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# Impact2010

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Successful Strategies for BPM Adoption & Rapid Deployment



# Agenda

1

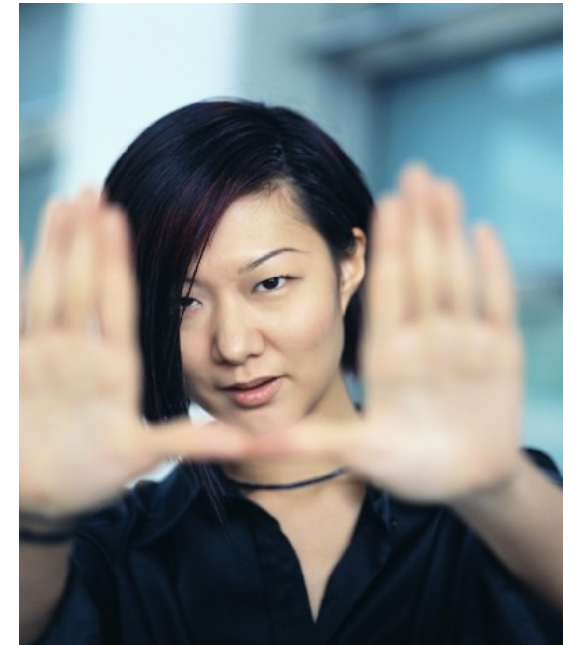
***Maximizing Benefits for Your Organization Means Having an Adoption Strategy***

2

***Leverage Prescriptive Methodologies for Process Design to Speed Development***

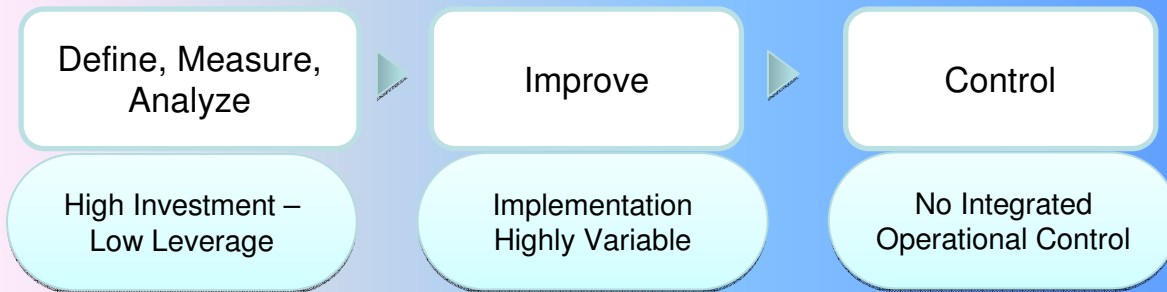
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***More Resources for Getting Started Quickly No Matter What You Choose***

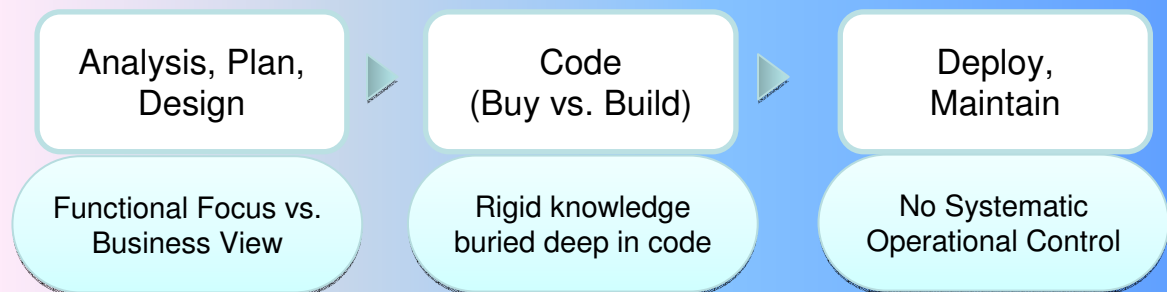


# Organizations Turn to BPM to Transform the Traditional Development Process

## Process Improvement Disciplines (i.e. Six Sigma)



## Solution Development Lifecycle

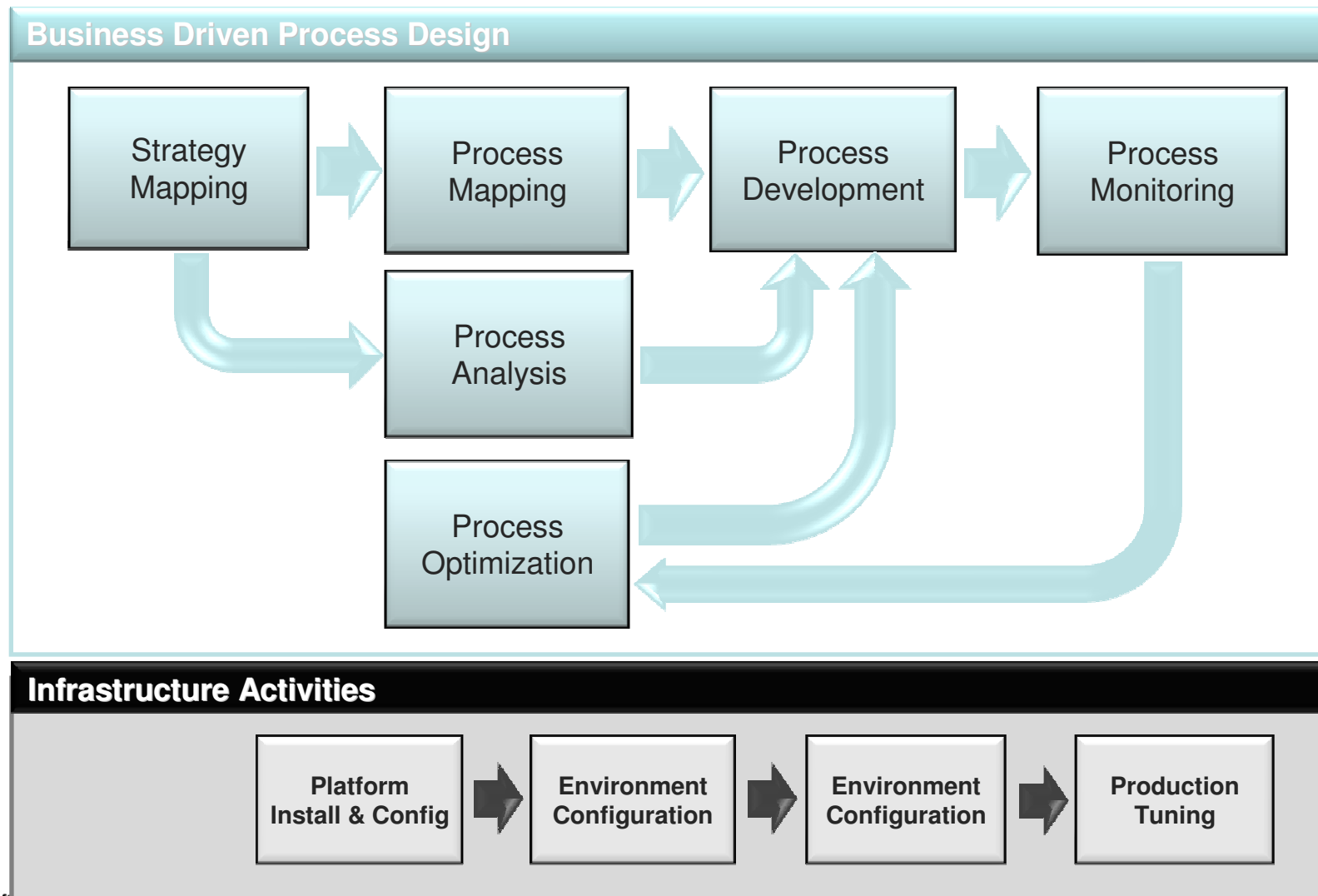


## Inhibitors to Increased Effectiveness:

- No direct traceability to business objectives
- No integrated measures of success
- Separation “gap” of business knowledge from implementation
- Difficult to communicate and visualize business impact of change
- Limited audience can effect change
- Not oriented towards the needs of making people more effective: As collaborators and as participants



# BPM Shifts Development Towards a Business Driven Approach



# Business Process Management is a team sport...



# Aviva Automates Business Decisions with Rule Management



*Accurate, fast decisions and shared services for reduced costs*



## Client Pains

- Need for significant speed-to-market gains through a common agile service delivery platform
- Need the ability to share services and service changes across all lines of business.

