

CASE STUDY:

Punch Taverns

Punch Taverns is one of the United Kingdom's leading leased pub companies with a portfolio of more than 4,000 leased pubs. The company invests heavily in its pubs and relationships with lease Partners. Through investment and industry knowledge, Punch Taverns' goal is to be the highest quality, most trusted and best value pub partner in UK.

CHALLENGE

Punch Tavern's goal is to preserve the unique character of each leased pub, while maximizing each pub's commercial viability and unique experience. Every pub in Punch's portfolio remains branded and presented as its own business. This allows individual pubs to serve their local community, preserving the unique heritage of pubs in the UK, according to Kevin Dalley, Business Process and IT Director at Punch Taverns. Pubs have been part of the UK culture for hundreds of years, but they are not immune to the current pace of change in society. If pubs are going to continue to succeed they will need to continue to adapt.

"In the past, pubs were the main leisure options for people, but today there is so much more that compete for time," said Dalley. "We actively support our partners to help them run successful pub businesses. This is complicated by the geographical challenges of our pubs and our distributed workforce."

In light of these factors, Punch Taverns' looked to modernize the systems running its core business to accelerate operations, increase lease Partner engagement, and optimize business performance. The company's legacy systems for evaluating potential new property investments, managing investment and refurbishment processes, initiating short and long term pub leases, and managing the on-going lease Partner relationship was highly manual and paper-based. Punch required faster digital processes, better insight into aggregated enterprise data for smarter decision-making, and mobility to free their field employees (about half of Punch's workforce) from the home office desktop.

APPROACH

Punch Taverns decided to address its operational challenges through a cloud-based Business Process Management (BPM) platform. Leveraging BPM would allow the organization to accelerate smarter decision-making and business actions across core processes to improve business performance and increase stakeholder satisfaction. A cloud-based solution would ensure lower Total Cost of Ownership through speed of deployment to stakeholders, as well as internal IT resource reduction overtime.

In addition to cloud delivery, Dalley viewed BPM as a way to improve collaboration, integrate mobility, and access enterprise data to create an application platform internally which would also include Punch's pub Partners. Email-based communication was inefficient, error-prone, and created delays, so improved methods of collaboration were also needed. Enterprise data such as legal documents and certificates needed to be better accessed to improve the speed and quality of transactions between Partners and Punch employees.

"We looked at an agile approach for delivery of process improvements and which software capabilities could help address this," said Dalley. "We examined individual process needs and how we could blend each together to put our business transformation into action."

SOLUTION

Punch Taverns selected Appian's enterprise application platform to bridge existing business process gaps, whilst accelerating the speed in which investments were made, and improve engagement with pub Partners. Punch Taverns



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first applied Appian Cloud to accelerate the complex underpinnings of property investment, including everything from marketing assessments and property planning to financial case development and detailed project management.

Core to the company's business transformation is the use of Appian Records as a CRM solution to centralize pub data, allowing mission critical information to be made available for workers at headquarters and in the field. According to Dalley, Punch Taverns is radically changing its view of the relationship between enterprise data and business process to achieve the full value of Appian's application platform.

For social collaboration, the organization leveraged process updates through Appian's intuitive newsfeed interface which serves as an event stream to create rapid awareness, knowledge and action. The use of the Appian newsfeed also makes all data, related collaborations, and process execution available through Appian's native mobile app, which is essential for a mobile workforce.

"Appian helps us bring innovation into our business in a way that we can easily consume it," said Dalley. "Using innovative technology, we can operate faster, with increased business results. What we were able to do with Appian completely changed our working processes."

RESULTS

By driving automation, mobility and data access, Appian has enabled Punch to increase its capability to deliver investment within its pub estate. In 2011 – 2012 (prior to using Appian), Punch Taverns was able to support £38M in investment across 400 pubs. Appian has increased Punch Taverns' business metabolism significantly, allowing Punch to invest £48.5m in 476 pubs in 2012 – 2013.

Appian's integration of process management, enterprise data navigation, native mobility, and social collaboration has delivered a single application platform to accelerate

smarter decisions and business actions within Punch Taverns. Business applications deployed include Property Portfolio Management, Capital Investment Analysis, and Partner On-Boarding. In some cases, property management processes have been streamlined such that documents can be developed, signed and completed in 10 minutes. This could take up to several days with the previous manual process.

Applications deployed have led to smarter, faster decisions and actions across the entire Punch Taverns business including:

- Matrix-based implementation of geography and functionality which was made live in just three months, connecting employees to pub data and allowing work to be done from any location;
- Enhanced Real Estate Management in the retail and hospitality sector;
- Ease of integration with third parties using APIs – Particularly valuable for Temporary Pub Agreements;
- Automation of communication to partners via "Green Accounting" system, resulting in savings on postage and stationary costs and time.

"Appian is enabling us to make a steep change in our business processes," said Dalley. "This is allowing us to respond to an increase in regulation within our sector while improving our efficiency and speed."

The Appian Cloud platform is very flexible and supports our agile development approach. Appian's innovative capabilities in data access and mobility support us in providing the best service for our pub-management partners.

- Kevin Dalley, Business Process and IT Director, Punch Taverns

Appian

Appian provides a leading low-code software development platform that enables organizations to rapidly develop powerful and unique applications. The applications created on Appian's platform help companies drive digital transformation and enables competitive differentiation.

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