BPM INSTITUTE'S
BPMSTRATEGIES ℠

Strategies and Solutions for Business Process Management Professionals

Inside:

BPMInstitute.org ℠   CIO Custom Publishing

The Official Publication of the BPM Institute

Best Practices in Business Process Management

BPMInstitute is pleased to bring you the inaugural issue of BPM Strategies—the only publication dedicated to best practices in Business Process Management.

This publication will serve as the voice of the BPM Community and is designed specifically for business and IT leaders charged with leading their organization's process innovation efforts. Additionally, BPM Strategies will facilitate the development of an accepted Business Process vocabulary to be utilized by organizations at large.

Future issues of BPM Strategies will profile best practices and lessons learned from actual implementations from the most innovative Business Process organizations.

As more and more organizations seek to improve their responsiveness to changing business conditions—they are increasingly turning towards Business Process Management strategies, methodologies and solutions to enable their transformation to a truly adaptive organization.

The concept of a process centric organization isn't new. However, what is new (this time around) is that a wide selection of robust tools to support these efforts are now readily available. In fact, in many ways the current crop of BPM solutions and technologies are actually ahead of the traditional corporate mindset. Until senior executives "get religion" on becoming a process centric organization—the development, growth and benefits of business process management will remain unrealized.

BPM Strategies will support the efforts of BPM champions and "Idea Practitioners" (as coined by Tom Davenport) by demonstrating the benefits attained through the adoption of process centric approach.

I would like to personally thank each of the contributors in this issue for demonstrating their commitment to the overall Process Community and for their contribution to our growing knowledge base of process management thinking.

Best regards,

Gregg V. Rock
Editor & Founder
grock@BPMInstitute.org

P.S. BPMInstitute goes to great lengths to ensure that the information we provide our members is valuable, educational and unbiased. I welcome your feedback, so please email me directly regarding topics you would like to see us address.

ABOUT BPMINSTITUTE.ORG:

BPMInstitute.org's mission is to leverage the collective genius of our members, industry thought leaders and experienced practitioners. We endeavor to expedite the adoption and implementation of business process management solutions and practices. We will facilitate knowledge sharing amongst BPM professionals on a 365/24/7 basis, as well as providing insight to the latest development and advancements through real-world case studies.

The CIO's Primer to Business Process Management

BY JANELLE HILL

SUDDENLY ALMOST EVERY SOFTWARE VENDOR is talking about BPM. For the uninitiated BPM can mean business process management, business process modeling, business performance management, business performance measurement, beats per minute–oops! (Sorry, I was a music major.) In truth, all of these concepts are intimately related. Their common theme is enabling enterprises to become more adaptive. An adaptive organization can adjust its operational business processes in near real time to capitalize on opportunities, avoid threats and maximize corporate performance. This article will define BPM concepts and technologies. With this foundation, CIOs will be able to assess the importance of adaptivity to their enterprise's business model and decide whether they should pay attention to or ignore (at least for now) the BPM hype.

Business process management (BPM) is both a business concept and an emerging technology. The concept is to establish goals, define a strategy and set objectives for improving particular operational processes that have significant impact on corporate performance. It does not imply re-engineering all business processes. Business performance management and measurement (two other BPMs) emphasize using metrics beyond financial ones to guide business process management strategies. BPM the concept is not new; multiple process management methodologies such as Six Sigma and Lean Manufacturing exist. However BPM technology is fueling a renewed interest in process thinking. New BPM technology can help manage in real time all of the resources (human and machine) and information used in an end-to-end business process.

Of course software has long been used to automate tasks and reduce manual interactions. Thus it is important to distinguish business processes from IT applications. A business process is a sequence of activities performed by people and machines necessary to produce a desired result. It is initiated by the arrival of work (such as a phone call, faxed order or timing event) which triggers the

Alignment is the Key to BPM Success

BY TOM FIELD

It's all about alignment.

Whether you're discussing how to set IT priorities, how to integrate disparate systems, or how to automate and manage core business processes … it's all about alignment. It's about ensuring that people, systems and processes share a common language and objectives, and that their goal is to ensure maximum business value.

For nearly 17 years now, *CIO* magazine has preached the gospel of IT/business alignment, and the effort clearly has been successful. CIOs who sit in the executive suite are now the rule, not the exception, and it's a given that these IT leaders align their efforts with the greater goals of the business.