## Real Results

- Real-time rule changes occurring in *milliseconds*
- Speed to market *gains of over 50%*
- Accurate, fast decisions and shared services for *reduced costs*
- Ability to audit and control rule enforcement and to assess and respond to the impact on overall processes.



# Globe Telecom



*Gaining tactical agility with smarter promotions*



## Client Pains

- Needed to reach a new level of agility in the creation and management of promotional service offerings
- Required agility to compete in their intensely competitive market.

## Real Results

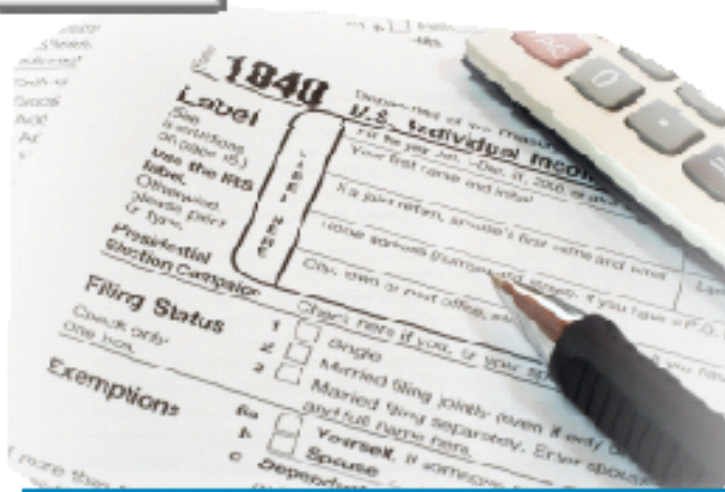
- Leveraging information gathered from handsets, Globe is able to identify the optimal service promotion for each customer—and the best time to deliver it.
- Expected one-year payback period
- **95% reduction** in time and cost of developing new promotions.
- **600% increase** in promotion effectiveness.



# Agile tax collection Transforms Insight into Action



*drives down exceptions and processing time for tax returns*



## Client Pains

- Slow, expensive, paper-intensive, manual processes
- Lengthy exception processing times

## Real Results

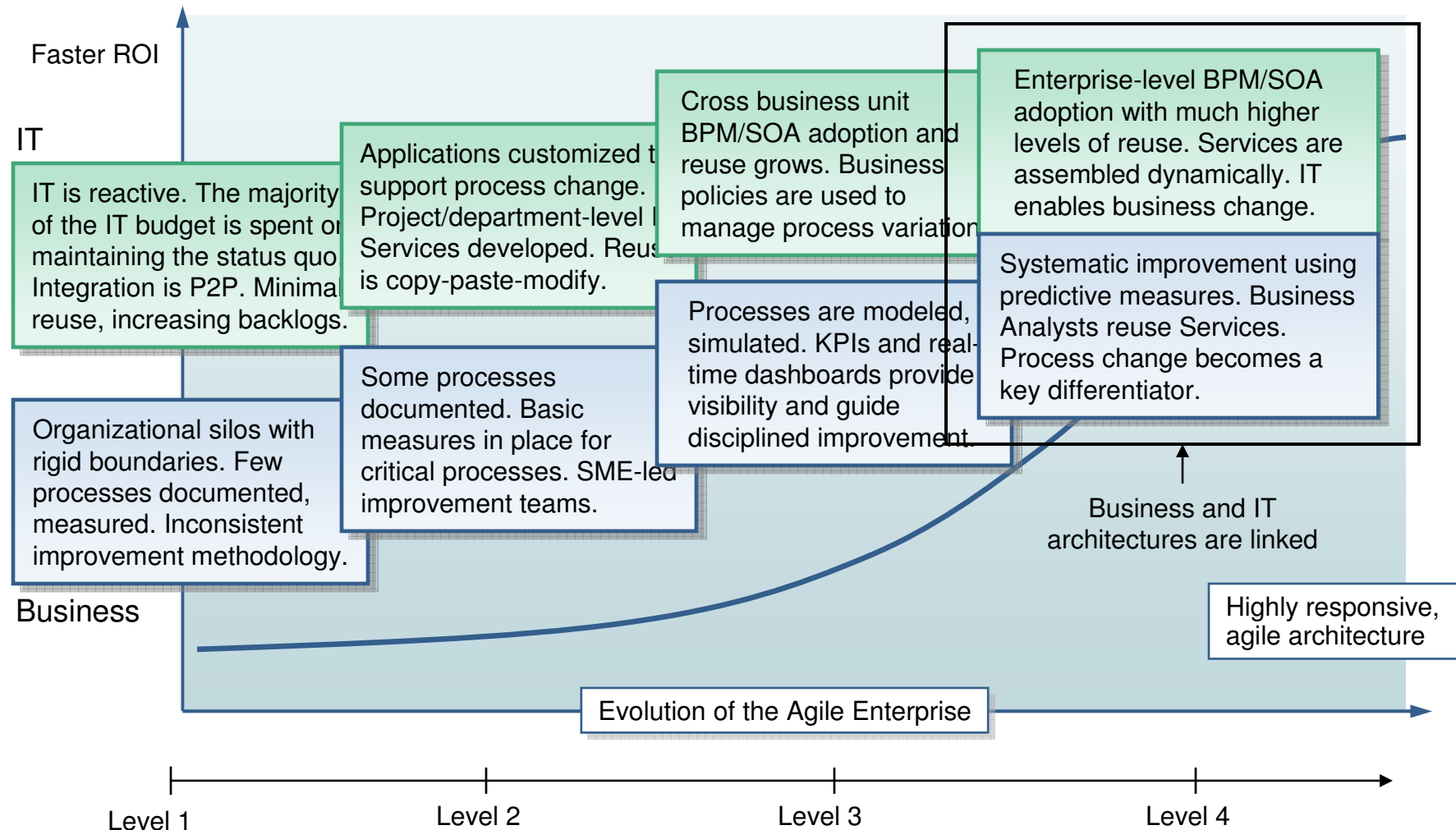
- **80% reduction** exception backlogs
- **80% reduction** in average age of work queue, avoiding extra interest cost





