

# BPM

## *quarterly*

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## ASSESS FOR SUCCESS: MEASURING BPM'S BENEFITS

We've all heard variations on the classic business caveat that you can't manage—or improve—what you don't measure. Nowhere is that more true than in BPM. This issue of ebizQ's BPM Quarterly offers tried-and-true best practices for accurately gauging the progress of any BPM effort. Also inside: expert advice for cutting the complexity out of BPM and for integrating BPM into all-important customer relationship management processes. And, as always, the BPM Digest offers a variety of tips, insights and resources. Read on!

—ANNE STUART, Editor

Smarter business for a Smarter Planet:

## Making the fastest people in the city of Madrid 25% faster.

To put emergency responders on the scene as quickly as possible, you need more than fast cars and good radios. You need to orchestrate absolutely everything about the organization, synching not just the people from the different agencies—fire, ambulance, police and traffic agents—but all the processes and technology that serve them as well. The city of Madrid did just that—with help from an IBM business process management solution that integrates the disparate applications, data and processes of its different agencies. Since implementing this solution, the city has reduced Madrid's emergency response time by 25%.

A smarter city is built on smarter software, systems and services.  
Let's build a smarter planet. [ibm.com/response](http://ibm.com/response)



*A data visualization of emergency incidents in Madrid between 2009 and 2010*

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## TRENDS

### THE RAPID RISE OF DECISION MANAGEMENT

**IN TODAY'S** rapidly changing business environment, taking a systematic approach to decision-making is more important than ever, according to research from IDC.

"Convergence of intelligent devices, social networking, pervasive broadband networking and analytics is ushering in a new economic system that is refining relationships among producers, distributors and consumers," IDC analysts say in a recent report.

The resulting flood of new data, ever-faster cycle time and growing adoption of analytics are all increasing awareness about the importance of decision management, the analysts say: "There is both a need and

an opportunity to change how decisions are made to harness these new circumstances to achieve advantage in the market."

What's behind the emphasis on effective decision-making? "Enterprises succeed or fail based on the decisions made by executives," points out Maureen Fleming, program vice president of IDC's BPM and middleware research. "They compete effectively or lose market share based on the operational decisions made by their managers. And they are more or less profitable based on the day-to-day decisions of the various knowledge and line workers who make up most of the workforce."

In today's constantly changing "intelligent economy," companies need greater visibility into the internal and external processes underlying those decisions. As a result, IDC says, smart organizations are beginning to understand the need to shift

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from “the art of the decision” to “the science of the decision”—a management science that’s increasingly supported by technology.

That, in turn, is driving demand for decision management solutions, including project-based and transactional decision management components, applications and platforms.

How much demand? IDC projects that the overall market for decision management solutions, which was about \$5.2 billion in 2009, will reach \$10.8 billion by 2014, a compound annual growth rate (CAGR) of nearly 16%. Breaking that down, IDC expects that by 2014:

- Decision management components will grow to \$6.2 billion.
- Decision management applications will grow to \$3.8 billion.

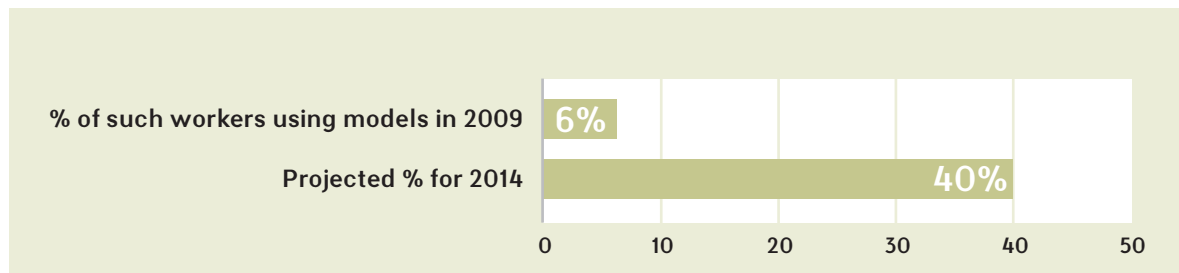
- Decision management platforms, which are starting from a small base, will grow to \$834 million.

