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Experts say that a growing number of organizations use cloud computing to support their BPM initiatives—and with good reason, considering the potential benefits. But as the lead story in this issue of ebizQ's *BPM Quarterly* points out, the cloud comes with challenges that smart companies should address before moving forward. Also inside: Expert advice for taking an enterprise-wide approach to process improvement and advice on applying agile software development techniques to BPM. —ANNE STUART, Editor



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BIGGEST DRIVER: OPERATIONAL EFFICIENCY

THE DESIRE TO improve operational efficiency is the No. 1 reason prompting organizations to turn to BPM, according to the results of ebizQ's annual survey of business and IT professionals.

Seventy-five percent of those surveyed cite operational efficiency as the top driver for using, planning to use or considering investing in a BPM suite (BPMS).

Cost-cutting, agility and service are also major purchase drivers, according to the survey, which allowed respondents to identify up to three reasons for their interest in BPM.

Nearly half the respondents hope that BPM will help them reduce

costs, while 44% are seeking to increase business agility. More than a third hope that BPM will improve service.

Other drivers include:

- Supporting business transformation initiatives (19%)
- Providing competitive advantage (19%)
- Enabling continuous process improvement (18%)
- Reducing risk and fraud (15%)
- Improving regulatory compliance (14%)
- Increasing revenue and/or profits (7%)
- Adding value to a service-oriented architecture (SOA) implementation (4%)

What about the organizations that aren't using BPM suites and don't plan to do so? Among those, 48% say they simply don't see a need for the technology. (And it's



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not just small businesses in the “no-need” camp. While many who chose this response represent organizations with fewer than 1,000 employees, nearly a third work for midsize companies with up to 5,000 workers.)

Another 22% cite lack of executive support as the primary reason their companies have steered clear

of BPMSs. And smaller percentages report that either no current technology fits their needs or that the available choices are too expensive. —ANNE STUART

ebizQ's in-depth survey polled nearly 140 business and IT professionals about their challenges and priorities in BPM, case management, event processing, business activity monitoring and decision management. For more information, visit ebizQ.com.

QUOTABLE

SHARING PROCESSES WITH PARTNERS

“Some organizations are showing their processes to their partners to get their feedback. That creates more engagement and more buy-in. The new era is about sharing, but not just within your company. It’s about sharing beyond your firewall, sharing with a larger community.”

—CLAY RICHARDSON, *Senior Analyst, Forrester Research*

STRETCH FOR SUCCESS

“There have been countless occasions in which a design team assured the process owner that they could not possibly meet the target they were given. When the process owner holds firm, they will resign themselves to the effort and, much to their own amazement, come up with a design that actually exceeds the targets they were given.”

—MICHAEL HAMMER and LISA W. HERSHMAN
in “Faster Cheaper Better” (Crown Publishing Group, 2010)

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INSIGHTS

BPM: LESSONS TO BE LEARNED

WHEN IT COMES to evaluating their levels of expertise in BPM, many organizations view themselves as “newbies” to the field, according to recent ebizQ research.

Nearly 70% of respondents to ebizQ’s first in-depth reader survey characterized their organizations as being as “beginner” or “intermediate” levels with BPM, with only a fraction describing their companies as highly experienced in the approach.

Specifically, the business and IT professionals surveyed categorized themselves at the following levels of expertise:

- **Beginner** (just getting started with a few small-scale projects): 34%

- **Intermediate** (several successful projects; more planned): 35%
- **Sophisticated** (multiple successful projects, including large-scale ones): 10%
- **Advanced** (enterprise-wide approach to continuous improvement; can link BPM to organizational goals): 5%

The remaining 16% said their organizations had no experience with BPM.

