

# BPM – Project to Program

Bounthara Ing

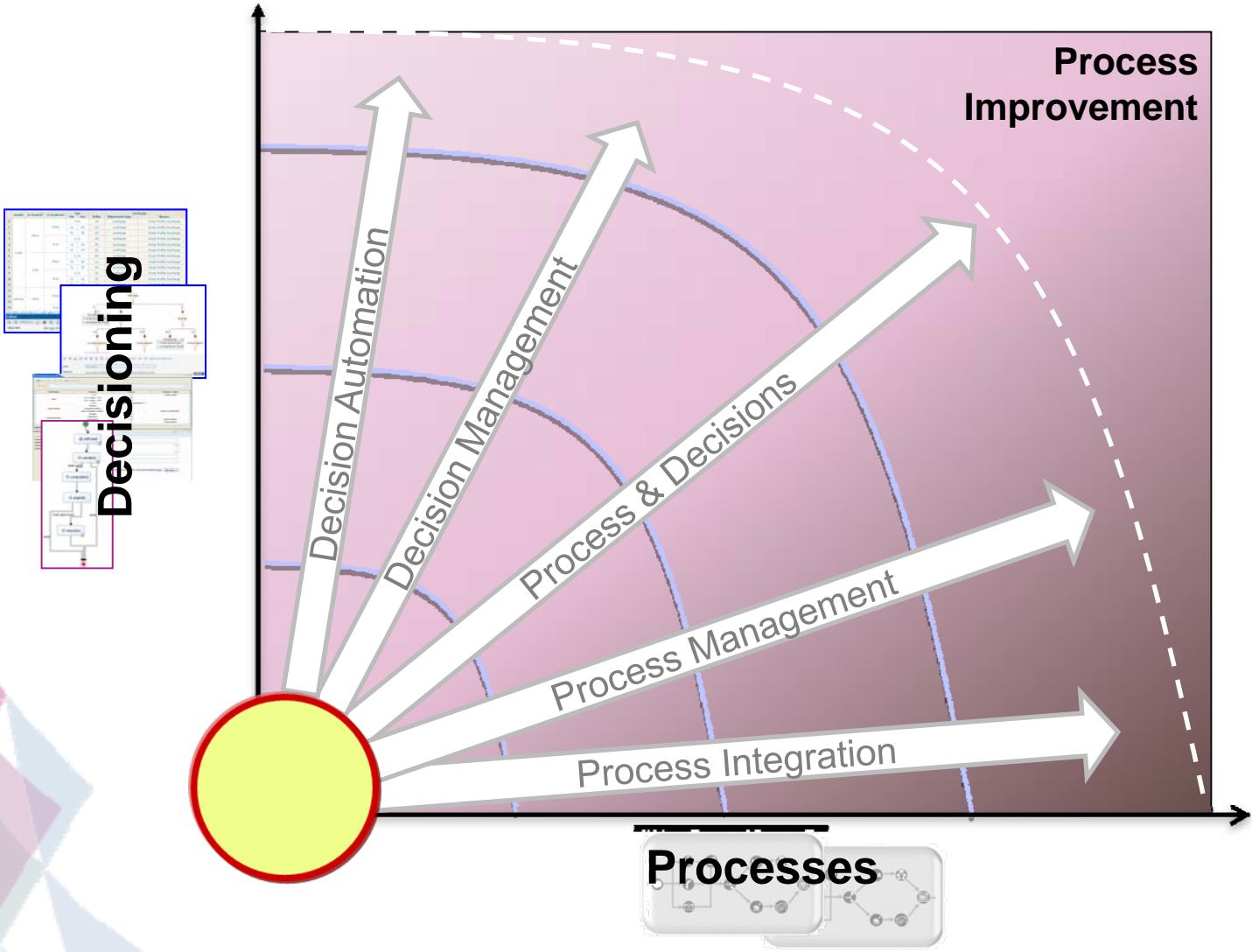
Director, Websphere BPM Practice

October 17<sup>th</sup>, 2011

**IBM Business Process &  
Decision Management Summit**  
*October 12 - 14, 2011*  
*Meritage Resort & Spa, Napa Valley*



# How does your happy path to business agility start?

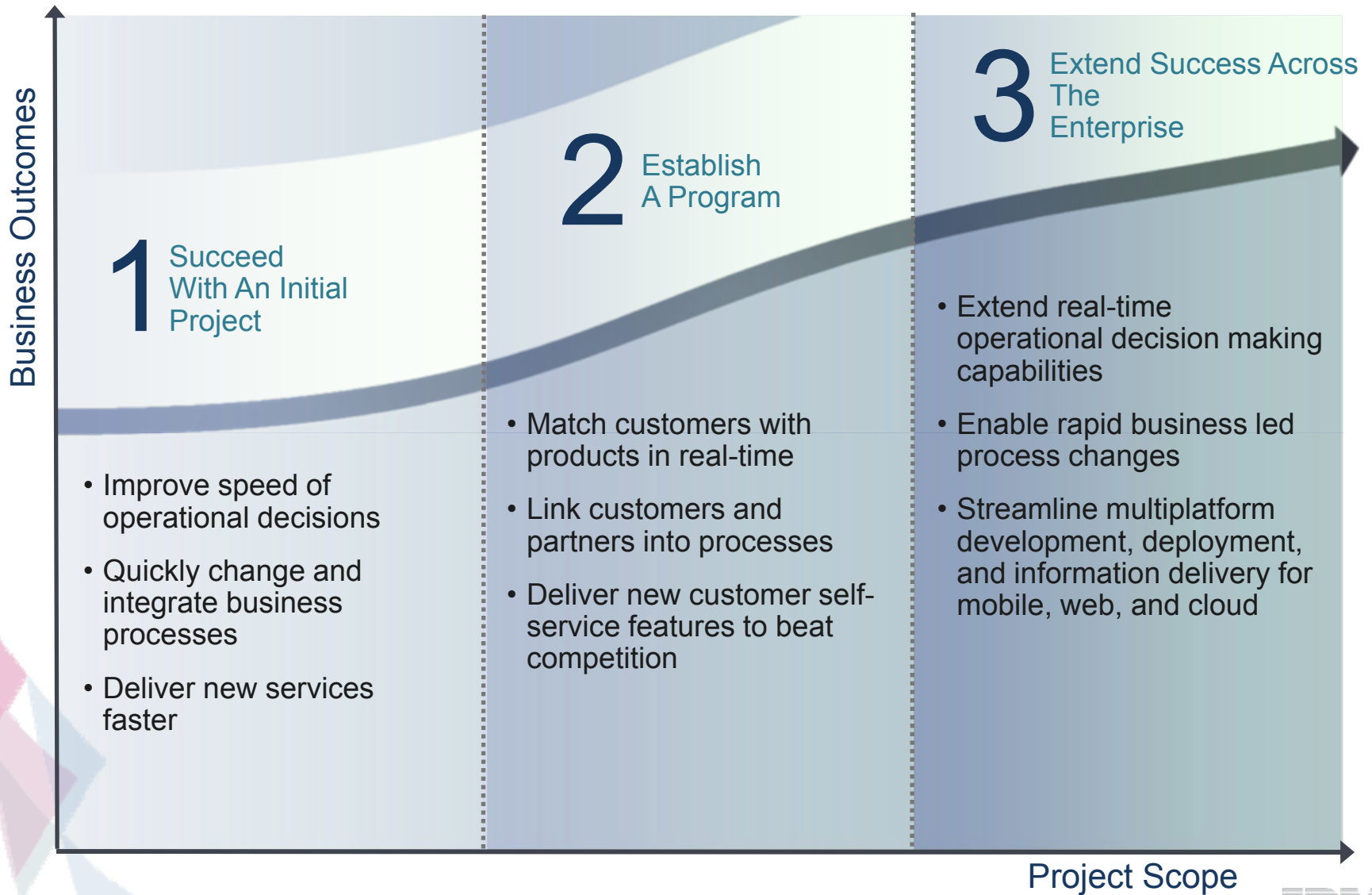