Meanwhile, IDC expects decision management software to play an increasingly important role in a variety of arenas: “It can have a profound impact on creating competitive advantage in commercial transactions, enabling sustainable management of communities and promoting appropriate distribution of social, health care and educational services.” —ANNE STUART

*For information on obtaining the full report, “Worldwide Decision Management Software 2010-2014: A Fast-Growing Opportunity to Drive the Intelligent Economy,” visit [www.idc.com](http://www.idc.com).*

## Rapid growth for use of business process models

**Gartner Inc. projects that the use of comprehensive business process models will grow rapidly among business managers and knowledge workers in Global 2000 enterprises.**



SOURCE: GARTNER INC.

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## TIP

## SIDESTEPPING TWO COMMON BPM SUITE TRAPS

**ALL TOO OFTEN**, companies invest in BPM suites that help them rack up some initial successes, but ultimately leave many initiatives in danger of stagnation or flaming out, according to a recent Forrester Research report.

“To avoid BPM flameout, business process professionals should be aware of the two most common pitfalls of BPM suite initiatives,” Senior Analyst Clay Richardson warns in the report, “Forrester’s Best Practices Framework for BPM Suites.” He identifies those two problem areas as:

**1** **Lack of a strategic focus on business value.** Many companies have grand plans for becoming “process-oriented,” but haven’t developed concrete blueprints for transforming that vision into reality. In many cases, they haven’t adequately addressed stakeholder concerns or potential constraints on time, money and other resources. “Implementing a BPM suite should be tightly linked to business goals, be focused on customer outcomes and clearly identify the methodology and constituents that will be affected,” Richardson writes.

**2** **Lack of attention to structural and political issues.** Sometimes, BPM suite initiatives degenerate into “technology-centric projects aimed at basic process automation, without any thought of continuous process improvement,” Richardson says. Such projects may well result in cost savings, but their sheer scope and complexity blurs their ultimate value. Meanwhile, that complexity, combined with the lack of clear objectives, shift the focus away from the important work of process redesign.

**In many cases, companies haven't adequately addressed stakeholder concerns.**

“A BPM suite’s potential lies not in technology itself, but instead in using technology alongside an in-depth understanding of the mission-critical cross-functional business to drive continuous improvement and process transformation,” Richardson says. “The most effective BPM suite initiatives frame success by their overall impact across the organization and core business processes—but they’re implemented in focused incremental steps.” —A.S.

*For more information, or to order the report, visit [www.forrester.com](http://www.forrester.com).*

**QUOTABLE**

"Case management has a very strong effect on your ability to innovate and to create personality around the experience that a company provides. It also gives much more control and standardization of processes that traditionally have been very, very unstructured."

—**CRAIG LE CLAIR**, *Vice President and Principal Analyst, Forrester Research*



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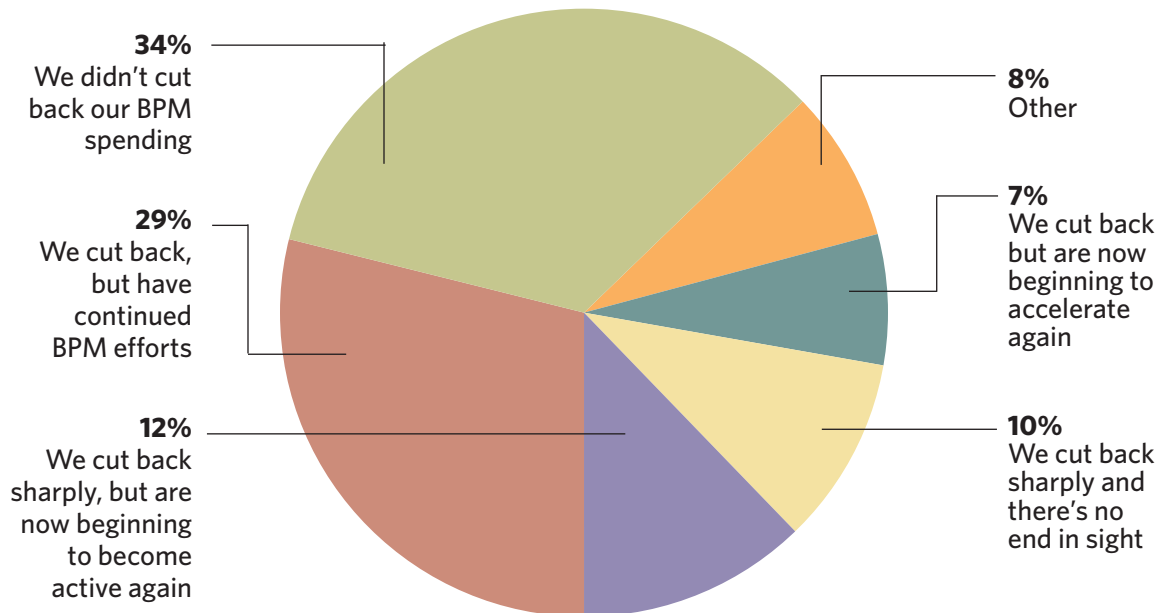
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## BPM spending prevails