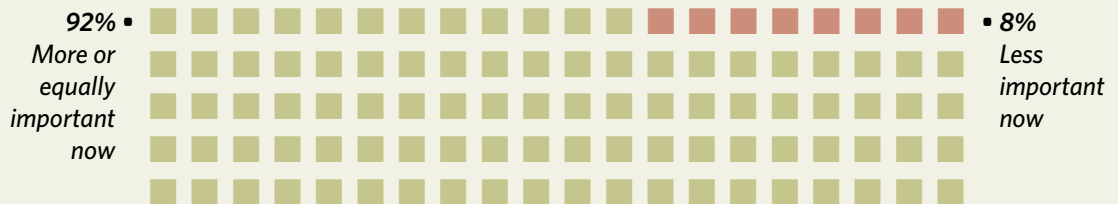
Bottom line: The survey results indicate that, in many companies, BPM has plenty of room to grow—and there’s a need for more BPM education as well. ■

ebizQ’s in-depth survey polled nearly 140 business and IT professionals about their challenges and priorities in BPM, case management, event processing, business activity monitoring and decision management. For more information, visit ebizQ.com.

TRENDS

BPM: A big priority

The vast majority of organizations view BPM as more or equally important now than it was a year ago, according to an ebizQ survey:



SOURCE: EBIZQ 2011 READER CHALLENGES & PRIORITIES SURVEY

BPM IN THE CLOUD: PLENTY OF PROMISE— AND POTENTIAL PROBLEMS

No question about it: Cloud computing offers big-time benefits for process improvement. But the approach comes with its own set of possible pitfalls. Here's how to steer clear of some of the biggest ones. **BY CRYSTAL BEDELL**

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ABOUT 40% OF organizations with BPM initiatives use cloud computing to support at least 10% of the processes involved in those initiatives, according to Gartner Inc.

With vendors increasingly making their enterprise software offerings available via the public cloud and organizations looking to take advantage of the cloud's benefits, that percentage stands to grow. But doing BPM in the cloud offers some unique challenges that organizations should consider before moving forward.

"Our view of BPM is that it's a discipline and approach for improving processes that can be supported by technology," says Michele Cantara, a Gartner Research vice president whose specialties include BPM. A BPM Platform as a Service (PaaS) is "the delivery of a BPM technology as a service by a cloud-solution pro-

vider," Cantara writes in the Gartner report "The State of the BPM Platform Cloud Market 2011."

BPM PaaS is often used for pilot BPM projects, as well as for development and testing, Cantara says. The approach can be used to create process-based applications, such as travel or expense management, or for other collaborative processes that haven't been automated in the past.

"BPM as a Service provides a less capital-intensive and more immediate solution for many companies—mid-market companies and business buyers within departments—who don't have the capability to spend a lot on IT, and they are often helped by IT in this endeavor," Cantara says. "Then once the solution is up and running, they can be less dependent on IT."

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POTENTIAL PITFALLS

While a BPM PaaS may be a more accessible option than an on-premises solution, it's not without its pitfalls. To begin with, organizations need to rethink how they contract this type of Software as a Service (SaaS). Organizations may be used to evaluating uptime, throughput and other aspects when evaluating SaaS providers and service-level agreements (SLAs). But when contracting for business processes, they should be looking at business outcome, Cantara says.

"Most companies that I see are having a hard time setting up their SLAs to focus on business outcomes because they're not used to doing that with cloud services. They're used to thinking about cloud in terms of security, uptime, things of that nature," Cantara says. For example, rather than measuring access to the claims application, you might measure the percentage of claims that process correctly the first time.

Many potential problems are associated with the processes themselves. "The biggest pitfall, normally, when you move a business process to the cloud is you have to settle for clean-vanilla, highly standardized processes because it's hard to change those software apps," Cantara says. "People want more flexibility in their business processes."

Process governance can also be an issue, says David Linthicum, founder and CTO of Blue Mountain Labs, a

consultancy specializing in cloud computing. In his view, the question that needs to be addressed is: "How do you manage the processes over time?"