# Introduction



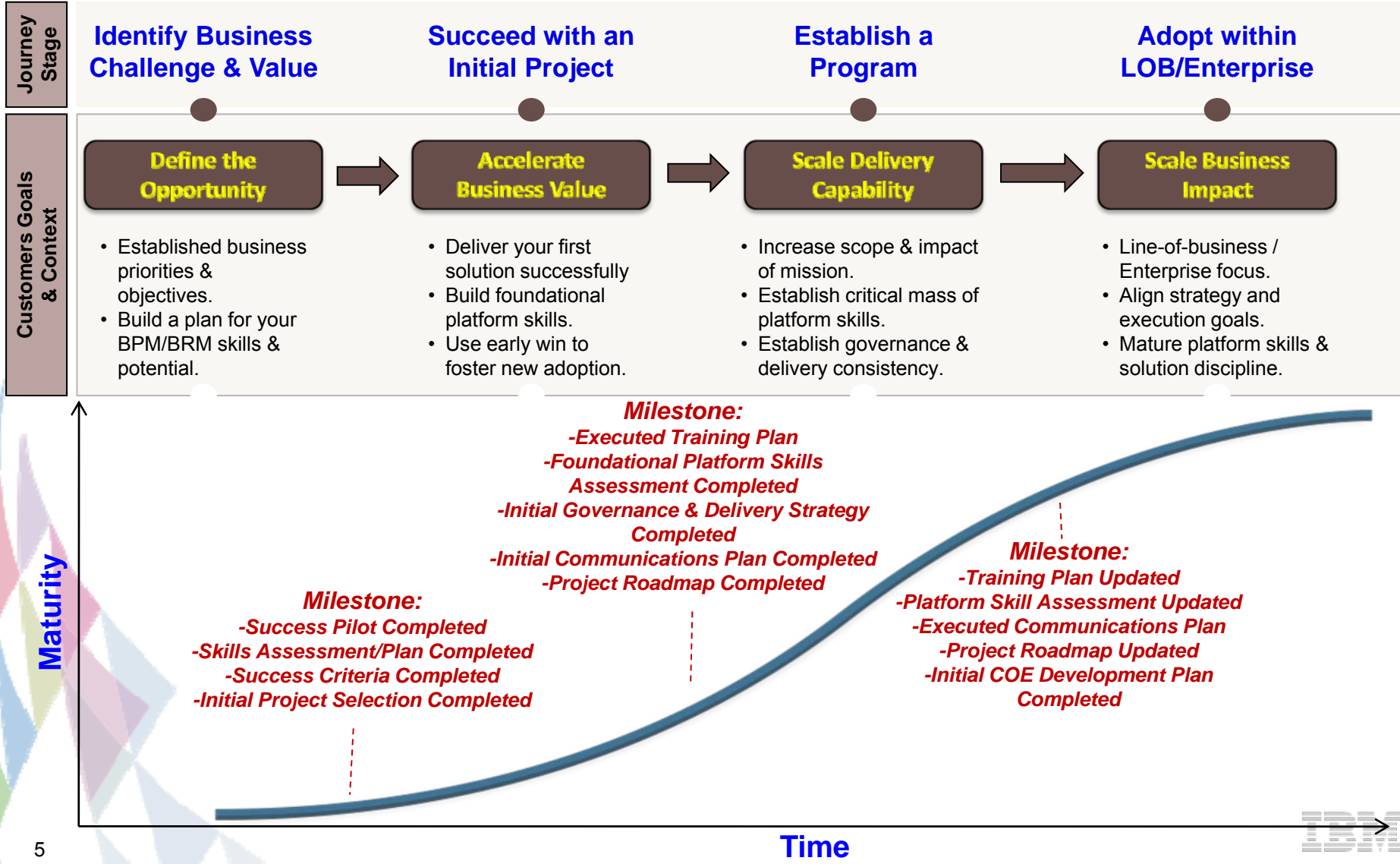
*Your **first Business Process Management (BPM) project is a crucial first step** on your **BPM journey**. Key decisions made during the early projects will influence the next BPM projects. These project outcomes will influence the success of an enterprise-wide BPM program. It is important to begin this journey with a philosophy of change that will impact not only your technology but also your corporate culture. Embracing a philosophy of change enables you to avoid common pitfalls that lead to failed BPM projects and, ultimately, poor **BPM adoption**.*