Now it's time to ensure that IT systems and business processes line up behind their leaders and achieve the same level of alignment and functionality.

Strides have been made, no doubt. Motorola and GE popularized the practice of Six Sigma in the 1990s, and countless enterprises today practice variant versions of aligning and managing core business processes.

Yet, there is still much to discuss, and new ideas to exchange. This dialogue continues online at BPMInstitute.org and in person at BrainStorm's Business Process Management Conference Series. BrainStorm's BPM Conference is coming to San Francisco (June 22-23) and New York (November 3-4) and is Co-Chaired by:

- Janelle Hill, Program Director - Integration & Development Practice, METAGroup
- Brett Champlin, President of the Association for Business Process Management Professionals (ABPMP.org)

Again, it's all about alignment. As we align our thoughts and conversations about these core topics, we prepare ourselves and our organizations for the changes they need to undergo to achieve optimal IT/business alignment and, ultimately, more effective and efficient business processes.

Tom Field, former Executive Editor of CIO *magazine, is Director of Content Development for CXO Media's Custom Publishing Group.*

A Healthy Business Needs an Enterprise Process Management System

BY BRETT CHAMPLIN

It is not necessary to change.
Survival is not mandatory.

— W. Edwards Deming

ENTROPY HAPPENS. Just as you have to pay attention to managing your own long term health and wellness, you have to manage the health of your business. And, the health of your business is determined by the health of its processes. If you don't have a process management system, then you don't have a coordinated plan to ensure the business's long term viability.

Consider the following medical model for diagnosing your business's process health and prescribing a long term wellness plan.

- **Perform a Preliminary Assessment**
- **Determine the Patient's Health Goals**
- **Diagnose the Patient's Health**
- **Reassess the Health Goals with the Patient**
- **Develop a Treatment/Wellness Plan**
- **Prescribe Treatment(s)**
- **Schedule Follow Up Visits**

Assuming that the situation isn't a life-threatening emergency (that would involve some rapid responses to just get the patient to a stable condition for further assessment), you need to take some basic measures. For a medical assessment, that would involve measuring your height, weight, pulse, breathing rate, temperature, and blood pressure. A preliminary assessment of a business process might involve measuring the cash flow, market share, industry position, revenues, operating costs, and business cycle.

"What seems to be the problem?" Just as the doctor needs to determine the patient's complaint, we need to understand the known problems or 'pain points'. And like the doctor, we then ask a lot of questions to elicit any additional conditions or symptoms that will help us understand the immediate health goals.

To make a diagnosis, often, more specific measures need to be taken–blood tests, x-rays, EKG, ultra-sound, MRI, etc. The medical diagnostic model is to assess the symptoms, identify the disease(s), and determine the etiology–the environmental conditions that might have caused the disease. And finally, the doctor will assess

Integration is the Key to Successful Process Management

As the leading independent provider of integration software, TIBCO provides one of the most comprehensive solutions for enterprise-scale business process management. Among the many companies that have benefited from TIBCO's BPM software is Daisy Brand, a leading manufacturer of sour cream products.

Using TIBCO's business integration and process management software, Daisy Brand's IS team deployed a workflow for order management in only three weeks. The workflow manages the order process to ensure that orders move forward within the set timeframe. Every time an order proceeds to the next step in the process, TIBCO's solution records that information and provides data that can easily be transformed into performance metrics.

"If an order is supposed to ship out within a certain number of hours and hasn't been completed, we can use TIBCO's solution to trace that order and get it moving," said J. Kevin Brown, information systems manager, Daisy Brand.

In addition to improving the efficiency of order processing at Daisy Brand, TIBCO's solution enables the company to more flexibly accommodate customer needs. For example, a retail customer might change an order after it is sent to the warehouse— perhaps to request that the order ship on a different day or with a different amount.

The TIBCO-based system sends an alert to immediately notify the warehouse that the order has been modified so the logistics team can quickly implement the change.

"In the past, order changes presented a logistics challenge," Brown says. "But now, it's all automated, and we can accommodate our customers immediately."

To learn more about the value TIBCO has delivered to Daisy Brand and over 2,000 other companies around the world, visit http://www.tibco.com/customers

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The Power of Now®

FileNet Business Process Manager: The Path to Better Decisions, Faster

Processes are the paths of decision making–some are simple, others complex. Managing the flow of work, and information, along these process paths determines the speed, agility, and quality of decision making. That's why streamlining and optimizing processes determines the success of organizations.