Make sure processes can be modified, but also understand who owns the modifications to a business process on your behalf, Cantara advises. That might not matter for a commodity, but if you're using the service for a differentiating process, it could be an issue. "Say it's innovative and

MAKE SURE THAT INFORMATION IS ENCRYPTED AND THERE ARE LEVELS OF SECURITY TO PREVENT USERS FROM BEING ABLE TO ACCESS EVERY PROCESS.

useful to you. Do you own the intellectual property [or does it belong to] the service provider or to both of you?" Cantara says. "Make sure it's part of the contractual arrangements and understand what is happening to intellectual property."

Likewise, find out who owns the actual data—you or the service provider—and how it's protected. "Processes are sensitive information," Linthicum notes. For instance, "how is information handled via the

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process? How do you reach back into the enterprise to hook into the systems that need to be part of the solution?" he says. Make sure that information is encrypted and there are levels of security to prevent users from being able to access every process, he advises: "Vendors are providing some of those features, but it's a slow progression as they figure out the cloud."

UNDERSTANDING THE CLOUD

The cloud itself is another matter. It's characterized by scalability, elasticity and pay-per-use pricing. But those attributes aren't necessarily among those you'll find with every BPM vendor embracing the cloud label. "The cloud isn't one thing. Usually, when we say 'move to the cloud,' we mean move to the public cloud, but there is a continuum from the most private to the most public," Cantara says. "There are gradations, and somewhere in the middle is a mix of deals that are enabled by cloud services and technologies, but the contracts look like outsourcing. That might not be a bad thing [but] the trick is to understand what you're really getting."

Typically, Cantara says, providers price their services based on a range of users; the customer pays for services whether or not they're being used. That is subscription-based, per-user pricing. Likewise, scalability and elasticity may not be what you'd

expect from a typical SaaS set-up.

"Not all of the things I see with BPM as a Service truly meet all the attributes of cloud. That can be okay because most buyers don't need all

COMPANIES SHOULD AVOID BUYING A SOLUTION SIMPLY BECAUSE IT'S IN THE CLOUD—A SITUATION THAT TOO MANY ORGANIZATIONS FIND THEMSELVES FACING.

of the attributes of cloud," Cantara says. "So it's less expensive to buy a business process as a contract for 100 users than it might be to buy on-premises software, and while it's not purely pay-for-use, it's still a savings."

Still, companies should understand what they're getting. And they should avoid buying a solution simply because it's in the cloud—a situation that too many organizations find themselves facing. As Linthicum puts it: "They want to have a cloud solution in the enterprise by whatever means necessary, and they're going to make it happen whether it's a fit or not." As a result, the solution fails to meet the company's business requirements.

To prevent falling into that trap,

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Linthicum advises organizations to determine their performance requirements and compare them with the cost benefits and integration capabilities of any given solution. “Think about these before you get to an operational state,” he says.

In terms of performance, Linthicum warns that organizations should expect some network latency with BPM PaaS. To avoid taking a hit in that regard, he recommends conducting performance monitoring and modeling. “Make sure that you’ve modeled what the performance will look like so that you can see any performance bottlenecks and address those early on,” he says.

Of course, that advice assumes that you’ve planned out the architecture ahead of time—which is another step that Linthicum recommends. Plan how the integration will occur and how it will operate in a production environment, he says—adding that he’s not just talking about now, but five years from now.

This all requires an architectural understanding of the service. “People who need to understand how business process management systems work with cloud computing also need to understand SOA,” notes Linthicum. “Get familiar with patterns

and business processes that have proven successful so that you can get the configurations right on paper before you move in the direction of the cloud. And be sure to engage the people you need to engage with ahead of time.”

PLAN HOW INTEGRATION WILL OCCUR AND HOW IT WILL OPERATE IN A PRODUCTION ENVIRONMENT—NOT JUST NOW, BUT FIVE YEARS FROM NOW.

