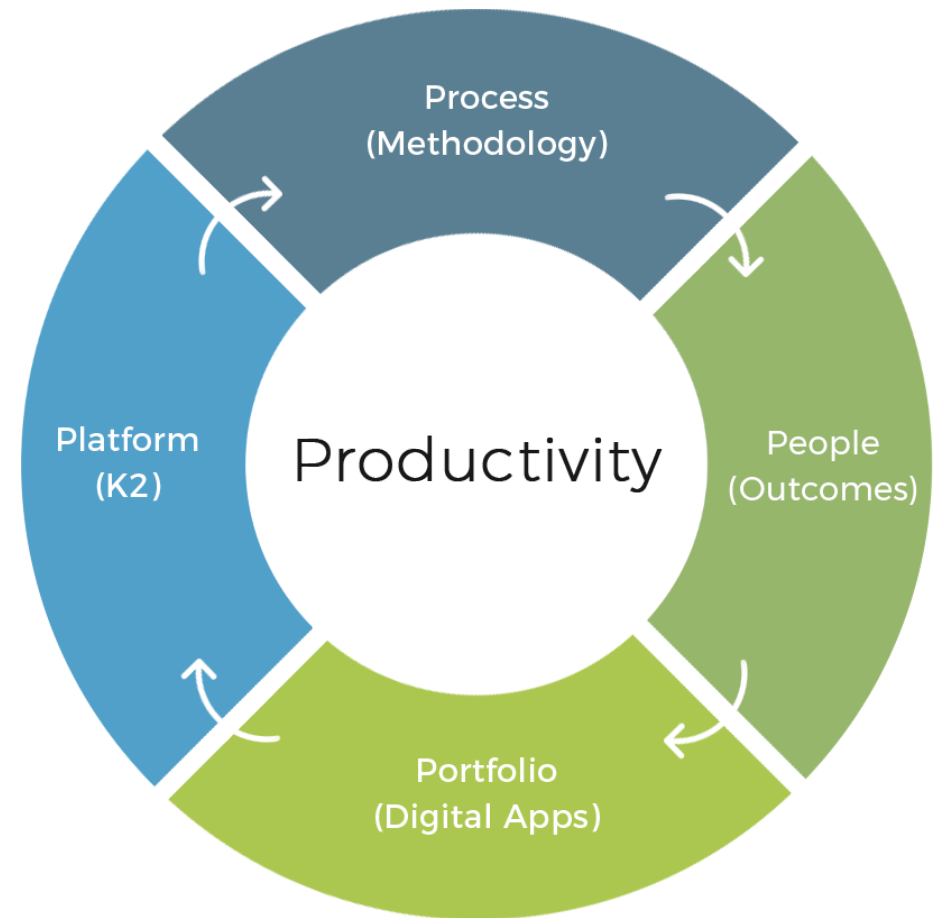
## PROCESS

A central step in building a CoE is to create a methodology that channels all innovative ideas and requests through a standardised process. This helps to deliver apps and other digital assets in optimal timescales, to the desired quality, in line with broader digital transformation goals, and in an environment committed to continuous improvement.

With a clear and well-thought-out K2 solution delivery methodology in place, all stakeholders can avoid the common pitfalls of process transformation in the enterprise environment.

These pitfalls include (but are not limited to):

- Misaligned views of business expectations of the solution

- Under-analysis of requirements leading to significant process gaps

- Wasting the technical team's time by getting them involved too early, before the process has been fully planned

- Expensive scope exclusions after development has begun

- A mismatch between process or UX requirements and relevant technology tooling

- Uncertainty of data sources

- An under- or over-estimation of the project delivery timescales

- Project time and cost overrun

Ideally, the CoE methodology should channel stakeholder inputs and outputs through the various stages of the digital asset lifecycle. These stages, which can be tailored to suit the specific organisation, could include:

**STAGE 1:** Discovery and Formulation

**STAGE 2:** Design and Review

**STAGE 3:** Specification

**STAGE 4:** Development and Configuration

**STAGE 5:** Rollout

**STAGE 6:** Support

## PEOPLE

The skills and knowledge of various stakeholders also play a valuable role in any CoE. This includes the multi-disciplinary team of experts who will collaborate in a CoE to produce the exceptional outcomes that improve an organisation's performance.

Depending on your industry and process transformation goals, these stakeholders could include business users, developers, project managers and BPM experts. It's important that all these people understand their roles and responsibilities in driving a successful CoE methodology.

This enhances accountability and ensures that everyone understands the value that the others are bringing to the table.

## PORTFOLIO

The fourth and final cornerstone of a great CoE is the catalogue of digital assets produced under its auspices – known as the digital portfolio. By maintaining this portfolio as a digital directory, where all assets are listed and housed centrally, users have full visibility into the existing apps, workflows and other solutions that are available. This avoids business units from re-inventing solutions that have already been built, tested and rolled out.

With K2, for example, it's possible to use a variety of ready-to-run workflow templates, which can also be quickly customised to add or remove specific functions.

At the same time, it's possible to take an app that another team has built and re-use components of this app as a foundation for building a similar solution for another department. These types of features dramatically reduce development timescales.

An easily accessible digital portfolio makes it easier for all stakeholders to access the assets as they need to improve corporate performance – they may not otherwise realise that there's an easier way to work if they're not aware of the process apps that are readily available to them.

# Maximise the impact of your CoE
## ENGAGE WITH A COE EXPERT

Many organisations partner with CoE experts to accelerate the successful development of their low-code Centres of Excellence. With professional support and guidance, these enterprises are able to accelerate digital transformation by swiftly building on tried-and-tested industry-standard processes, and adapting these to suit unique business needs and cultures.

> With an expert partner like Velocity, you'll gain greater confidence in your CoE strategy and the methodology that underpins it.

### Leverage our expertise to build world-class solutions

Velocity has in-depth BPM and technology knowledge. This includes 15 years' K2 consultancy experience, which makes us one of the most experienced K2 partners in the marketplace today. We are Certified K2 Masters and have a proven K2 delivery methodology that has been used to deliver K2 solutions to over 300,000 users globally.

This expertise enables us to:

● Swiftly identify business operations that would benefit from optimisation

● Recommend changes in line with realistic delivery costs and timescales

● Use extensive modelling and prototyping to ensure solutions meet the expectations of both technical and non-technical teams

● Provide support through the entire process transformation lifecycle, including ongoing project management, training, monitoring and evaluation

While we do build on best practices, industry trends and a vast library of consultancy outputs, we understand that no two organisations are the same. We approach each CoE with a creative and innovative frame of mind, to ensure each enterprise leverages K2 to its fullest potential and exploits the platform's capabilities to the maximum.

# Engage with Velocity
## BENEFITS OF PARTNERING WITH US

**Cut your process transformation costs**

**Reduce your digital asset delivery timescales**

**Control your project risks**

**Leverage a superior K2 architecture**

**Access reusable K2 accelerators**

**Build on guaranteed best practices**

Need guidance on how to best leverage the Centre of Excellence model to support your unique business goals?

Email us at **contact@velocity-it.com**
Phone us on **+44 (0) 1908545770**