Companies utilizing the right Business Process Management (BPM) solutions are conquering these challenges to gain a true competitive edge by automating, integrating and optimizing critical business processes at every level of their organizations. Today, FileNet Corporation's Business Process Manager is providing organizations of every kind with the comprehensive process management capabilities—including advanced analytics and simulation—needed to be successful.

TURN BUSINESS PERFORMANCE INTO COMPETITIVE ADVANTAGE

One of Filenet's Enterprise Content Management (ECM) solutions, FileNet Business Process Manager is a proven answer, helping turn business performance into a competitive advantage by:

- Increasing agility and accelerating responsiveness to customers and changing market demands
- Optimizing operational efficiency and resource utilization
- Enforcing corporate standards and improving process consistency
- Shortening process cycle times while enabling better decisions
- Reducing complexity of integrating people, processes and existing systems

Standards based, flexible and customizable to a wide range of industries, FileNet Business Process Manager is a proven solution that controls the flow of work throughout the business by streamlining, automating, and optimizing business processes.

Easily deployed, its event-driven architecture has the flexibility and scalability to handle the most complex business processes—involving millions of transactions, thousands of users, and multiple business applications creating a unified business process management infrastructure that connects users and applications. Real time and historical tracking of these processes combined with process analysis and simulation capabilities allows maximum utilization of resources and process optimization.

Business Process Manager is based on the FileNet P8 architecture, offering enterprise level scalability and easy integration with other enterprise applications.

DELIVERING SIGNIFICANT ROI

FileNet Business Process Manager has delivered significant return on investment for FileNet customers including:

- Decreasing loan processing decision cycle time from 7 days to just 7 minutes
- Automating the monthly payment of over 30,000 invoices to streamline operations and take full advantage of early-payment discounts
- Reducing Human Resources costs by $1 million by providing employees with automated services and self-serve resources
- Saving $3 million a year by driving high-performance processes and optimized workflow throughout a government agency

Korea's second largest bank, Woori Bank, is using FileNet Business Process Manager to speed loan processing, enable branches to focus on customer-facing activities, and boost employee morale.

Additionally, by improving workflow and reducing document retrieval time from multiple hours or days to 1-2 seconds, loan processing time has been cut in half—from six days down to three days. As a result, customer satisfaction has increased dramatically. Also, workflow automation has reduced staffing needs and minimized human errors, saving both time and money in the process.

With FileNet, Woori Bank has strengthened its competitive position and expects loan closing business to increase to US $115 million a year. Additionally, the company has calculated cost reductions nearing US $3 million a year for new business and US $18 million in headcount and operations savings. The bank also anticipates a business boost of US $23 million as a result of quicker turnaround times.

"Prior to implementing the solution, our branch office staff spent only 30% of their time on customer facing activities such as sales and customer service," reports Ju Lee, Head of the Business Process Re-engineering team for Woori Bank's Information Systems. "Today, they are spending as much as 70 percent of their time on similar activities. As we are now more focused on our customers, we are able to react much faster to changing market needs."

HELP COMPLYING WITH REGULATIONS

Because enforcement of policies and standard operating procedures are essential for complying with a host of new government regulations and enforcement initiatives, BPM is becoming an indispensable element of a compliance solution.

By integrating content and processes to immediately identify and initiate response to material events, FileNet BPM helps to reduce response time, ensures efficiency and process control, and helps companies address compliance initiatives.

One FileNet customer, a global Financial Services company, is implementing FileNet BPM at the heart of its Trade Processing solution to help ensure compliance and governance. Expected benefits include:

- Avoiding issues resulting from errors and misplaced transactions
- Eliminating lost documentation
- Ensuring accurate processing of trade transactions
- Enhancing regulatory reporting and analysis
- Enabling comprehensive tracking of activities

The customer will process over 8 million trades per year in the FileNet system, across multiple geographies, including sophisticated trade prioritization based on currency fluctuations. The implementation will ultimately substantially reduce operational risk due to the process visibility and tracking accommodated by FileNet BPM.