In addition to involving internal stakeholders, Linthicum and Cantara both recommend getting outside help. “Get outside consultants that are independent of vendors to help you,” says Linthicum. “Find a company that’s done it before, that knows the technology and knows how to validate the business requirements with the technology.” ■

Crystal Bedell, a freelance technology journalist, writes articles, tips and guides to help IT professionals evaluate technology, secure and modernize their IT infrastructure, solve business problems and prepare for IT certifications. She can be reached at cbedell@bedellcommunications.com.

EXPERT ADVICE FOR ENTERPRISE-WIDE SUCCESS

In today's fast-changing business environment, taking a holistic, big-picture approach to process improvement is key for true transformation. These best practices can help boost BPM's power throughout your organization. **BY LYNN HABER**

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WHEN IT COMES to BPM, companies don't plan to fail. Too often, though, they fail to plan—for enterprise-wide success.

Change never comes easily. But in today's business environment, it's more important than ever to take a big-picture approach to BPM to ensure that you reap the most benefit from your process-improvement efforts—and the maximum value from your BPM investments.

Overcoming the common bottlenecks around transformational or enterprise-wide BPM initiatives requires upfront and ongoing implementation of some key best practices to enable truly cross-functional business processes, industry experts say.

Common barriers to enterprise-wide BPM success include logjams during process discovery, lengthy process project timelines and low rates of adoption by business peo-

ple and customers.

The good news: Certain technologies—namely, BPM suites, but also social and Web 2.0 tools—can go a long way toward hurdling those obstacles.

WHERE TO BEGIN

Clay Richardson, senior analyst at Forrester Research, cites three cultural challenges that must be addressed for successful BPM initiatives:

- Getting everyone on the same page in terms of process methodology and terminology
- Overcoming process turf wars and political process battles
- Empowering business stakeholders to take greater ownership of process transformation

Building consensus around termi-

nology and methodology tops that list because, typically, each participant comes to the table with his or her own definitions of what a process looks like. Rather than simply jump in from a systems standpoint or a process change standpoint, participants in a BPM initiative

must find a common set of terms to ensure that they're being consistent about what exactly what they mean.

"When you get into a cross-organizational situation, things should be approached organically," says Nathaniel Palmer, executive director of the Workflow Management

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→ CENTRALIZING EXPERTISE: CREATING A BPM CENTER OF EXCELLENCE

IF THERE'S ONE thing that just about all BPM professionals agree on, it's this: Establishing a centralized process-improvement resource center can go a long way toward ensuring BPM success.

It's tough to find even a single universally accepted name for such resource centers. Some, including Forrester Research, call them BPM centers of excellence (CoEs). Others refer to them as business process competency centers (BPCCs).

But by any name, such centers are typically designed to consolidate BPM expertise, including setting standards and governance, defining best practices, providing BPM tools and templates, offering support and serving a central resource for advice, expertise and skills. Depending on the organization, such a center might also offer training, project scoping and selection and even support for BPM suite deployment and maintenance. Those involved with the CoE could range from IT staff to process architects, analysts and managers to the top executives involved in BPM.

CoEs remain an emerging trend, according to a recent ebizQ research. Only 25% of the 137 business and IT professionals who completed ebizQ's in-depth survey said they currently have a CoE or plan to add one in the next year. But another 30% indicated long-term interest in developing a centralized source of BPM skills and know-how.

Why bother with such in-house centers of expertise? Because, experts say, they work. "We have found a correlation between centers of excellence and BPM success," says Connie Moore, vice president and research director for Forrester Research. The reverse is also true, she says: BPM failures can also be traced at least in part to the lack of such centers. —ANNE STUART

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Coalition and chief BPM architect at SRA International. Otherwise, he warns, you'll end up with something intractable and ultimately, not operational."

Once companies get multiple departments to agree on what a process looks like, they must still address other changes and trade-offs. Among the biggest: finding mutually acceptable ways to measure success. "At this point, you've got to get people to stop thinking in their silos," Richardson says.