Spending on BPM remains strong even in tough times, according to a BPTrends survey of 264 business and IT professionals. Asked whether the sluggish economy had affected their BPM projects, respondents replied:



SOURCE: "THE BPTRENDS SURVEY REPORT: THE STATE OF BPM 2010." THE FULL REPORT IS AVAILABLE AT [WWW.BPTRENDS.COM](http://WWW.BPTRENDS.COM).

# BPM METRICS: TO REAP BPM'S BENEFITS, MEASURE ITS RESULTS

The best way to win support for future BPM initiatives: quantify the achievements of current and past projects. Here's authoritative advice for tackling that task.

BY CRYSTAL BEDELL

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**EXPERTS AGREE:** The objective of a business process management program is continuous improvement. But as the old business adage goes, you can't manage—or improve—what you don't measure.

John Dixon, a Gartner Inc. research director, sums up the matter this way: "BPM without metrics is just a shot in the dark." In fact, accurate, relevant metrics are becoming increasingly important to companies seeking to make smarter, more agile business decisions. By the end of 2013, he predicts, "50% of all firms will embrace end-to-end performance metrics or lose their sense of control and become less competitive."

Gauging a BPM program's success begins with a formal strategy, which should strive to benefit the whole organization, not just the business units involved. "Many times, people will implement BPM within their department, and they

make some improvements within the department. But those improvements get lost when you look at the bottom line," says Lisa W. Herschman, CEO of Hammer and Company, a business process education and research firm.

Those diluted benefits make it difficult for executives to see the results of—or value in—a BPM initiative, and they may lead to questions about investments in both people and technology. For those reasons, formal efforts to measure BPM success must cross department boundaries, just as end-to-end processes do.

## ESTABLISHING A BASELINE

The first step in developing a strategy for BPM metrics is understanding the current state processes that you're considering changing. "A common mistake is not creating a

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baseline" for existing processes, says Hershman, also co-author of "Faster Cheaper Better: The 9 Levers for Transforming How Work Gets Done" (Crown Business, 2010). "People get so excited and jump right into it," she says. "Take the time to understand the current state before you start designing to the future state."

Without a defined baseline, it's tough for an organization to quantify process improvements. Stakeholders involved with a given process may be able to attest that it's more efficient, more effective or otherwise better than before—but there's no reliable way to provide that to decision-makers. Not having a clear current-state picture also makes it more difficult to decide about future improvements.

"Too often, what we see is that the organization can agree what the problem is—the process is inefficient—but how are they measuring efficiency? Where is it today, and what would be an improvement?" says Gartner Vice President and Distinguished Analyst Janelle B. Hill. "If that's not clear to everybody at the beginning, they struggle to make proposed changes."

### DEFINING SUCCESS

Once you've established a baseline, you can determine what constitutes success. "Know up front what the process improvement is that the or-

ganization wants," advises Hill. That involves setting clear definitions and goals for improvements, such as shorter cycle time, higher throughput or increased productivity.

But don't limit your BPM program to operational improvements; think about using it to build business as well. Says Hershman: "It's not just about cost-cutting and efficiencies. It's about growth, being easier to do business with, and focusing on the customer. A BPM program can really help enable business results."

Once you know where you're starting from and where you're headed, you can measure improvements. Metrics vary based on the process involved, but Gartner's Dixon says that following a few general guidelines can help ensure accurate assessment for a variety of different projects (see accompanying article, "[BPM metrics: 7 best practices](#)").