FileNet Corporation helps organizations make better decisions by managing the content and processes that drive their business. FileNet's Enterprise Content Management (ECM) solutions are designed to help companies manage the content and business processes that must come together to improve the way decisions are made—by individuals, across project teams and departments. Filenet's comprehensive solutions allow customers to build and sustain competitive advantage by managing content throughout their organizations, automating and streamlining their business processes, and providing the full-spectrum of connectivity needed to simplify their critical and everyday decision making. •

BPM and Executive Mindsets

BY ANDREW SPANYI

ANALYSTS ARE BULLISH on the potential for business process management, or BPM, software. Some industry estimates are calling for sales of BPM software to reach $6.3 billion in 2005, up from $2.5 billion just a couple of years ago.

But skeptics wonder whether companies will achieve a real return on investment with this new enabling technology, or whether the same mistakes will be made all over again.

While there are many other factors, arguably the single greatest obstacle to getting the most out of BPM enabling technology is the traditional mindset of senior executives. The traditional functional paradigm, where executives view their business as boxes on an organization chart, and IT practitioners see the business landscape as a set of applications and platforms, has done more to impede customer focused, business performance improvement over the past two decades than almost any other factor.

Organizations who wish to get the most out of the evolving BPM technology will need to begin by looking at the business from the outside-in, from the customer's point of view as well as from the inside-out. This involves concerted and collaborative effort by the executive team in explicitly defining customer requirements, typically in terms of value, quality and timeliness.

In light of the undeniable and simple truth that work gets done through cross-functional business processes, thoughtful executives will recognize that articulating strategy in business process terms facilitates IT project definition, implementation and communication. This requires assessing the gap between current and desired performance in business process terms, and developing a business process management plan which clearly indicates the ownership of the enterprise-level business processes and the required degree of improvement for strategic business processes and the enabling role of information technology.

Unless leaders adopt a more adaptive mental model, the traditional ways of thinking will stand in the way of deploying BPM technology to improve the flow of those cross-functional activities which create enduring value for customers and shareholders.

Andrew Spanyi is the author of Business Process Management is a Team Sport, Play It to Win! *Visit the book's website at www.anclote.com/spanyi.html. He has worked with executive teams for nearly two decades, assisting them in transforming the way they tend to think about their business. You can contact Andrew at andrew@spanyi.com or (905)302-4061.*

Business Process Performance
Doesn't Have To Be This Hard
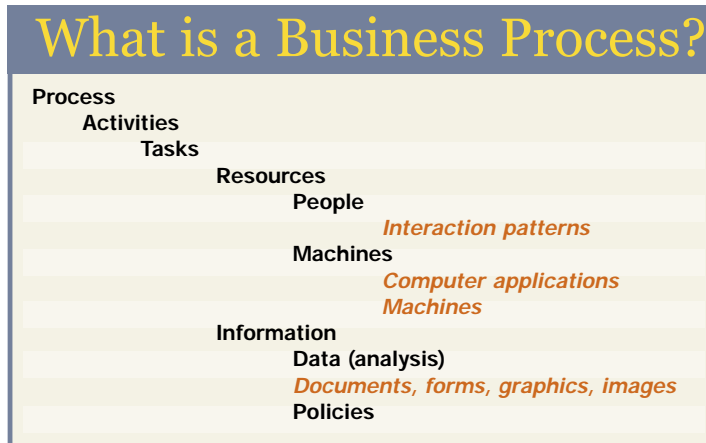
sequence of operational activities. An application is a logical grouping of tasks automated by a computer, with the objective of reducing or augmenting human interactions. Thus an application is a subset of the tasks of a business process. The human-centric activities of a business process have largely been un-automated (although some organizations use workflow automation to manage electronic work queues.) Figure 1 depicts these relationships.

A business process management suite (BPMS) is a new development environment that enables business users to collaborate with IT professionals in the design and development of optimized business processes, not applications, thus reducing the communication gap between business and IT. Ideally a BPMS supports a business process modeling (another BPM) environment that is shared by business analysts or process engineers, IT architects and programmers. The modeling surface or palette exposes increasing levels of technical capabilities to support these roles. Unlike earlier code-generating tools, the modeling environment creates XML metadata that describes how logic (both new and existing), data and human interactions should be sequenced and instantiated at run time. Changing a business process requires changing the graphical model, regenerating the metadata and redeploying process instances. This is a much simpler and faster approach to changing how work gets done. This faster rate of change to operational best practices is what enables an organization to become adaptive.