Establishing common metrics can also help participants see that, ultimately, they're all working toward the same goal. "Metrics work as an alignment tool and are vital to getting everyone focused on the customer," says Jim Newman, vice president of professional services at OpenText Business Process Solutions Group.

Taking a truly enterprise-wide approach often requires involving multiple subject-matter experts from throughout the organization—and, often, from outside as well. "The team should come from cross-functional groups and involve discovery, analysis and redesign of cross-functional processes," says Shelley Sweet, president of I4 Process, a consulting firm whose specialties include process redesign.

Unfortunately, many organizations lack process owners for cross-functional processes; that lack of leadership makes it difficult to reap

the maximum benefit. "BPM that addresses cross-functional processes exposes an opportunity for big improvements versus sub-processes that are confined to smaller areas," Sweet says.

And those subject-matter specialists can make the difference between a process that's stalled and one that's accelerating. "Having that skilled person, such as the process analyst or process architect, is necessary to facilitate and drive outcomes or offer design ideas when logjams occur," says Richardson. Such specialists are often equipped with toolkits for specific methodologies—such as Lean, Six Sigma or Agile—to help transform processes, shift thinking and quickly deliver BPM goals.

Meanwhile, Palmer suggests setting milestones based on a 30-day plan. "It's important to look for tangible results," he says, adding that a "win" provides visibility that can be used as a starting point for the next piece of the plan.

NEW LOGJAM-BUSTERS

Mobile, social networking Software as a Service (SaaS) are among the newest tools being used to break process logjams, ease bottlenecks and help dispel user frustration.

Social tools are particularly useful for gaining BPM buy-in from front-line users. "In many cases, demand for BPM is there, but adoption or

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ownership on the front line is low because [users] didn't get to participate in the process," Richardson says. The typical result: Users simply continue doing things the way they've been doing them.

Using a social approach allows the companies to capture feedback from business stakeholders and, ultimately, provide more ownership for users involved in a particular process.

Social approaches can be used in process discovery and process development. They can enhance process-improvement conversations, empower business stakeholders during process definition and enable smarter decisions during process execution.

Social networking can also increase visibility, feedback and engagement. "It doesn't, however, replace having the right approach or methodology down," Palmer says.

The use of mobile devices and cloud services can also remove some impediments that slow things down. "Mobile, in particular, provides use time that may not be otherwise available to some individuals," Palmer says. Meanwhile, cloud services, already widely adopted in test and development environments, offer a great option for piloting and deploying business process solutions—especially in organizations where IT may be burdened with other projects.

IN-HOUSE EXPERTISE

Finally, many organizations bring in outside professionals to help launch BPM projects. That's a great way to get initiatives off the ground, but experts say it's important to have long-term plans for making sure you've got the needed expertise inside your own walls. "Not only does the organization need a well-defined plan for knowledge transfer, but it must also identify in-house talent or a plan to grow in-house talent," say Richardson.

One way to do that: Establish a centralized in-house BPM center of excellence, or CoE. Such centers, according to Forrester, are typically responsible for process governance, project scoping and selection, training and development and dissemination of best practices. "The CoE also has responsibility for BPM suite deployment, development and maintenance," says Richardson. (For more on BPM CoEs, see "Centralizing Expertise: Creating a BPM Center of Excellence" on page 10.)

Bottom line: In every aspect of BPM implementation, ownership, collaboration and access to expertise are critical to breaking logjams, overcoming frustrations and ensuring a measurable return on investment. ■

Based near Boston, **Lynn Haber** is a freelance journalist who specializes in writing about business and technology. Contact her at lthaber@comcast.net.

AGILE AND BPM: A WINNING COMBINATION

As many practitioners are discovering, applying agile software development techniques to BPM can lead to some pretty impressive results—if you do the job correctly. **BY ALAN EARLS**

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AT (ZERO)70 IT SERVICES, the agile approach has become a key component not only for the company's application development, but for the development of its business processes as well. "For us, agile BPM is effectively aligning business and IT by expanded communication through regular feedback and consistent, rapid evolution," says Marco Valkenburg, director of (Zero)70, which is part of the Netherlands-based Van Ameyde Group.