# Think Big, Start Small, Scale Fast



# Proven Prescription for Navigating Your BPM Journey

IBM offers the fastest and most cost effective approach to successfully navigating your BPM journey

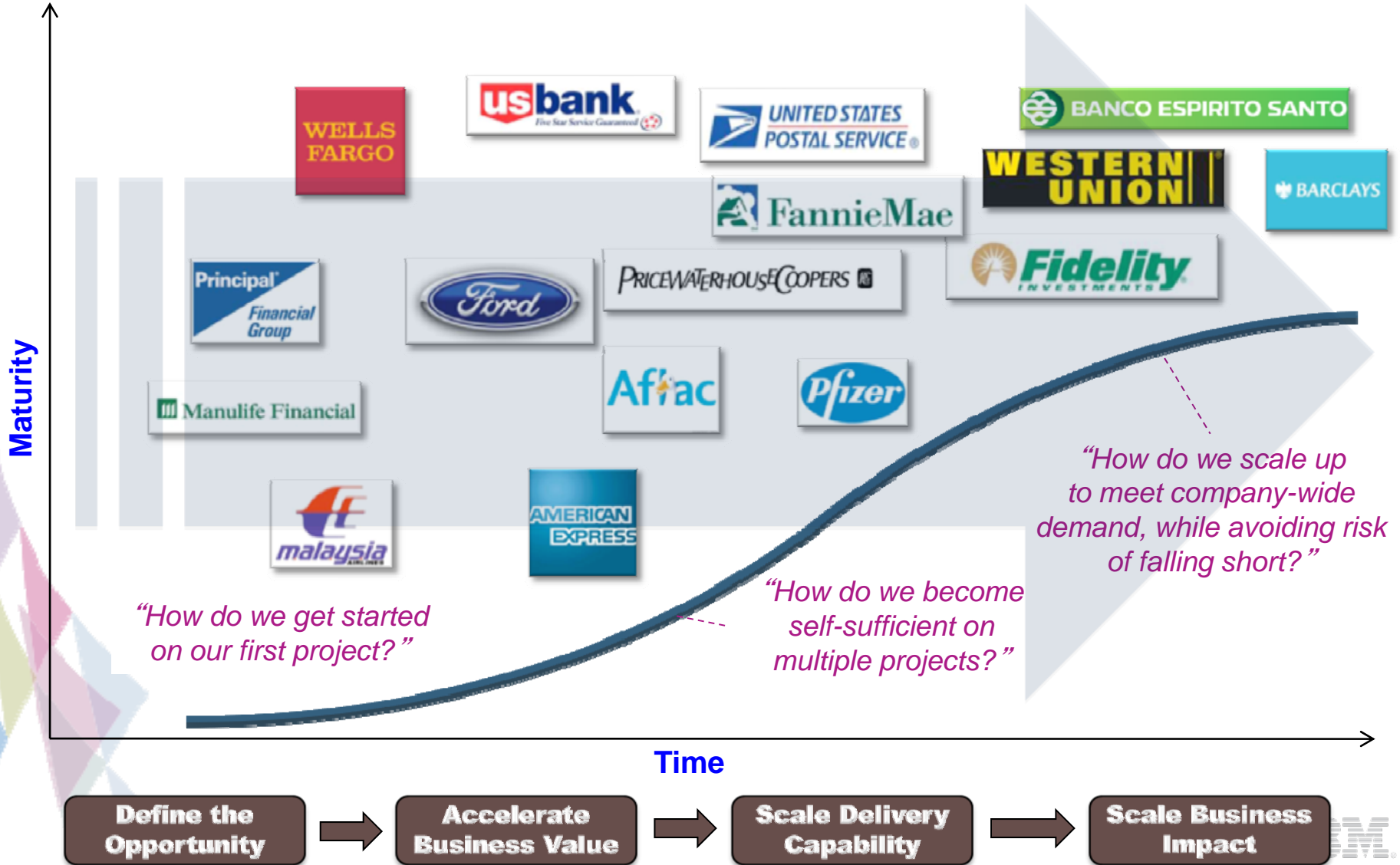




# Catalyst for software adoption

cat-a-lyst - noun \ˈkɑ-tə-ləst\

2: an agent that provokes or speeds significant change or action



*“How do we get started on our first project?”*

*“How do we become self-sufficient on multiple projects?”*

*“How do we scale up to meet company-wide demand, while avoiding risk of falling short?”*