To become an adaptive organization requires leadership and change management more than technology. People will need training and new performance incentives to drive new behaviors. CIO's have a unique perspective and opportunity to be enterprise change agents, having visibility across organizational silos and experience with other major technology driven changes (ie ERP, CRM). In organizations where time or cost to adapt business processes constrains business performance, the CIO should encourage the CEO to define a BPM strategy and become an early adopter of BPM technology. •

What is a Business Process?

```
Process
    Activities
        Tasks
            Resources
                People
                    Interaction patterns
                Machines
                    Computer applications
                    Machines
            Information
                Data (analysis)
                Documents, forms, graphics, images
                Policies
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Janelle Hill is Co-Chair of BrainStorm's Business Process Management Conference Series. She has over 20 years of IT experience and is an industry expert on software infrastructure. She has held both technical and management roles in software architecture, database development, IT operations, and product marketing and sales. As lead middleware analyst for META Group, Ms. Hill advises user and vendor clients on the evaluation, selection and implementation of middleware products, market trends, competitor analysis, Web services standards and trends, SOA best practices, and strategies for building an adaptive infrastructure to enable business agility. and Ms. Hill has an MBA from NY University/Stern School of Business and a BA from Barnard College/Columbia University.

Innovating with Processes

Executive teams are seeking ways to dramatically improve and innovate operations in both daily and strategic tasks. But with decades of process technology, Six Sigma and other popular reengineering approaches, real-life results remain illusive.

Exigen was founded to break this trend by guaranteeing measurable financial results through state-of-the-art innovations for business processes. Our approach leads off with a rigorous business process assessment to identify and prioritize key opportunities for delivering the greatest value measured against corporate objectives. Experience tells us that within service industries there are five types of "operations leaks" to be measured:

- Processing leaks during hand-off or routing of work to other departments
- Productivity leaks within tasks that rely upon manual or knowledge-worker intervention
- Accuracy leaks when complex or precise decisions are required
- Sourcing leaks when work cannot easily be moved from one location to another
- Capacity leaks when a fixed-cost infrastructure is not amortized over additional transactions

exigen
www.ExigenGroup.com

Exigen's industry-specific business process software and services are able to cure these operations leaks, giving sales people more time to sell, allowing back-office personnel to be more productive, and enabling management to have greater control at the helm.

Most importantly, Exigen establishes a continuous improvement capability for business processes founded on a business case that aligns management objectives, operational processes and the underlying technology. Together, business and IT are able to lower risks and maximize returns for operational initiatives.

Process & Policy:
A New Application Paradigm

A profound change is occuring in application architecture which promises to deliver more significant benefits to business than is possible with existing applications. Historically, applications have been developed using a database schema and function points as the center of design. However, a fundamental change in application design is about to create a major rethink in the way that applications are developed, deployed and maintained within organizations. This has major ramifications for both the actual and perceived value of business applications within the enterprise.

In this new architecture, business processes are the center of design with applications being created though the orchestration of components and the injection of rules. Businesses use processes and policies (rules) to determine how work is performed. The manner in which work is undertaken within organizations is arguably what differentiates one company from another. It is the basis for innovation, brand differentiation and competitive advantage.