Considering agility in both development and deployment can help ensure that BPM is an optimal fit for an organization, while building in agility—through alerts, for example—can keep a BPM system functioning as effectively as possible.

That insight has impacted the company's choice of BPM and application-delivery tools. "When we decided to bring agility into the BPM approach at Van Ameyde, our end goal was to effectively combine the BPM delivery cycle and application delivery/change management cycle

into a single common approach," Valkenburg says. Company officials expected the decision to eliminate the synchronization problems that could occur when the processes, delivery cycles and technologies were different.

BUILDING IN AGILITY—THROUGH ALERTS, FOR EXAMPLE—CAN KEEP A BPM SYSTEM FUNCTIONING AS EFFECTIVELY AS POSSIBLE.

"Our primary challenges in adopting agile BPM was that we needed to ensure that a change in approach did not adversely affect our ability to bring on new clients," Valkenburg notes. "Any impact on business development could ruin the project." The company also needed to ensure that business processes could still be differentiated from

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country to country, from client to client and across various geography-specific branches.

“We learned several things during the implementation of agile BPM—primarily that keeping change under control was paramount,” Valkenburg says. “It’s not about how fast you can make a change, but rather controlling the rollout to ensure that no problems emerge.” As the company’s application portfolio has matured, it has shifted from four-week to six-week release cycles, effectively slowing down the rate of change.

Company officials also came to realize the importance of process versioning, especially when dealing with long-running processes. “You need ensure that your underlying BPM technology can help identify the change impact and assist with the rollout of each version of a pro-

cess—or be prepared for serious headaches,” Valkenburg says. (For more tips from Valkenburg, see “Quick tips for using agility in BPM,” below.)

“AGILE BPM IS EFFECTIVELY ALIGNING BUSINESS AND IT BY EXPANDED COMMUNICATION THROUGH REGULAR FEEDBACK.”

—MARCO VALKENBURG
Director, (Zero)70 IT Services

Results have been highly successful: The company now has a fully functional, multi-country claims-processing system with more than 16 million individual process activi-

→ QUICK TIPS FOR USING AGILITY IN BPM

MARCO VALKENBURG of (Zero)70 IT Services, offers these three quick tips for successfully taking an agile approach to process improvement:

- 1. Keep processes manageable from a maintenance perspective.** You can accomplish this by building a central repository of process “flex points,” essentially building a template or rule set for steering processes within your system.
- 2. Give users enough time to keep up with swift change.** Adopting an agile approach—in BPM as well as in software development—involves many changes, and those affected need time to adapt.
- 3. Don’t alienate users by pushing revisions too quickly.** Let people adjust to one round of improvements before piling on the next one. —A.E.

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ties, of which more than 240,000 are currently running at one time from hundreds of different processes. Valkenburg says his team worked with Out Systems' Agile Platform, which helped to unify the technology behind the application development and BPM delivery processes, increasing the agility of both operations.

AN ITERATIVE APPROACH TO AGILITY

Valkenburg isn't alone in seeking enhanced BPM agility. Jason Tice, site engineering lead at Asynchrony Solutions, a consulting firm in St. Louis, also believes that agile software development techniques can be applied to BPM to yield more agile results. For example, Tice says, his company has been using the idea of tracking BPM activity through iterative cycles. Consultants map a process and then orchestrate it with BPM, providing the pieces as individual units and then offering ongoing demonstrations to the customer. That amounts to a series of small updates, which allows for "tuning" of the approach as it progresses, rather than just delivering a "black box" at the end of the process, he says.