**Define the Opportunity**

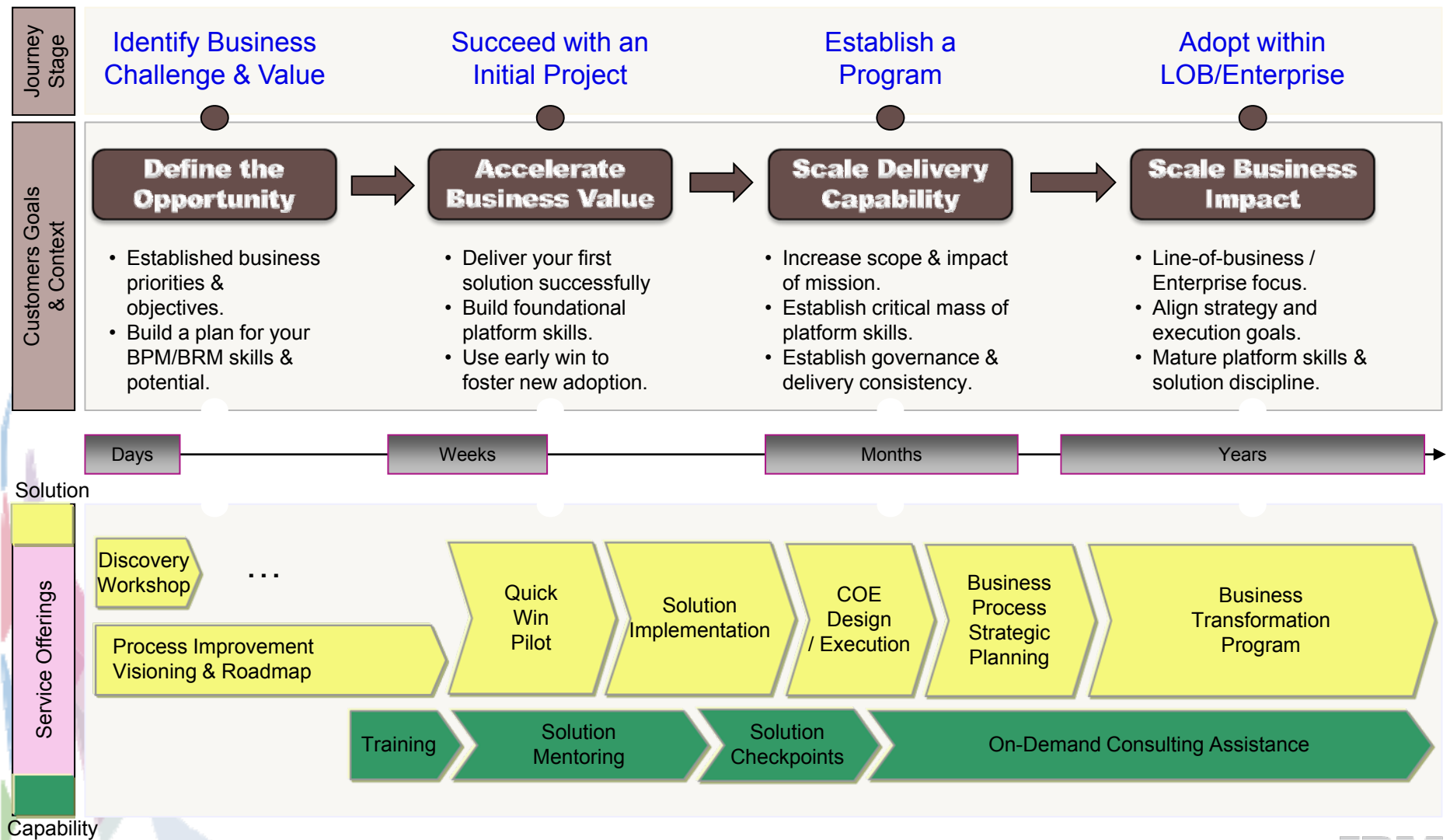
**Accelerate Business Value**

**Scale Delivery Capability**

**Scale Business Impact**



# Proven Prescription for Navigating Your BPM Journey



# Project... Program.... Enterprise



## ► Company Background

- With some 600 branches worldwide and offices in about 15 other countries
- BES is the 2<sup>nd</sup> largest Public bank in Portugal
- BES enjoys the highest rating among Portuguese banks, namely those granted by Standard & Poor's and Moody's: A and A2, for medium and long term; A1 and P1 for short term, respectively.
- Banco Espirito Santo has also consistently been the most profitable bank in Portugal, constituting one of the major names quoted on the Lisbon Stock Exchange.