### DOING THE JOB RIGHT

Meanwhile, here are a few other experience-based tips for gauging the success of your BPM programs and initiatives:

- **Measure selectively.** When it comes to determining what to assess, Hershman cautions against the temptation to measure everything. "If you measure too many things, you'll only focus on those you can hit," she says.

*(Continued on page 10)*

## → BPM METRICS: 7 BEST PRACTICES

GARTNER ANALYST John Dixon has a simple formula for why it's important to gauge the success of BPM efforts: "No measures = No results = No justification." And ultimately: "No sustained improvement."

In other words, if you can't quantify the results of your BPM projects, you're unlikely to reap long-term benefits from them—or gain support for future initiatives.

At a recent international Gartner BPM Summit, Dixon offered the following best practices for applying metrics to just about any BPM undertaking:

**1. FOCUS ON OUTCOMES** Measure results delivered, not steps taken. Identify the most-valuable contributions. Make sure that all stakeholders concur on the definition of a good outcome.

**2. LIMIT THE NUMBER OF MEASURES** "Focus. Don't scatter your efforts," Dixon says. "Concentrate on the measures with the greatest impact." What's the right number? He recommends using just two or three.

**3. SET CLEAR, SPECIFIC GOALS** For instance, rather than saying "improved customer service," set a specific goal and a timeline for meeting it. Make sure everyone understands these objectives.

**4. MEASURE CURRENT PERFORMANCE** It's hard to prove how far you've come without knowing where you started. Establish an accurate, relevant baseline.

**5. LINK METRICS TO STRATEGIES** Show how BPM efforts align with business strategies and help meet high-level organizational goals.

**6. LOOK AHEAD, NOT JUST BACK** "Metrics that predict results that you can leverage by timely action are better than recording history," Dixon says. Specifically, watch for economic, competitive or market behavior that might prompt a quick course change.

**7. MAKE METRICS VISIBLE AND ACCESSIBLE** Metrics can motivate people—but only when they can see or find them. Expect some initial reluctance to change, Dixon warns, but keep in mind that being able to demonstrate positive results goes a long way toward gaining acceptance. —ANNE STUART

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Instead, aim to strike a balance between business metrics and customer metrics. "When I go into companies, things are put into financial terms, but rarely put in terms of the customer," Hershman says. Organizations should learn to balance "the voice of the business" with "the voice of the customer," she says. To do that, she recommends considering these two critical questions: "What do we need to do to stay afloat financially, and what do our customers care about?"

■ **Use the right metrics.** Hill points out that process performance measures (PPMs) are different from traditional key performance indicators (KPIs). "A lot of our clients have KPIs that measure task-level performance"—for instance, how many widgets were produced, she says. "But those aren't process performance measures. Most PPMs are rate-oriented. A rate or percentage gives the process view," she explains. So rather than saying how many widgets the company produced, a PPM indicates how many more widgets were produced in the same amount of time.

■ **Keep the effort going.** Measuring BPM success doesn't just end when the metrics you collect align with the goals you established months or

years earlier. In fact, it's often just the beginning.

"That's a bit of a problem—organizations thinking they've achieved success and don't need to keep going. Success suggests that it ends: You've achieved something and you're done," says Hill. "But maturity is an ongoing concept."

The more mature a company's BPM program, the more ingrained it gets in the organizational culture. Eventually, continuous process improvement becomes a way of life. "Companies that are mature see this as an ongoing effort," Hill says.

The organizations with the most successful BPM programs continually revisit their processes to determine whether they should be changed. "There is no one perfect way of doing any process for any organization so that if you get it right now, you can continue doing it that exact way for the next 10 or 20 years," Hill says. "You need to constantly monitor your processes to ensure that they are appropriate for your current circumstances."

The payoff? Serious competitive advantage. "Companies that do this are not only catching up with the competition but innovating beyond the competition," says Hershman. "You see it in their processes." ■

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# KEEP IT SIMPLE: TIPS FOR CUTTING THE COMPLEXITY OUT OF BPM

Business process management is often a massive undertaking—but that doesn't mean it has to be a tangled mess. Here's how to keep your BPM initiatives from mushrooming out of control. **BY ALAN EARLS**

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**THERE IS A** rich irony in the fact that BPM initiatives, which are typically intended to streamline a company's activities, can themselves end up unwieldy, unfocused or over-complicated.

