Salentica Business Process Optimization

Business Process Optimization (‘BPO’) drives efficiency, operational consistency and supports growth. It also drives faster business execution, higher satisfaction levels for clients and staff and a reduction in operational risk for the firm. For many wealth firms, BPO is the first step in driving value from a wealth firm’s CRM solution. The CRM is the tool that executes the optimizations in a repeatable and consistent manner, while requiring fewer manual steps. Every business has processes. Some can be as simple as opening the mail and some as complex as onboarding a new client. The factors that drive the value of BPO include:

✓ What is the impact of the process on your clients?
✓ What is the number of steps in the process? How are they processed? Are they sequential or parallel?
✓ How many people are responsible for executing the process? The greater the number of people responsible for executing a process and the greater the number of steps, the greater the probability for exceptions and variance leading to unintended results or unmet client expectations.
✓ Is the firm growing or has plans to grow? Growth brings new people into an organization. With a lack of optimized and documented processes, new staff adopts their own processes based on past history and what they learn from talking to others in the firm.

Every firm has its own unique processes that give the firm their competitive advantage and enable them to differentiate themselves in the market. While an onboarding or cash withdrawal process may have similar steps, the specific steps, built around the people involved and the firms’ culture are what provide the differentiation and establish their unique DNA or brand to their clients and prospective clients.

Salentica Business Process Optimization Steps

Business Process Optimization is also a process. It is a defined set of steps that lead to a predictable outcome leading to **efficiency, consistency and reduction of errors**. Each step involves an analysis with the parties involved in the process, resulting in documentation that leads to the next step.

The steps in a typical BPO project include discussing:

1. **What is the intended outcome of the process?** As specifically as possible, the firm needs to define the goal of the process including measurable objectives that will serve as the benchmark for defining success. Measurable objectives may be to complete a client onboarding process within 5 business days, or a have withdrawal in the hands of the client in 2 business days.

2. **What is the process today – is it consistent?** To the extent possible, as many of the people involved in the process should be included in a meeting to review how the steps are executed today, how well the steps are understood, including the inter relationships of the
steps, and how consistently the steps are completed. The greater the number of people involved, the higher the probability that there will be multiple versions of the process. The goal is to arrive at an agreement of what the firm wide process is, which may ultimately rely on what management determines the process is intended to be.

3. **How can the process be improved?** With the process documented in its current state, the next step is to determine how it can be improved. It may be that some of the variations uncovered in the review the process of the current state, may be incorporated into the process as a standard step. Understanding and documenting the process enables all participants to help identify, discuss and agree on improvements.

4. **What are the exceptions?** Exceptions will happen and need to be accounted for. As part of the BPO process, anticipated exceptions should be identified and processes defined to deal with. The process for the exception may be as simple as escalating an issue to an identified manager to deal with. The goal for the firm is to enable exceptions to be handled efficiently their own routine process. One of the big differentiators for firms with best in class service is how they deal with exceptions as the handling and resolution is what remains in the mind of the end client long after the issue has been dealt with.

5. **Who owns the process?** Every process should have an owner. If there is a need to improve a process, someone needs to be responsible for ensuring it occurs. The owner also needs to be responsible for ensuring the process is executing across the firm as expected and is updated to reflect new firm approaches, legal or compliance requirements. The owner is continually looking for improvements to drive efficiency, consistency and business execution.

6. **Document process along with exceptions:** Documenting the process is critical so there is a consistent understanding and execution across the firm. For anyone who has played the game where a message is whispered from one person to the next and then compared at the end to the original message, it is easy to understand how a firm's process can be misinterpreted and evolve to something unintended when it is not documented and available for everyone to access.

7. **What parts of the process can be automated:** The final step in a BPO project looks at how technology, CRM in many cases, can be used to drive efficiencies, repeatability and lower errors. Too often firms look for technology to fix business process problems. In reality, CRM solutions are enablers. They enable the firms with the best processes to execute faster and more cost effectively. With the BPO steps completed above, the next step is to determine the components of the process that can be automated through tools such as Workflow. One of the biggest drivers of user adoption can be Workflow as it saves
advisors time and effort by automating routine tasks, providing more time for client management and business development.

With an optimized and documented business process, CRM workflows can typically automate the steps such as creating the tasks for a process and then creating and assigning them in the order defined by the process. Exceptions can be routed automatically as defined in the process and overdue tasks can generate alerts to ensure they are completed. CRM dashboards and reports can provide users and management with the views needed to confirm achievement of the target goals defined for the process. With faster and more efficient business execution, advisors have more time to service clients and build their book of business.

Next Steps

Business Process Optimization can provide significant benefits as well as driving higher client and employee satisfaction by enabling the firm to meet expectations on a consistent basis. Many firms have the technology today with tools such as the Microsoft CRM. The challenge is to turn capability into results. Salentica’s BPO project team can assist with the BPO process execution and documentation process. Salentica’s professional services team are experts in implementing wealth management practices into a CRM deployment. The team can leverage their years of experience working with the Microsoft CRM to help firms implement the workflows, dashboards and reports to leverage the capabilities of the CRM to achieve the benefits of the BPO process. Contact us today at sales@salentica.com