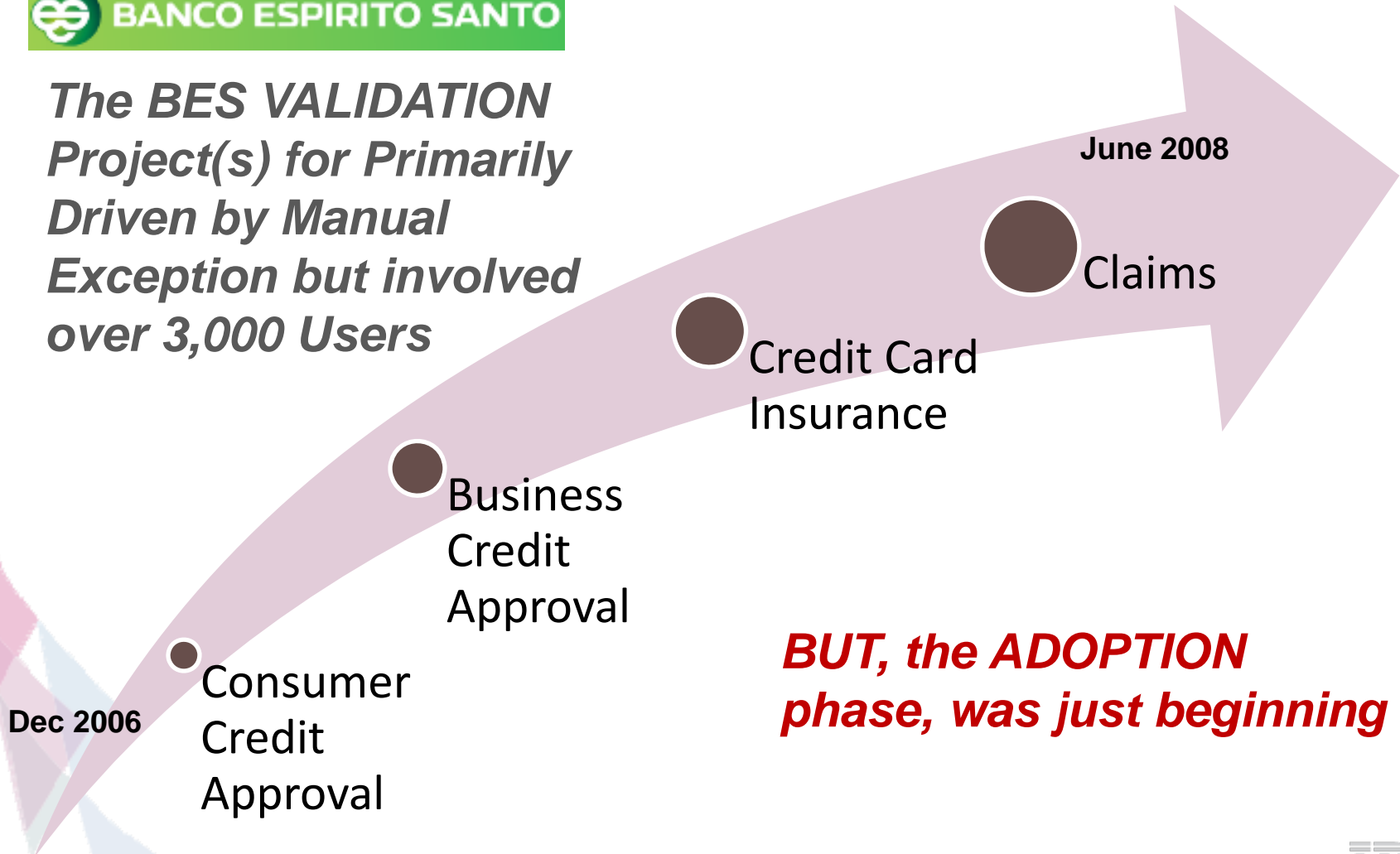
## ► BES became an IBM BPM Customer in Q4 of 2006



# BES Started with Projects.....



*The BES VALIDATION Project(s) for Primarily Driven by Manual Exception but involved over 3,000 Users*



***BUT, the ADOPTION phase, was just beginning***

# Then Built a Program



- ▶ **Problem** – Need to decrease the time to close a Mortgage loan with the customer from 50 days to less than 20.
  
- ▶ **Project** – replacement of Mortgage Processing System
  
- ▶ **Key Stats:**
  - started in early 2009
  - Pilot Launch in November of 2009 (4 branches)
  - April – deploy to 25 branches
  - July – full deployment to 735 branches, 2500 users, 1000 mortgage applications per day