Applications are used to automate work and improve productivity. The application's core logic dictates how work is initiated, performed, moved through the organization, approved and completed. It is the core logic describing process and policy which defines how work is moved and decisions made (approvals). Unfortunately, this logic is so embedded within the compiled monolithic application code, that effecting business change is prohibitive, slow and costly.

Any change in the way work is managed requires the supporting application logic to be changed. This means recoding the application by the IT organization. By the time the changes to the application logic have been made, and the application recomplied, tested and deployed, the change may be obselete. The cycle can be never ending and is a significant barrier to ongoing productivity improvements, competitive advantage and innovation.

This disconcerting situation will become a thing of the past with the emergence of business process applications (figure 1). These new and very different applications are created by the real time assembly of application components which are orchestrated by business processes into which policies are injected as part of the process flow. Orchestration is accomplished by a business process management system underpinned by a services oriented architecture.

This new application architecture (figure 2) effectively separates the business logic from the other application logic. In doing so, and by providing intuitive, familiar and easy to use process diagrammers and rules editors (figure 3), control of the business is now placed where it belongs - in the hands of the business. Changes to processes and policies can be made quickly by those who are directly responsible for them and then have these reflected immediately in applications across the enterprise.

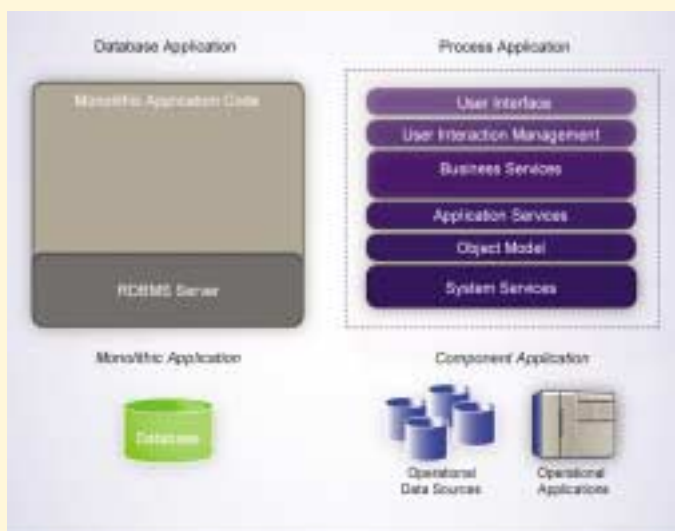This innovative change in the design and form of applications

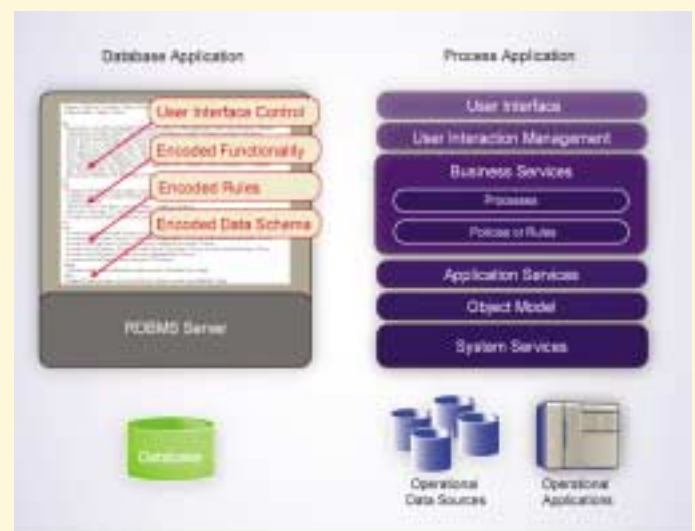**Figure 1. Database & Process Applications**

Figure 2. Separation of Business Processes & Policies (Rules)

is delivering significant business improvements for leading adopters. The automation and orchestration of end to end processes is enabling efficiency improvements by 30% or more as errors, handoffs and cycle times are reduced. Productivity increases of 25% or more can occur through reduction in training time and costs, while reductions in turnover have been achieved by empowering staff to make timely decisions in managing customers. Business risk is also mitigated through the correct processing of work, which also improves consistency, compliance and quality. Customers experience more efficient and effective interactions, improving satisfaction and retention. IT organizations also benefit through application component reuse, while leveraging and modernizing existing applications and systems, which reduces costs and improves productivity,

Arguably however, the most significant benefit provided by this new application architecture is that of business flexibility in managing change. Processes and policies can be changed rapidly and deployed in a fraction of the time than is possible with monolithic data centric applications. This is providing leading enterprises with a powerful new capability. The business can become more agile and adaptable than was previously possible; more innovative, as it is able to act quickly; more competitive, as it can respond faster to market forces and industry or government legislation.

These results herald the beginnings of a fundamental change in the way applications are developed, deployed and maintained. New
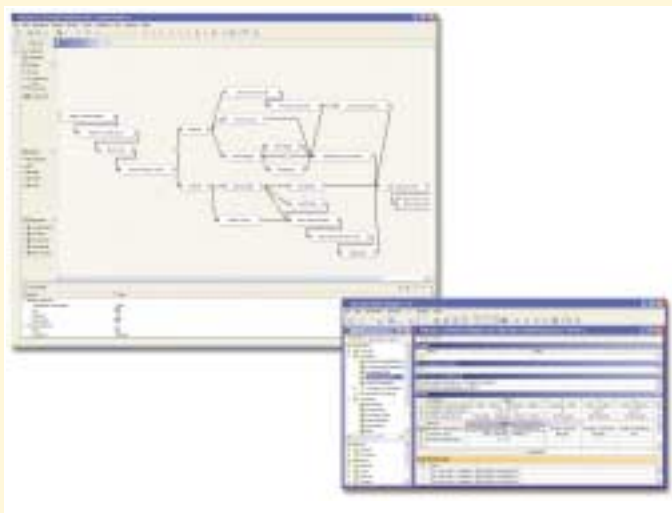

Figure 3. Chordiant's Business Process Designer & Rules Editor

process applications reflect, at long last, the unique ways in which businesses really operate. The ability for business people to manage and change directly the application's business services is a significant break through, freeing the business from the constraints imposed by previous application design. As a result, organizations are now in a better position to witness significantly greater return from their IT investments, and to be able to utilise this to create greater value for their employees, customers and shareholders.

the patient's long-term health risks. For a business process, this might involve identifying known problems, process performance, the business environment and long term viability. Specialized tests might need to be performed to get more specific measures around things like cycle time, resource utilization, defect rates, waste, customer retention, etc.