Indeed, BPM initiatives have a natural tendency to expand. "They can start small, but as people see what is happening, they tend to grow in scope and complexity," says independent BPM consultant Sandy Kemsley of Kemsley Design.

## TYPES OF COMPLEXITY

She describes two aspects of complexity: one political and cultural; the other technical.

"Keeping it simple culturally and politically is important so that you don't get involved with areas you shouldn't and don't let the scope grow," she says. For example, a team launching a BPM initiative may find

similar efforts, such as Six Sigma groups or other process-improvement projects, underway elsewhere in the company. That raises a natural question: Should you combine

**"KEEPING IT SIMPLE IS IMPORTANT SO THAT YOU DON'T GET INVOLVED WITH AREAS YOU SHOULDN'T AND DON'T LET THE SCOPE GROW."**

—**SANDY KEMSLEY,**  
Analyst and Consultant,  
Kemsley Design

that new initiative with the other efforts, or even just link to them? Kemsley's answer: Probably not at first. "Eventually, you probably do want to do that, but you might not

want to burden a BPM project that's just starting out with those additional things," she says.

On the other hand, you don't want to totally isolate your BPM effort. That's an excellent argument for

## → 5 TIPS FOR STREAMLINING BPM INITIATIVES

FOLLOWING IS EXPERT advice to help simplify your BPM initiatives and improve your chances for success:

**1. LET BUSINESS LEAD THE CHARGE** The best BPM initiatives are process-driven, with business taking the leading role, says Forrester Research analyst Craig Le Clair. If business doesn't engage and shape the project from the get-go, it's likely to result in false starts and changes in direction.

**2. PROVIDE THE RIGHT ENVIRONMENT** Be sure your organization has the right level of process maturity and a culture of change that will support successful BPM simplification, says Le Clair. "Process maturity will help identify the best processes to focus on and the right way to do it—and thus make it simpler to implement BPM," he says.

**3. KEEP STAKEHOLDERS SMILING** If those involved don't feel good about the effort, that can complicate matters as well. Proper change management—for instance, clearly communicating how a process change will affect participants' work lives—will go a long way toward ensuring positive attitudes—and removing possible barriers.

**4. BE FLEXIBLE, BUT HAVE A PLAN** BPM is naturally agile. It lends itself to a spiral project approach, where you do a bit, then validate, and then do a bit more. But if you do that without a framework and an idea of the end state, according to Nathaniel Palmer of the Workflow Management Coalition, "scope creep becomes inevitable—and also hard to identify until it's too late."

**5. CREATE A COMMON LANGUAGE** Among the most basic issues for controlling a BPM project is coming up with an agreement about terminology. Taking that step ensures that you're describing things not only in a consistent way but with consistent meaning. It's easy—and all too common—for organizations to think they're moving toward a common goal, only to discover fundamentally different points of view that can send them all the way back to the drawing board. —A.E.

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establishing a BPM competency center or center of excellence—a place to share BPM knowledge, skills and resources throughout the enterprise.

**COMPLEXITY CAN AFFLICT SMALL BPM PROJECTS AS WELL AS LARGE ONES. FOR THAT REASON, BPM PROJECTS OF ANY SIZE NEED SPECIFIC COMPONENTS TO STAY TRIM AND ON TRACK, INCLUDING CLEAR GOVERNANCE, REGULAR MILESTONES FOR MEASURING PROGRESS AND A SOLID COMMUNICATION PLAN.**

You can also get too complex with technology. Kemsley says the problem often begins when customers see a vendor demo that emphasizes all the bells and whistles of a BPM solution. Then, instead of using the product in its basic out-of-the-box form, they get seduced by visions of the many sophisticated ways it could be applied. “They end up turning it into a high-end graphical application development tool and write a huge amount of complex customization,” she says. That, in

turn, complicates the constant change and fine-tuning that are inherent in BPM, and in the resulting work. “Typically, you’ll get some feature in place that seems to make sense, but then when you see how it works, you’ll want to change it almost immediately,” Kemsley says.

Instead, Kemsley recommends, adopt as much of the out-of-the-box functionality as possible for your first BPM iteration. Then, after people have begun using the solution, you can consider customizing it, integrating it with other systems or developing specialized user interfaces for it.