***BUT, there is MORE***

# BES is Taking BPM to the Enterprise



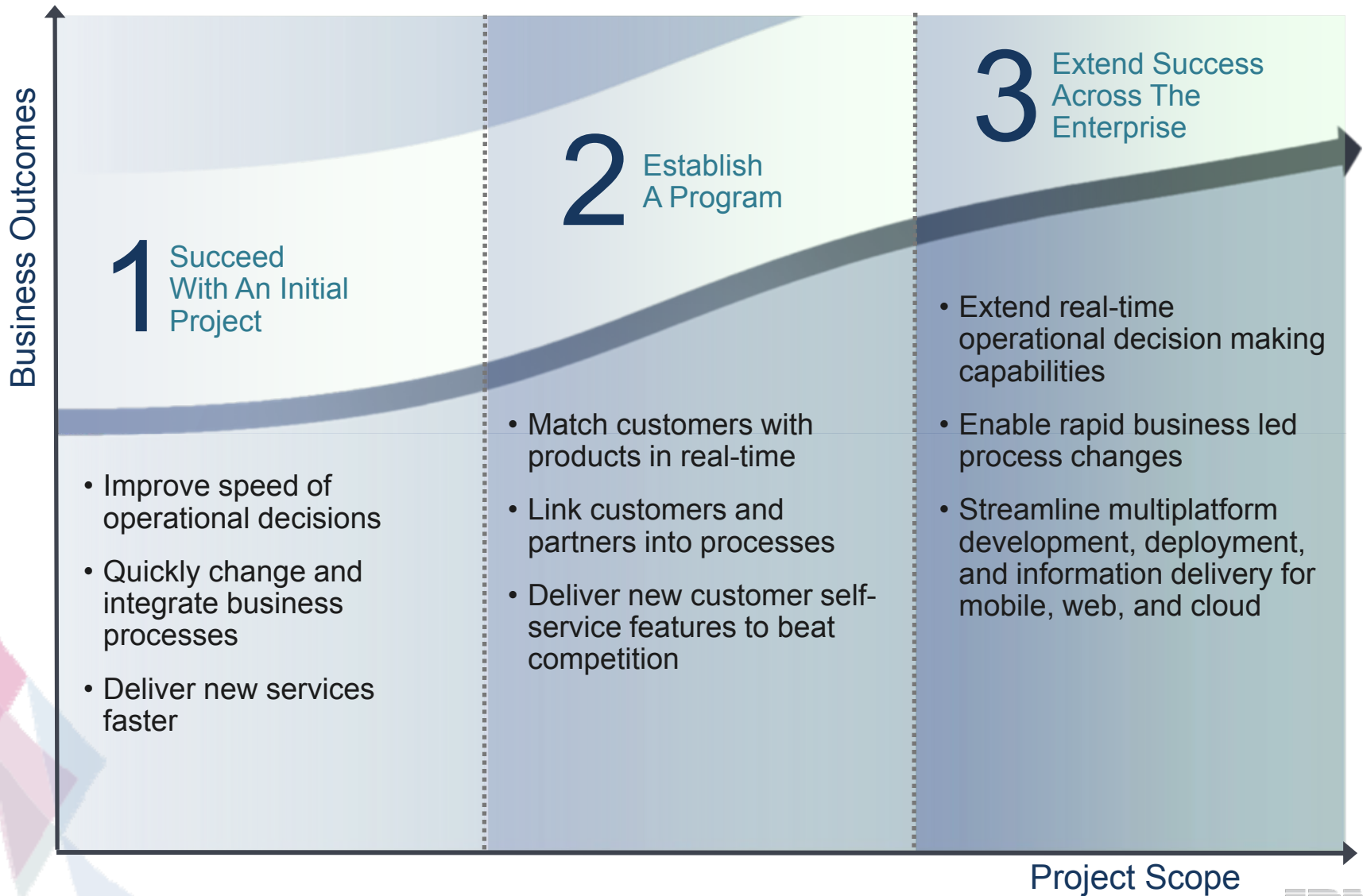
- ▶ BES wanted to be able to not only provide orchestration and visibility to the business, but also improve ownership and efficiency.

Process Category	Definition	Current Maturity
Level 1 – Generics	Business Developed Process	200 in Production 80 in QA
Level 2 – Procedural	Business Driven Processes with minimal IT involvement.	20 in Production
Level 3 – Integrated	Large, Complex IT led projects	Mortgage Credit Cards Claims .....

# How to Succeed

- **Make Projects/Delivery Successful**
  - Prove business value first
  - Make BPM about Productivity AND Visibility
  - Never “One and Done”
  - Don’ t Skip Process Analysis
  - Take the Time to Deliver Value
- **Grow the BPM Team Competency**
  - Build a complete team
  - Make self-sufficiency a priority
- **Leveraging BPM Across the Enterprise**
  - Fund to Value.... not first release
  - Force collaboration
  - Establish the owners
  - Market your work

# Think Big, Start Small, Scale Fast



Thank You ...



**Q & A**