"For some customers, we do it in the context of the enterprise architecture discipline, where you can use BPM to drive the enterprise architecture," Tice explains. That

approach allows customers to make changes before the work gets too far along to where it would need to be reworked. Those iterative dem-

PREPARE FOR THE INTRODUCTION OF BPM BY REVIEWING EXISTING BUSINESS PROCESSES. THIS STEP WILL HELP YOU IDENTIFY WASTE AND BECOME ACQUAINTED WITH BUSINESS OPERATIONS.

onstrations allow an opportunity to verify whether the development of the BPM is aligning with strategic directions and permit any needed changes.

Tice says his company has also harnessed kanban, a Japanese concept related to the Lean and just-in-time approaches to production, to track work queues.

When BPM work is proceeding at the same time as software development, the team has two kanban boards to independently track the progress of each BPM item as it is being developed within the orchestration tool. "That lets us track the ones that have dependencies so we can leverage the BPM approach by having software developers focus on building enterprise-level applica-

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tions,” Tice says. At the same time, others can use BPM tooling to build the overall solution.

One challenge involved with achieving BPM agility is how to balance the need for rapid change in a live business process against the need to ensure that the change made to that process has been tested. “That is where the ability to divide the work into small chunks is key,” Tice says. Risk mitigation can be achieved by dividing process improvement into small chunks, with frequent reviews with the customer and a good feedback loop, he says.

REAL-LIFE EXAMPLES

Meanwhile, Monte Mitchell, president and CEO of Fourtre Consulting in Allen, Texas, says some of the most important lessons he’s learned about agility and BPM came from clients—especially from a bank that was seeking process-improvement help.

Mitchell found the bank had a few productivity measurements in place but clearly had a problem because it had fallen behind on federally mandated time limits for processing certain loans. Working with the bank’s teams, Mitchell and his colleagues discovered bottlenecks in work queues where work kept piling up. “One [employee] would push to another, but they didn’t have the ability to move at the same pace.

This caused the overall process time to stretch,” he says.

As part of a BPM revamp, Mitchell installed alerts for management so that problems in the work queues would be spotted and addressed

ONE CHALLENGE INVOLVED WITH ACHIEVING BPM AGILITY IS HOW TO BALANCE THE NEED FOR RAPID CHANGE IN A LIVE BUSINESS PROCESS AGAINST THE NEED TO ENSURE THAT THE CHANGE MADE HAS BEEN TESTED.

promptly. He shares this lesson learned from the experience: Look at process issues from the perspective of individual team members first, before taking a global view and engineering a solution.

Shawn Casemore, principal of the Casemore and Co. consulting company, based in Owen Sound, Ont., offers several more suggestions for agile BPM implementation:

- Prepare for the introduction of BPM by reviewing existing business processes. This can provide opportunities to identify and remove waste and allow you to

HOME

BPM DIGEST

BPM IN THE
CLOUD: PLENTY
OF PROMISE—
AND POTENTIAL
PROBLEMSEXPERT ADVICE
FOR ENTERPRISE-
WIDE SUCCESSAGILE AND BPM:
A WINNING
COMBINATION

become intimately acquainted with business operations.

- Map out the flow to get an insight into understanding fundamental functionality requirements.
- Complete such reviews before selecting a software program.
- Ask your software supplier to arrange a site visit to a comparable customer so you can see agile BPM in action.
- Streamline business processes before implementation.
- Cleanse data before uploading it into the system.

“Agility is being flexible and willing to move when necessary rather than staying on the same ground at all times,” says Casemore. That’s especially important now with economic turmoil as a constant in the business world, he adds: “From a process and a technology standpoint, you have to be able to move with the flow.” ■

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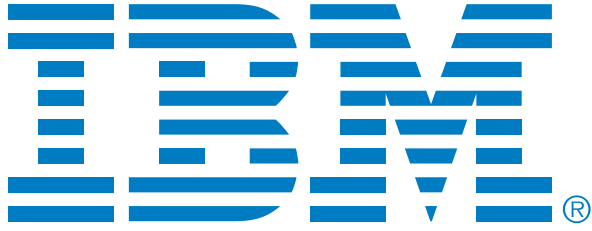
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