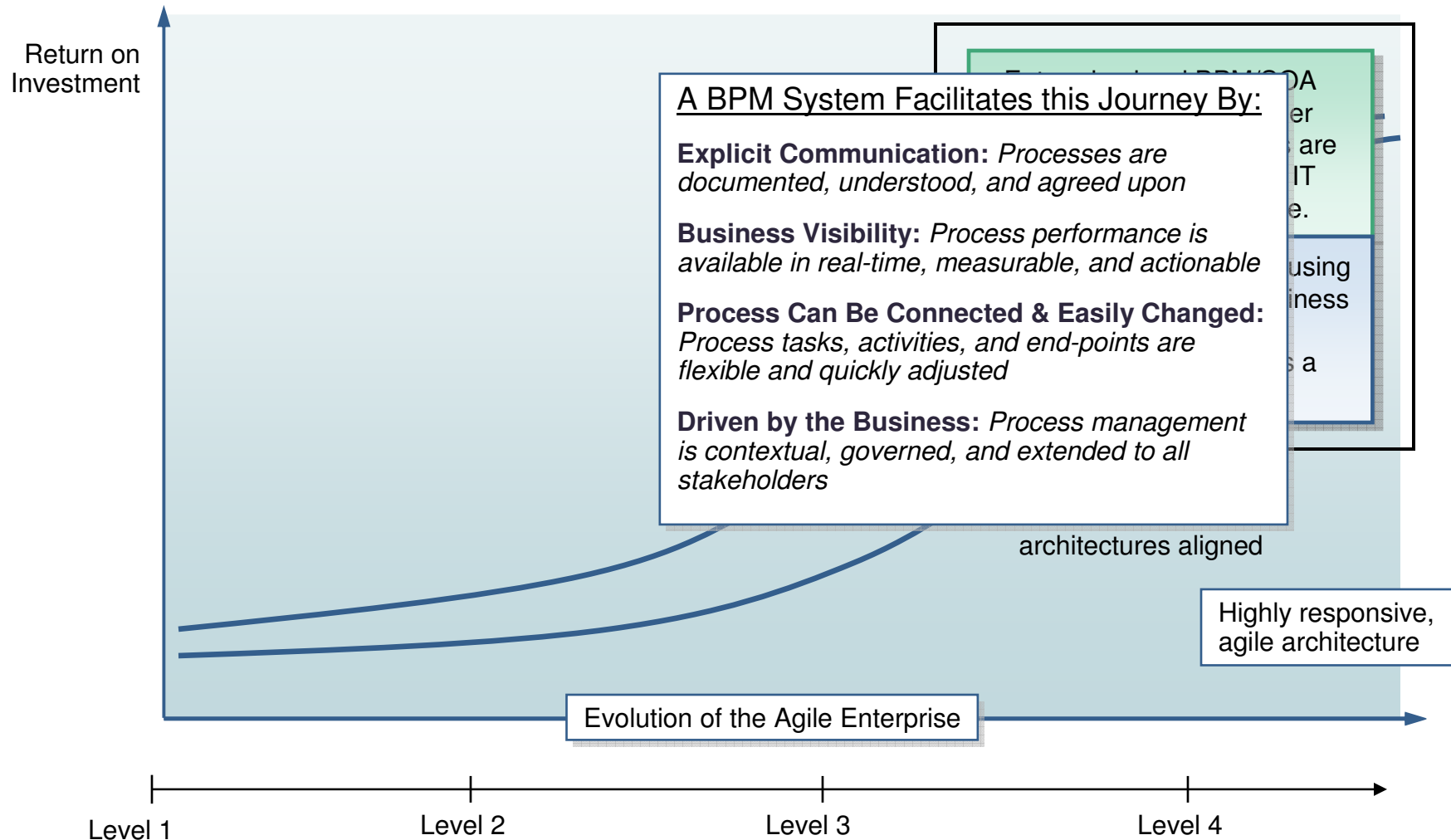
# Successful Adoption of BPM Is A Journey for Business & IT