Just as a physician has to understand how all of the body's systems work together and the patient's age and maturity, we need to understand how all of our business processes interact against a capability assessment model. This leads us to a reassessment of the overall health and wellness of our business processes and lets us determine a realistic prognosis and treatment plan.

After this we can prescribe specific treatments such as process redesign, cycle time optimization, retraining, reorganization, etc. Typically it will involve more than one of these and will need to be a part of a long term process management program which could be Six Sigma, quality management, supply chain management or some combination.

Ultimately, we need to ensure that our process management system will be aligned to the level of performance health we want to

achieve and maintain. Just like any other management system, how we automate and informate the process management system will have a lot to do with how well your processes will be able to adapt to change which is the key determinant in your business's long term health and well being.

Brett Champlin is Co-Chair of BrainStorm's Business Process Management Conference Series and President of ABPMP.org. Brett is an internal Process Consultant with a large insurance firm where he leads business and IT process redesign projects. He led the development of an enterprise process model repository and the selection of the enterprise process modeling, analysis and design tools. He has over 20 years of experience working in Information Systems and Management. He has an undergraduate degree in Computer Science from Roosevelt University and an MBA from Illinois Institute of Technology (IIT). Brett is a Certified Computing Professional (CCP) with proficiencies in Information Management, Systems Development, Software Engineering and Data Resource Management.

BrainStorm's Business Process Management
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2004 Event Schedule

San Francisco
June 22-23

New York
November 3-4

"... Although BPM technology is new, process thinking is more advanced. Our conference will help practitioners align their business process improvement strategies and projects with the state of technology for the next few years."

Janelle Hill
Conference Co-Chair & Program Director
Integration & Development Practice
METAGroup

"...This is a great opportunity for those of us who do process work to come together to share our experiences and hear the latest from one of the top research firms.
As this discipline continues to grow and be recognized, it is important to have a venue like this where people can come and learn from the leading practitioners and industry analysts about what is really going on and what really works."

Brett Champlin
Conference Co-Chair & President
Association of Business Process Management Professionals

BrainStorm's Business Process Management Conference Series will provide guidance and insight to Business and IT leaders looking to model, monitor, manage, optimize and innovate critical business processes in 2004.

BrainStorm's Business Process Management Conference Series provides a forum where conference attendees, industry experts and vendors work together to shape winning solutions and strategies. Extended educational sessions detail the latest technological advancements, proven "Best of Breed" solutions and trends in business process management.

Featuring a dedicated **Business Requirements Track** *for Senior Executives charged with leading and managing their organization's process innovation efforts.*

Keynotes, breakout tracks, case studies, solution panels, interactive workshops and working sessions tackle the key issues including:

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- BPM Triage: A Health and Wellness Model for Enterprise Business Processes
- Creating a Process Oriented Architecture
- Understanding Modeling Standards
- Process Performance Analysis
- State of BPM Technology
- BPM Suites vs. Best of Breed Solutions
- Selection Criteria: Matching the Right Tools for the Job
- Business Process Innovation
- Leveraging Industry Specific BP Templates
- Building The Process Centric Company
- Process Ownership and Change Management
- Achieving Compliance Through BPM
- Advantages of Rules Driven BPM
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