“It isn’t like you will go into production with zero coding. That is a fantasy,” Kemsley says. “But you should be able to do something useful with minimum customization.” The goal is trying to keep the technology as simple as possible up front, letting the complexity grow with your needs.

**KEEPING ON TRACK**

Complexity can afflict small BPM projects as well as large ones, notes Nathaniel Palmer, executive director of the Workflow Management Coalition, an industry group. For that reason, he says, BPM projects of any size need specific components to keep them trim and on track, including clear governance, regular milestones for measuring progress and a solid communication plan. They also

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need well-established patterns for how work will be done and how the process and workflow will be identified, captured, and turned into an end state.

Another reason BPM projects get too complicated, in Palmer's view: Thanks to the availability of fourth-generation language (4GL) capabilities, it's now possible for just about anybody to, in effect, become a programmer. "It's easier for people to provide direct input and even contribute models and business rules," he says.

In many ways, that's a positive development because it "shortens the loop," reducing or removing the need for interpretation and translation. Still, the idea of all those different chefs adding their own ingredients to the mix helps explain why a project might rapidly get more complicated.

But how do you know if it *is* getting too complex? Palmer says the best indicator will be based on your definition of success. "It goes back to the idea that, from the beginning, you need a yardstick for measuring your final success as well as the increments along the way," he says. He suggests scheduling milestones at least every 30 days to gauge whether what you're doing is working.

Discovering that there are significant disconnects between plan and reality is, according to Palmer,

"almost inevitable." That's why he emphasizes the importance of frequent checkups: "You don't need to get it right the first time, but if you wait too long and you don't get it right, it will be too late."

**"NO MATTER WHAT THE SIZE OF THE PROJECT, THE CHALLENGE IS TO GET PEOPLE TO PLAY TOGETHER."**

—**NATHANIEL PALMER,**  
Executive Director, Workflow  
Management Coalition

If there's a motto for keeping BPM simple yet effective, Palmer says, it's keeping in mind that BPM is a team sport. "No matter what the size of the project, the challenge is to get people to play together," he says.

True, many people think they're more efficient when they work alone—but that's not the optimal approach for BPM. "Alone, we can go fast; together, we can go far," Palmer says. "That, more than any single thing, is what must be learned."

**Alan Earls** is a freelance journalist who specializes in covering business and technology. He can be reached at [alan.earls@comcast.net](mailto:alan.earls@comcast.net).

# BETTER TOGETHER: BPM & CRM

Introducing BPM to customer relationship management can dramatically improve the service experience for customers and front-line employees alike—and provide strong benefits behind the scenes as well. **BY CRYSTAL BEDELL**

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**WITH MORE AND** more of the world's economy becoming service-based, it's no surprise that companies of every size, in just about every industry, are turning to customer service as a competitive differentiator. The resulting question, of course, is how to provide experiences that exceed customer expectations without breaking the bank.

One increasingly popular answer: enhancing customer relationship management (CRM) with BPM technology and practices.

According to Forrester Research, organizations often struggle to meet customer expectations due to an inability to consistently manage their customer service-related business processes. By adding a layer of process to front-office paths, BPM can make customer service-related actions more predictable, according to Kate Leggett, a Forrester senior analyst.

"The reality is that a customer-service agent has to use, some-

times, tens or hundreds of different tools during the day, hunting and pecking through all the systems to solve a customer's issue. In multi-step processes, agents don't often

## COMBINING BPM AND CRM CAN HELP SERVICE TEAMS SEE THINGS FROM THE CUSTOMER'S POINT OF VIEW.

follow the same process," Leggett says. "Adding BPM is like handholding the agent through the process. It creates reproducibility."

### PROCESS STANDARDIZATION

Leggett offers the example of adding a family member to an insurance plan. The service agent might first need to validate the caller's identification, then confirm that no out-

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standing payments are due, and then finally add the relative to the plan. Each of these sub-processes might require using a different system.

Coupling BPM and CRM can dramatically improve efficiency. "Information and knowledge presented can be pushed to the agents

**IN INDUSTRIES SUCH AS FINANCIAL SERVICES AND HEALTH CARE, BPM CAN HELP ENSURE THAT SERVICE REPRESENTATIVES EXECUTE THE CORRECT SUB-PROCESSES REQUIRED FOR REGULATORY COMPLIANCE, HELPING PREVENT VIOLATIONS THAT CAN LEAD TO HEFTY FINES.**

at the right point in the resolution process," which, in turn, helps those agents serve customers faster, Leggett says.