*Culture, Architectural Alignment, & Market Pressures Impact Adoption*

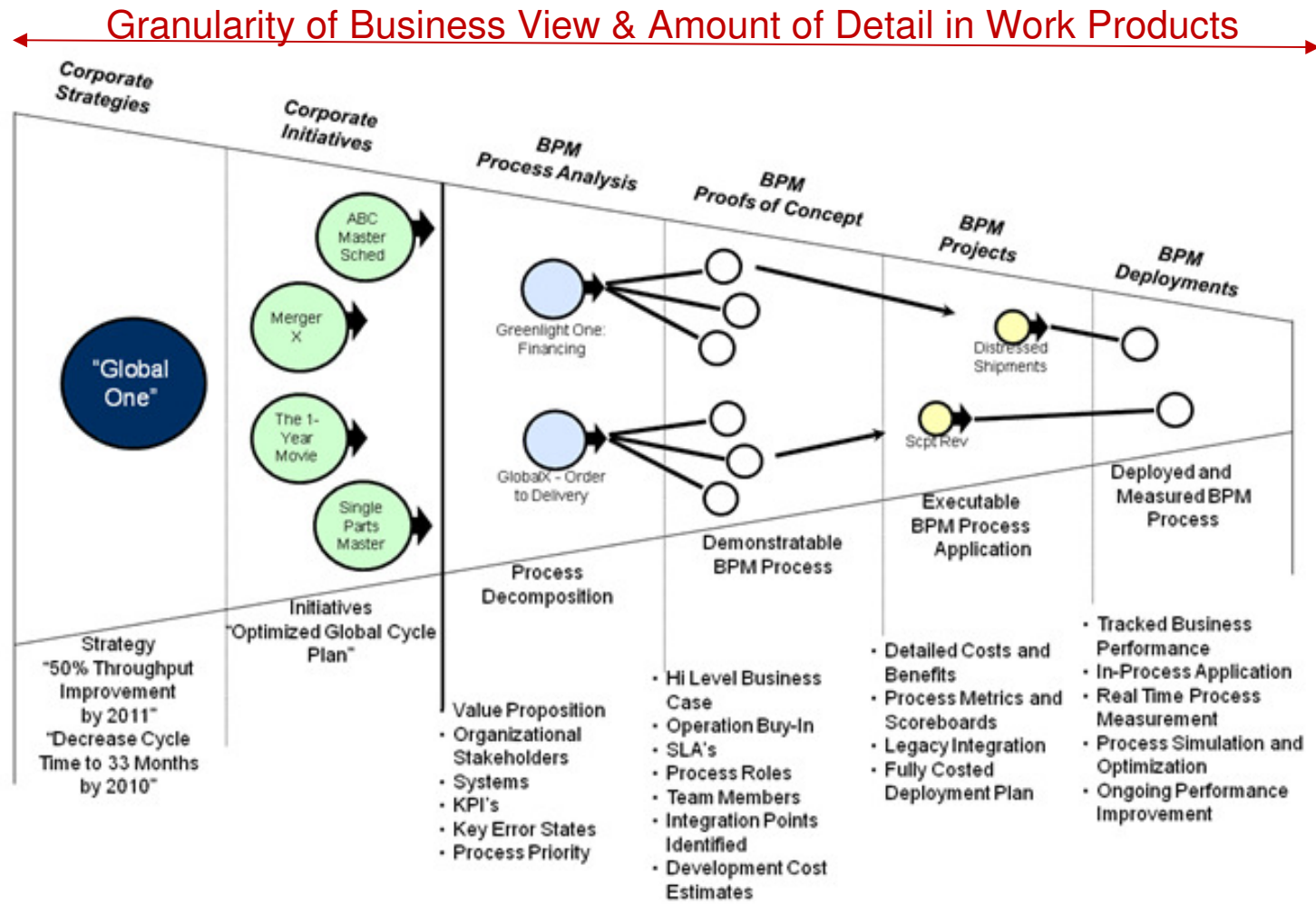


# Successful Adoption of BPM Is A Journey for Business & IT

*Culture, Architectural Alignment, & Market Pressures Impact Adoption*



# Planning for Execution is Key to the Success of a BPM Project: Your BPMS Should Facilitate This Collaboration

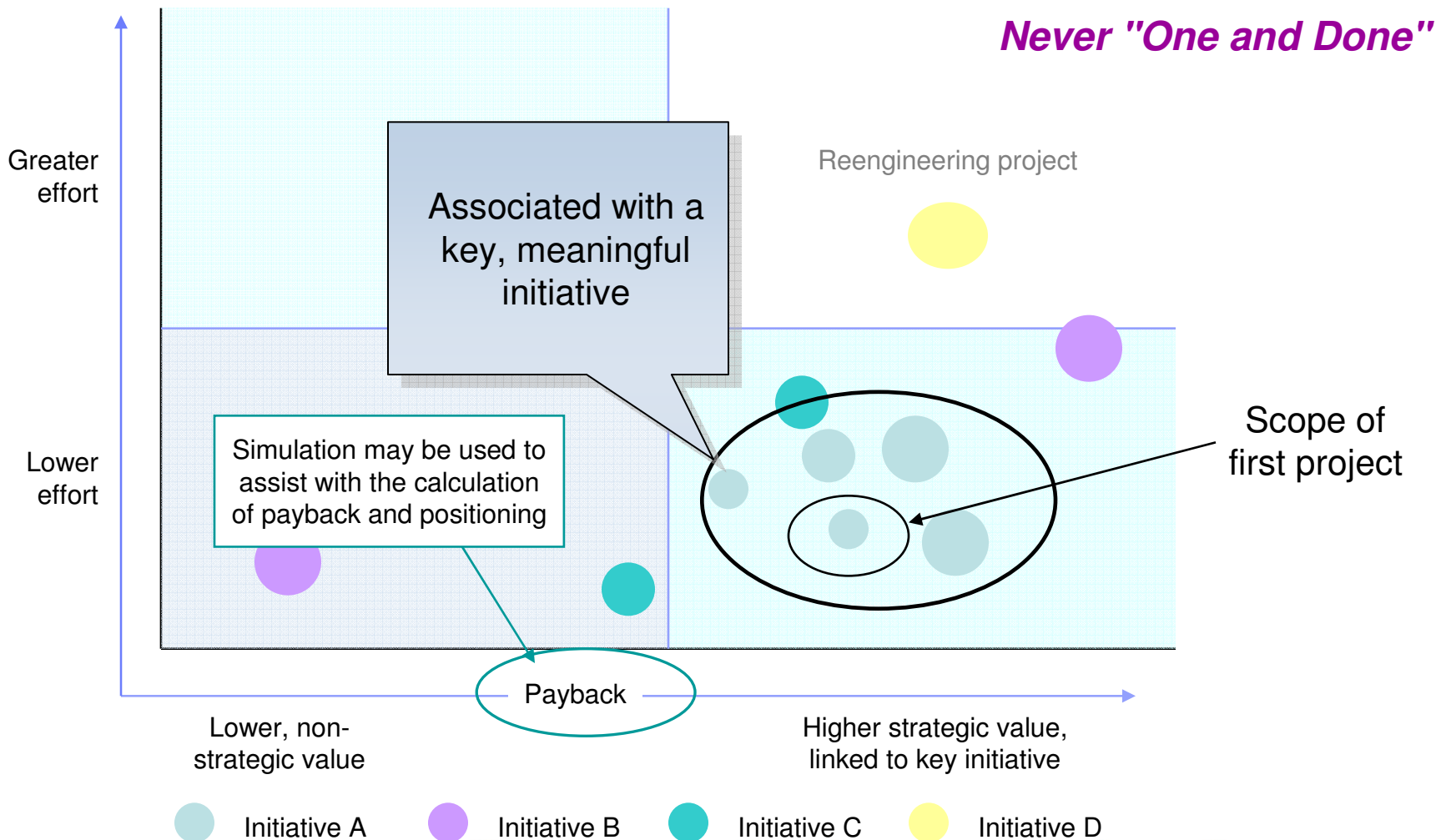


← Business Strategy      Process Improvement & Implementation →



# As Planning Shifts Towards Process Improvement, Identify the Low Hanging Fruit and Start Small

Use a prioritization matrix early on in your process analysis



## A Simple Sample Prioritization Matrix

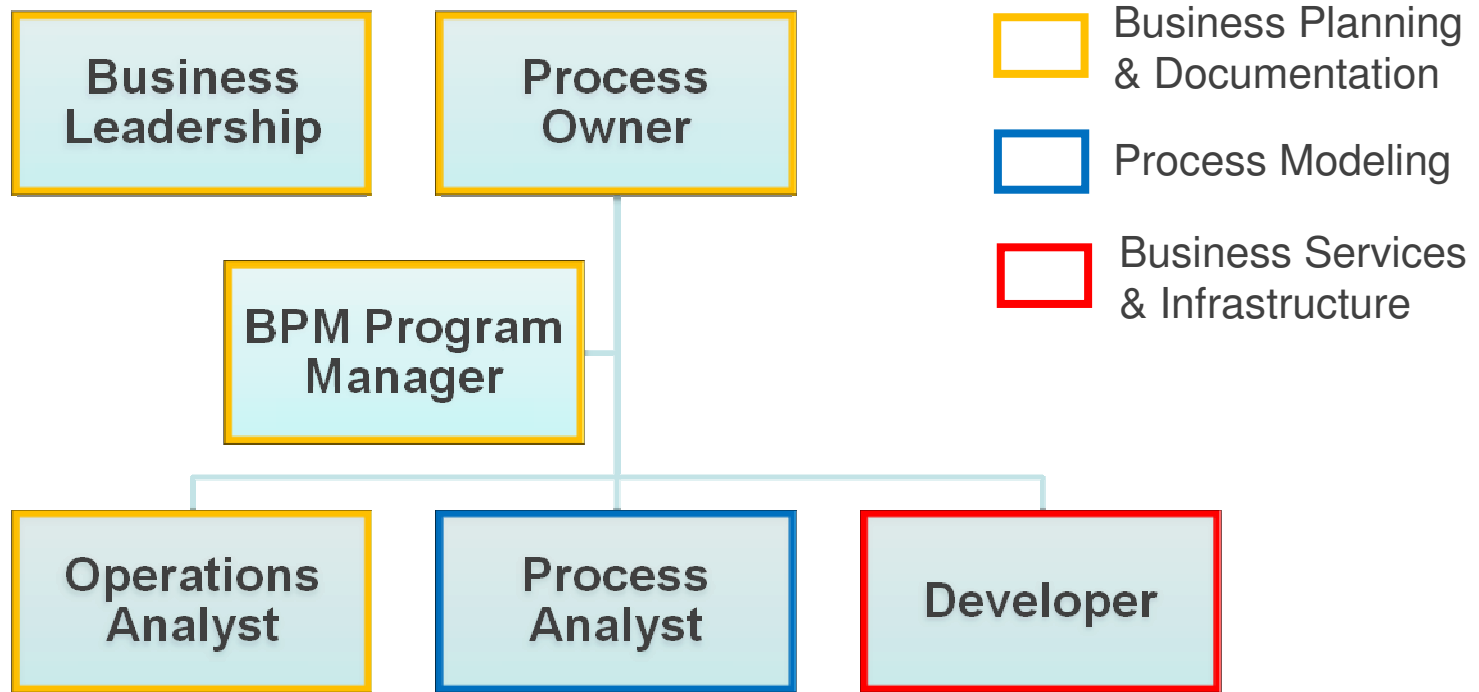
	Impact to employee satisfaction	Relevance to organizational strategy	Financial Impact (ROI)	Total
Employee On-boarding	4	3	1	8
Customer return process	2	2	3	7
New sales process	2	4	4	10

### *Need Help Identifying Opportunities? Look for the Signs*

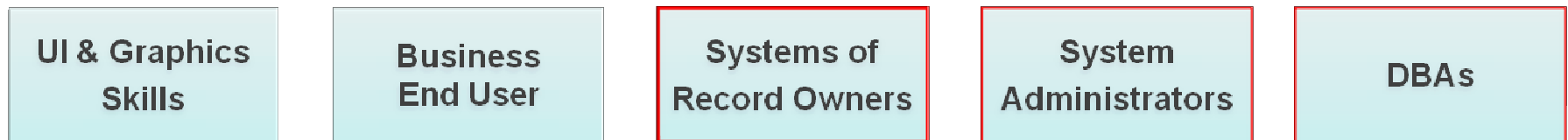
- Process errors causing revenue loss
- Inefficiency is causing additional cost or headcount
- Rework required
- Unsure of steps for process improvement
- Low customer or employee satisfaction
- Losing opportunities to more responsive competitor
- Lack of visibility into systems execution
- Difficult to evolve IT systems to changing business need
- IT not responsive to business needs