Standardized processes can also improve the service experience for agents and customers alike. By guiding agents through issue-resolution processes, companies ensure a consistent service experience for their customers, Leggett says. That approach also eliminates the need

for agents to memorize multiple steps required to solve specific problems, freeing them to focus on the customer's needs. Results: Agents need less training to provide service that makes customers happy.

Standardizing customer-related processes with BPM can also help companies meet regulatory obligations. In heavily regulated industries such as financial services and health care, BPM can help ensure that service representatives execute the correct sub-processes required for regulatory compliance, helping prevent violations that can lead to hefty fines.

#### **ADDING FLEXIBILITY, ADDING CONTEXT**

Combining BPM and CRM can also help service teams see things from the customer's point of view. For instance, "The processes in call centers are very much driven by the caller," says Janelle B. Hill, a Gartner Inc. vice president and distinguished analyst. "BPM's thinking in CRM areas can be really helpful for putting value back into the customer's perspective."

The combined approach can also improve customer service by providing agents with more contextual knowledge—and the flexibility to act on it. "There's a huge opportunity to focus on how we can better support the knowledge worker whose work

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TO REAP BPM'S  
BENEFITS,  
MEASURE ITS  
RESULTSKEEP IT SIMPLE:  
TIPS FOR CUTTING  
THE COMPLEXITY  
OUT OF BPMBETTER  
TOGETHER:  
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is not all routine," Hill says. "The purpose of software is not simply to replace people or to automate activities that people used to do it; it can be increasingly used to better coordinate those activities."

Leggett agrees. "Coupling contextual knowledge to business processes enables agents to deliver targeted, personalized service to customers," she says.

Even in highly process-driven industries (often the same industries that are most stringently regulated), there's still opportunity to support agents in ways that accommodate the unpredictable nature of human interactions. As Leggett puts it: "Even though the agent is being

led through a high-level process, there's still opportunity for the agent to add their color commentary."

For example, in a BPM-enhanced CRM platform, notifications with

**AGENTS MAY NEED LESS TRAINING TO PROVIDE SERVICE THAT MAKES CUSTOMERS HAPPY.**

contextual information may be pushed to a service representative's screen to help the agent provide personalized service to a specific customer. So if a patient calls her

## → MAKING THE RIGHT MATCH: BPM-CRM SOLUTIONS

**BOTH BPM AND CRM vendors recognize the benefits of combining the two technologies and have moved to cash in on the trend.**

"True BPM players are moving into the CRM space, and CRM vendors have moved into being able to offer a layer of BPM on top of their core CRM capabilities," says Kate Leggett, a senior analyst for Forrester Research.

Not surprisingly, that leaves companies wondering which dish to order: BPM with some CRM on the side, or CRM with a helping of BPM. The answer: It depends.

"Some industries are more process-driven than others," Leggett points out. Such industries—for example, financial services and insurance—may need very robust BPM capabilities. However, organizations in less process-dependent industries may be able to get by with what Leggett calls "lightweight BPM."

"Both approaches have been popular and successful," Leggett says. Ultimately, "companies just need to understand and choose the level of process guidance that makes sense for their organizations." —c.b

HOME

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pharmacy or doctor's office for a refill on her allergy medicine, the system may notify the agent that the patient has the option to take over-the-counter medications rather than a prescription drug.

## ENHANCING BPM WITH CRM CAN ALSO HELP A COMPANY OBTAIN A NEW PERSPECTIVE ON ITS PROCESSES.

"Depending on the mood of the customer, the agent can communicate that or not," Leggett says. "The high-level steps are scripted, but there's a lot of flexibility in adding that human element as you're working with the customer."

Finally, enhancing CRM with BPM can help a company obtain a new perspective on its processes. "BPM, as a technique for assessing how well companies are performing when it comes to managing customer relationships, helps companies see where they deliver value and extend process all the way to the customer," Hill says. "Taking the perspective of the customer as the process participant is one of the techniques that can help you improve"—all across the board.

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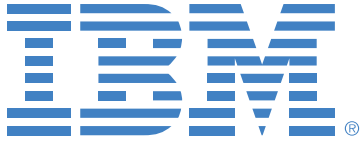
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