# Structure Your Project for Success



## Supporting Roles:



# Analyze & Evolve Your Core Skill Needs

Role	Responsibilities	Skills Required
<b>Business Leadership</b> 	<ul style="list-style-type: none"> <li>• Set project goals, strategy, organization, and expectations</li> <li>• Define measures of operational success and ROI</li> <li>• Identify “biggest bang for the buck” areas through documentation &amp; analysis of current state of the business</li> </ul>	<ul style="list-style-type: none"> <li>• Understand of functional areas &amp; performance of the business</li> <li>• Key signoff &amp; stakeholder on realization of the project and associated resources</li> </ul>
<b>Process Analyst</b> 	<ul style="list-style-type: none"> <li>• Leads process improvement efforts</li> <li>• Expert in process decomposition, scoping, optimization</li> <li>• Identifies business case, key opportunities, and ROI</li> <li>• Enforces delivery of KPIs, SLAs, and scoreboards</li> <li>• Can model deployable processes; dependent on IT for supporting services</li> </ul>	<ul style="list-style-type: none"> <li>• Experience with process flow design, requirements gathering, facilitation</li> <li>• Critical Analysis and Reporting skills</li> <li>• Certification in Lean or Six Sigma is a bonus</li> </ul>
<b>Developer</b> 	<ul style="list-style-type: none"> <li>• Collaborates with analysts to define low level processes and scope of supporting service function</li> <li>• Collaborates with analysts to reflect process “IT realities”</li> <li>• Creates service function using Java code, connectors to access existing systems, or ESB function to integrate legacy systems</li> </ul>	<ul style="list-style-type: none"> <li>• Process skills for low granularity process design</li> <li>• Java skills for creating new business function</li> <li>• System integration skills in order to leveraging existing data sources, interfaces, and third party services to support process execution</li> </ul>
<b>System Administrator</b> 	<ul style="list-style-type: none"> <li>• Responsible for deployment architecture</li> <li>• Supports access to database storage &amp; optimizes application workload</li> <li>• Sets up production staging process &amp; automates configuration</li> <li>• Guides infrastructure design and implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Experience with application server administration</li> <li>• Experience with operational administration around role-based access, system health, and maintenance of operational data stores</li> </ul>
<b>BPM Program Manager</b> 	<ul style="list-style-type: none"> <li>• Expert in Iterative Delivery Methodology</li> <li>• Manages scope, budget, and resources</li> <li>• Identifies and mitigates risks</li> <li>• Conduit for escalations and issue resolution</li> <li>• Provides internal and external status and dashboards</li> <li>• Lets Delivery Team deliver</li> </ul>	<ul style="list-style-type: none"> <li>• Experience delivering iterative projects and managing program roadmaps that are delivered incrementally</li> <li>• Able to facilitate business and IT collaboration</li> <li>• Communicates to sponsor and executive levels of the organization</li> </ul>

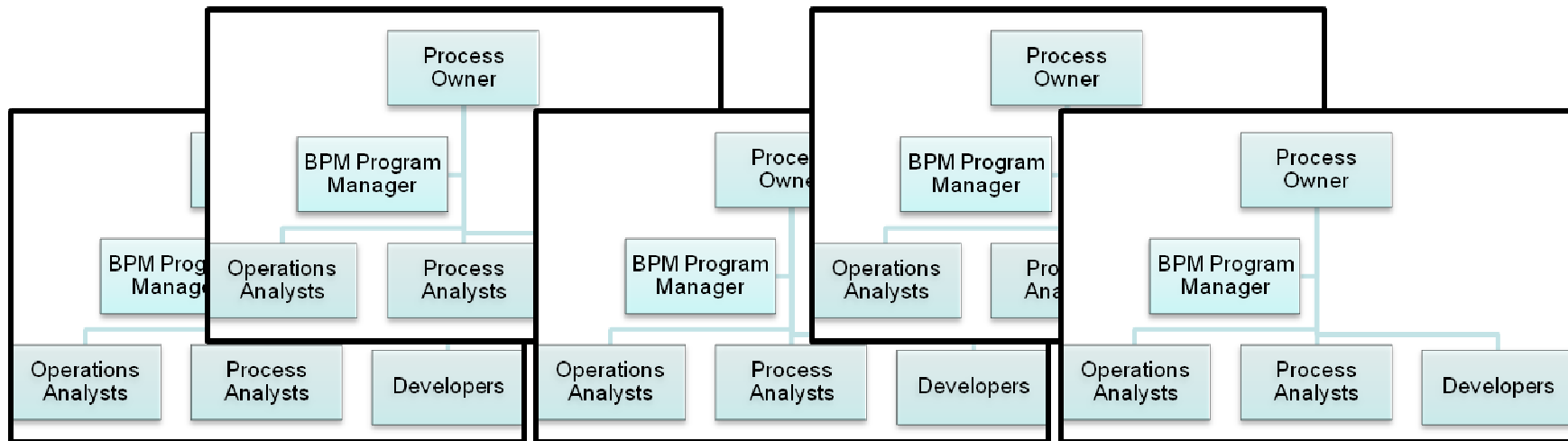
# Structure for Effective Execution

## *Connect Strategy to Action*

Cross-LOB Leadership Teams (May be BPM CoE):



Cross-Functional Project Team:

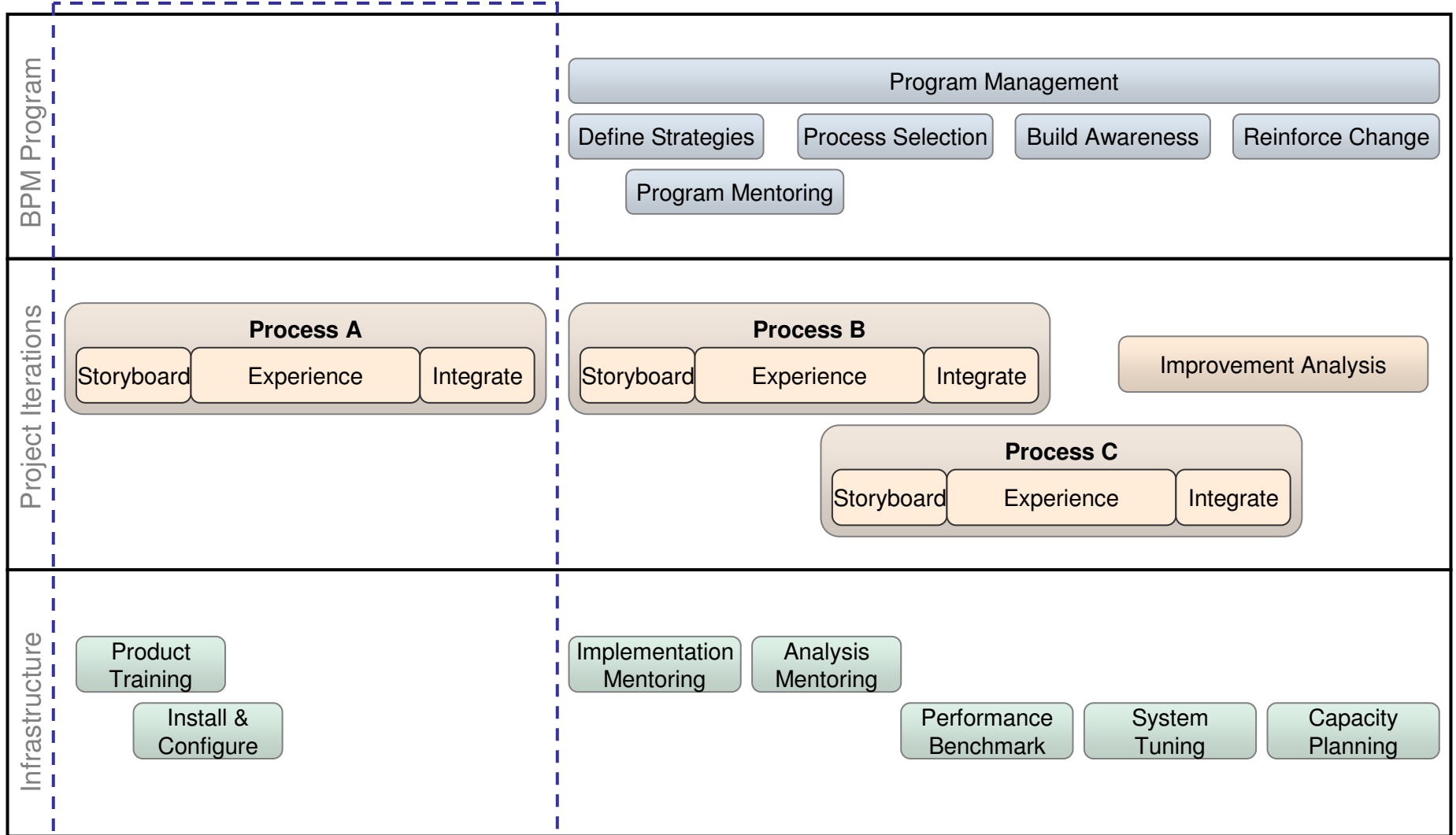


Platform and Support Team:





# Create an Iterative Timeline for Your BPM Program



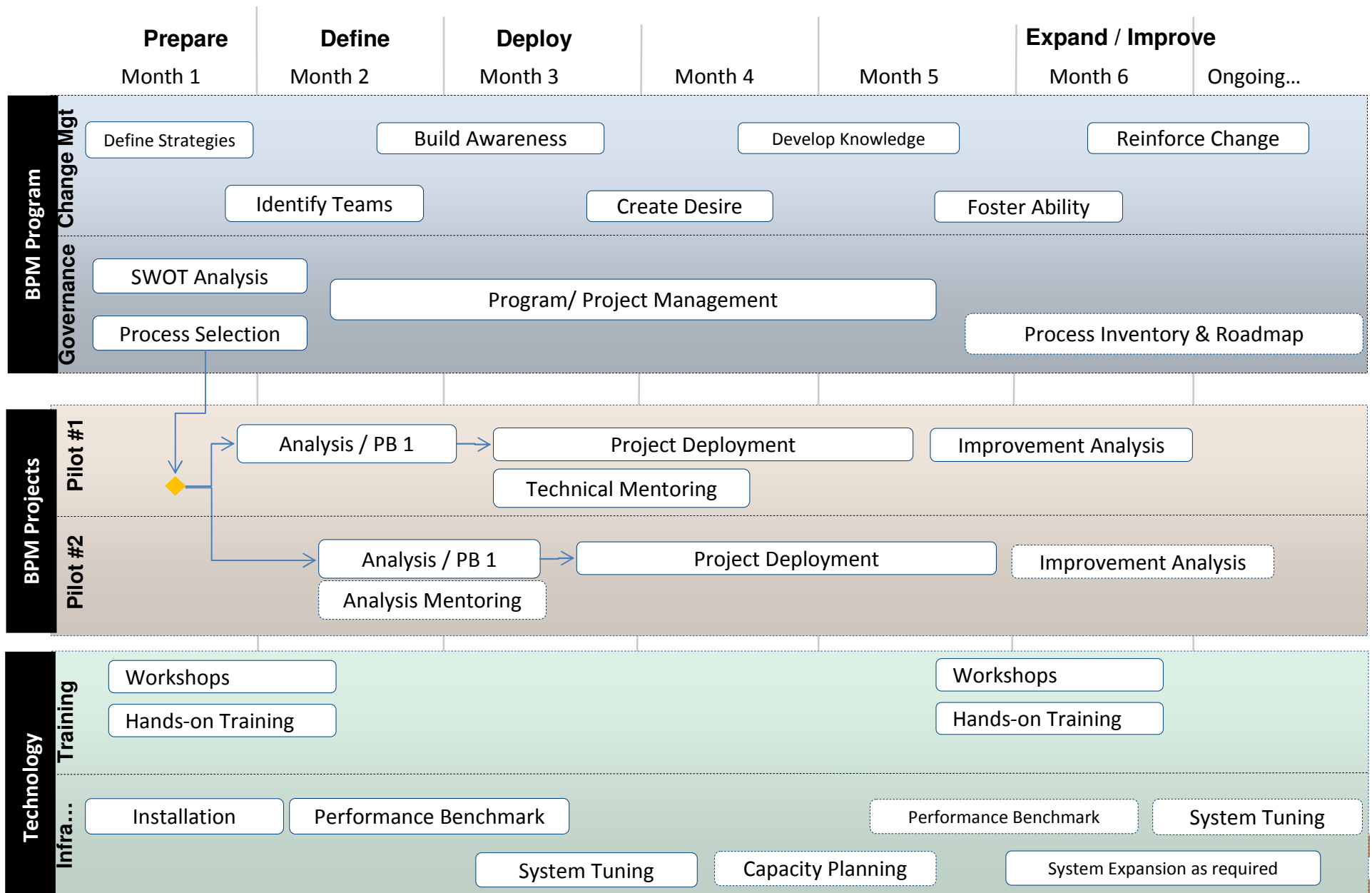
The "As-Is" Implementation

Start your program here...

...or start your program here.



# An Example Representative BPM Program



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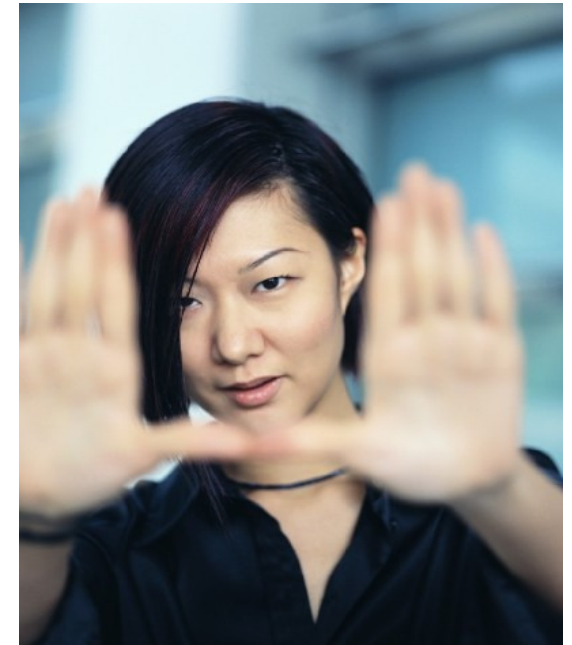
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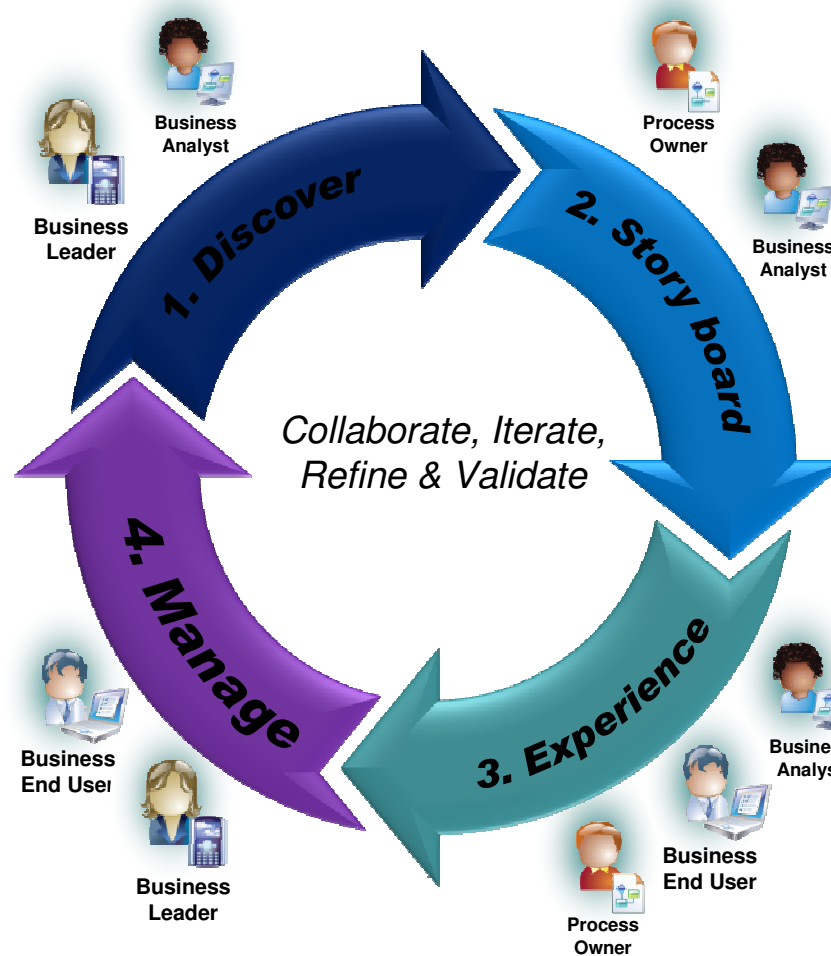
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# Iterative solution design & process improvement

## *Business driven design*

**Discover** your business intent;  
Map intent to business capabilities and processes;  
Identify and prioritize options



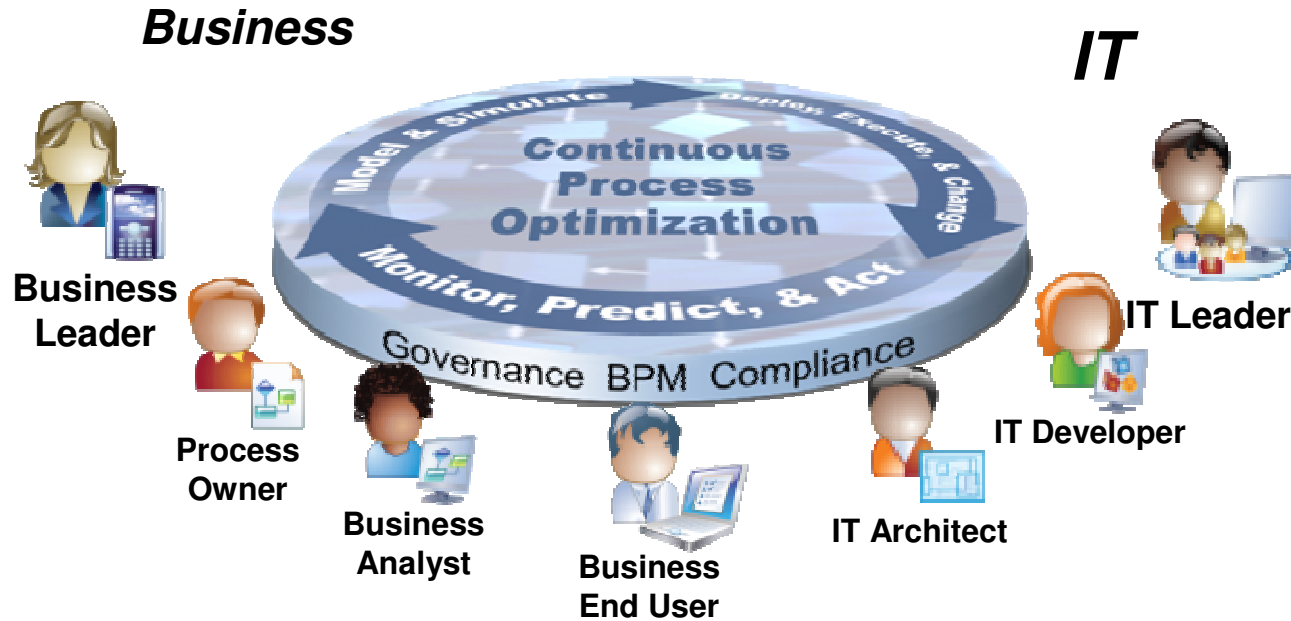
**Story board** the user interaction by capturing and defining as-is process and to-be processes; Specify business measures & KPI's; Mock up forms to validate and visualize human interactions

**Manage** real-time performance by empowering business end users to customize their experience, managing KPI's and alerts based on changing business conditions

**Experience/visualize** the solution via elaboration and refinement of business measures and KPI's; Add operational characteristics to future state processes; Interactively validate elaborated processes in IT sandbox



# Business and IT collaboration – A winning partnership



## Develop services and integration

- Identify, build, and extend business services
- Enable business network via internal and external application integration

## Optimize solution iteration and development

- Surface reusable building blocks to the business
- Enable efficient solution iteration and business-IT handoffs via sandbox
- Partner with business to deploy production solution

## Manage production solutions

- Monitor systems health to ensure process integrity
- Partner on insight capturing for continuous process improvement



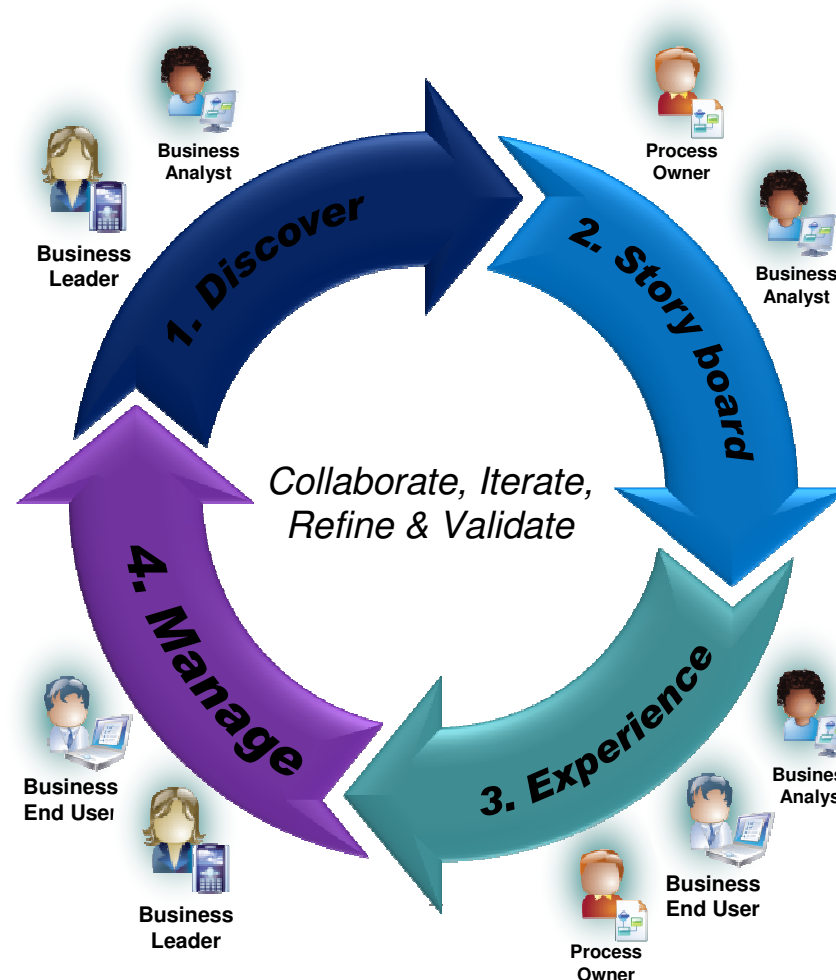
# Business Driven Iteration with WebSphere Dynamic Process Edition

## Discover:

- Strategy Maps
- Capabilities Maps
- Executive Sign Off to Proceed
- High Level Process Maps imported into Modeler

## Manage:

- Empower business users to customize end user experience
- Assign access rights; Optimize work assignments; Govern change
- Manage real time business performance, KPIs and Alerts based on changing business conditions
- Take corrective actions against process instances



## Story board:

- Capture/Refine Current State Process; Examine alternate ROI to determine best approach
- Define Future State Process
- Define inputs and outputs and mock up forms for human interactions
- Validate and visualize human interactions

## Experience/visualize:

- Elaboration of Business Measures and KPI's
- Add operational characteristics to future state process
- Refine Forms
- Interactively validate elaborated process in IT sandbox

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Search for "prescriptive guide" on BPM BlueWorks to access the guide & webcast



# Using Playbacks With WebSphere Lombardi Edition to Achieve Iteration



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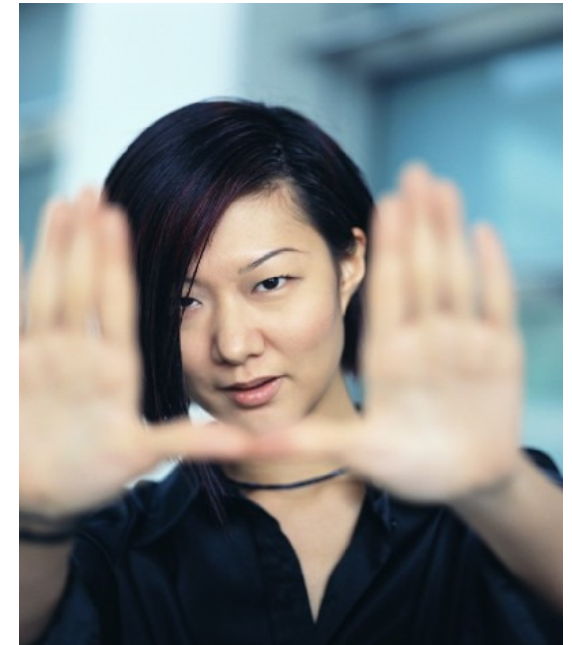
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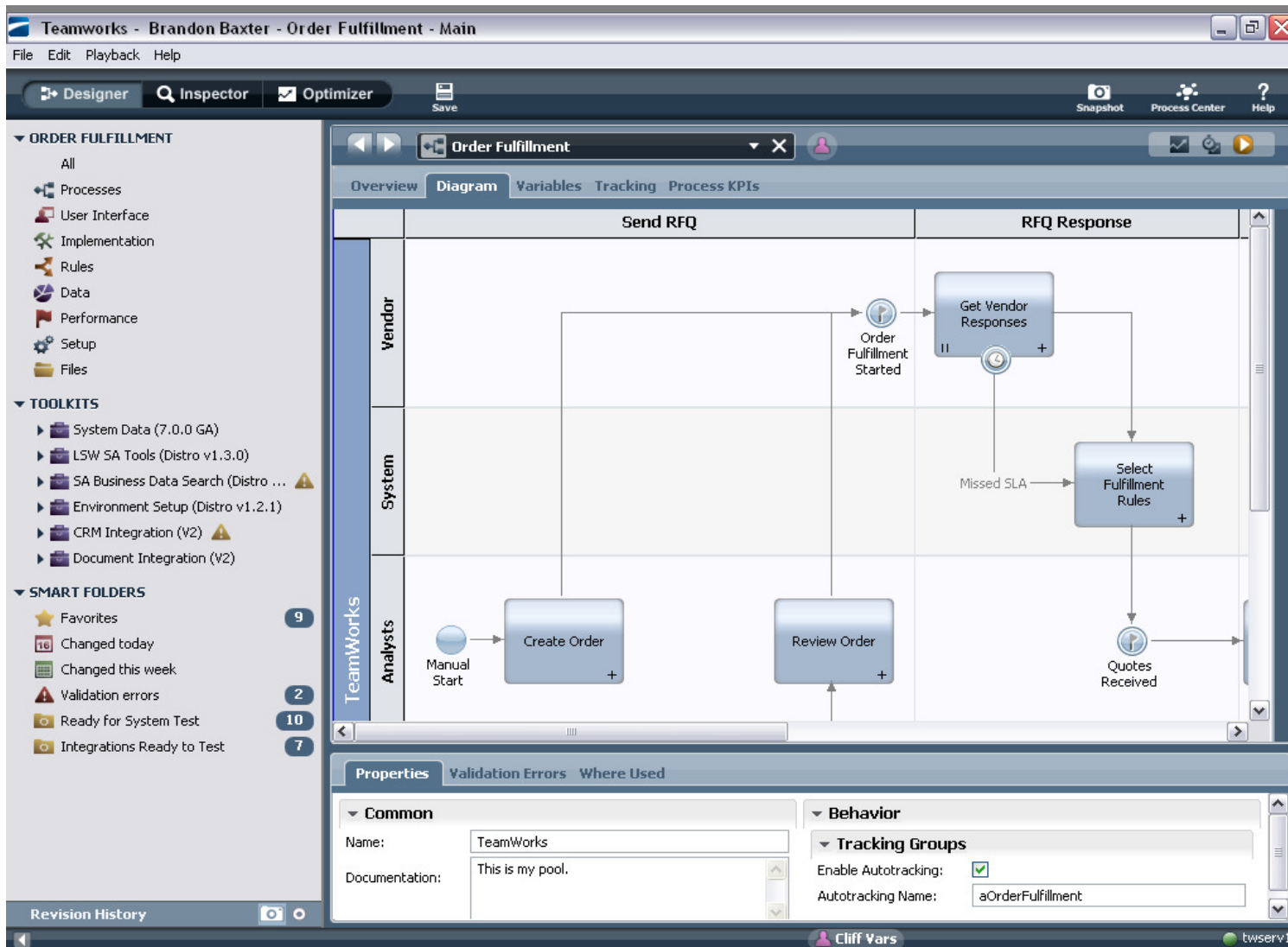
BPM allows us to  
focus on our most critical  
**business** priorities **first**.

”

— Eric Keller, CIO, Sirva

Keynote Presentation, Driven Online 2009.





## The Picture is the Process

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Process Developers

Call Center Managers

VP, Pharmacy Operations

# Leverage the BlueWorks Community to Augment Your Know How @ bpmblueworks.com

Best Practices

Participate in Community

Industry Insight


-  Articles and Papers
-  Webcasts
-  Podcasts



Benchmarks



KPI categories

-  1.0 Develop and Manage Products/Services (10003)
-  2.0 Market and Sell Products and Services (10004)
-  3.0 Deliver Products and Services (10005)
-  4.0 Manage Customer Service (10006)
-  5.0 Develop and Manage Human Capital (10007)
-  6.0 Manage Information Technology (10008)
-  7.0 Manage Financial Resources (10009)

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# Experimenting With Your BPM Journey? Need to Demonstrate Quick Value? Consider IBM BPM FastPath

***Go from Zero to BPM within 90 days\* for Smarter Business and Faster Results***

- **A prescriptive approach for achieving BPM within 90 days**
  - Accelerate your business' time to value with a human-centric BPM solution in production
  - Optimize your resources through a tried-and-tested, prescriptive approach to BPM
  - Improve business results through tighter collaboration between your business and technical teams
  - Achieve competitive advantage through improved process performance and customer satisfaction
  - Empower your department on key technological skills and methodologies
- **IBM Software Services for WebSphere Delivers!**
  - A 90 day implementation lifecycle that spans discovery, story-boarding, experience, managing and deployment of your BPM solution
  - Configuration and Installation – deployment of the prescribed IBM Software products
  - Project Governance – closely manage the project's goals and activities with the client
  - Deployment – a BPM solution in a production environment
- **\* Your success within 90 days**
  - Includes software and services
  - 90 day delivery assumes strict conformance with scope and delivery boundaries as jointly defined by IBM and the client
  - Cost and implementation times may vary based on actual scope



# Help Us Help You: Reduce Risk and Speed Execution With the Level of Assistance That's Right for You

IBM Software Services for WebSphere offers services & expertise that will help your organization gain experience & tackle difficult project needs. *We're invested in your success!*



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Thank

YOU

