

# Gartner Business Process Management Summit 2014

19 – 20 May | Hilton Hotel, Sydney, Australia | [gartner.com/ap/bpm](http://gartner.com/ap/bpm)

Prepare for the Digital Business Disruption:  
Embrace, Adapt, Reinvent

## HOT TOPICS

Defining the Value of BPM to Business and IT

Managing Change as You Improve Processes

Making Process Governance Work

Developing Key Roles and Skills for Continuous Process Improvement

Measuring Business Outcomes in a Process Context

## EARLY-BIRD OFFER

Register by 21 March 2014  
— see back cover for details

# Prepare for the Digital Business Disruption: Embrace, Adapt, Reinvent

## Table of contents

- 3 Who should attend?
- 4 Agenda at a glance
- 5 Keynote sessions
- 6 Tracks sessions
- 8 Applied Learning sessions
- 9 Meet the analysts
- 10 Case studies
- 11 Solution showcase
- 12 Team attendance and Registration

## About Gartner

Gartner is the world's leading information technology research and advisory company. We deliver to our clients the technology-related insight and intelligence necessary to make the right decisions, every day. Our independent and unbiased analysis is based on proven methodologies that push through market hype to get to the facts. Our pivotal advantage: 1,435 analysts and consultants delivering independent thinking and actionable guidance to clients in 13,000 distinct organizations worldwide — the majority from the Fortune 1000 and Global 500.

Experts in their chosen field, our analysts are constantly focused on what will make the difference between success and failure in our clients' businesses. This extensive body of knowledge, insight and expertise informs all of our 60+ events around the world. You simply won't find this unique quality of content at any other IT conference. Why? Because no one understands the impact of technology on global business like we do.

Growth, as well as cost containment and reduction, now dominates business strategic priorities. For many years, business process has been applied as a significant tool in achieving cost reduction and efficiencies but failing to drive transformational change and growth — and missing the all-important business alignment.

The Internet of Everything, combined with the powerful convergence of 'Nexus of Forces' — mobile, social, cloud and information — has triggered the era of digital business thus reshaping how business gets done now and will be done in the future.

The Gartner Business Process Management Summit will present you with new ideas combined with actionable and practical advice, allowing you to **embrace** the digital revolution. It will ensure that you have the tools, tactics, techniques and technologies to **adapt** current operations and to **reinvent** your business to become a leading digital enterprise.

The agenda is designed for teams of *business* and *IT professionals* to jointly advance their process knowledge skills and projects to drive business transformation together. This event will help BPM teams get started on the path for the digital future and will show how to:

- Exploit the forces of digital disruption to improve organizational performance
- Prioritize investments towards projects that will drive growth and innovation
- Overcome cultural and political resistance to change
- Build the skills to establish yourself as a leader for digital process transformation

This is no time to procrastinate! Let us help you on your journey to success! See you there!



**Bruce Robertson**  
VP Distinguished Analyst, Research,  
Gartner



**Tatiana Wells**  
Senior Director, Program  
Management, Gartner Events

## Gartner Business Process Management Excellence Awards

Now in its 2nd year, the Awards highlight world-class BPM programs and projects that deliver business results by broadly sharing their successes, challenges and insights.

If you have recently implemented a successful BPM program or project with resulting business impact, don't miss out on the opportunity to publicize this accomplishment and honor those responsible for its success.

Apply on the Summit website today!



## Why Attend

“Traditional BPM” won’t work in the digital age. Digital revolution is triggering significant disruption to the daily operations of all organizations. Although BPM has long been associated with operational excellence, traditional approaches will not work anymore. Organizations need to rethink their business model and transform how they operate. BPM itself must be reinvented to support non-routine work in addition to the traditional more structured work currently targeted.

The agenda will provide you with the big picture as well as with critical detail for immediate impact on your specific projects and key priorities.

Topics including guidance on how to:

- Shift investment towards projects that will drive growth while continuing to reduce costs and drive efficiencies
- Transition from structured applications to digitalized processes
- Build the business case for investment and establish effective process governance
- Overcome entrenched thinking and perspectives to encourage innovation
- Distinguish hype from reality about digital business and new technologies

Adapt to new circumstances. Leave with practical steps for making a measurable difference for your organization’s performance.

## Who should attend?

- IT and Business Executives involved with BPM or business process improvement (BPI) initiatives
- Enterprise Architects
- Business Analysts, System Analysts
- Project Managers (PMs)
- Chief Process Officers and BPM Project Managers
- Chief Operating Officers
- Chief Risk Officers
- Governance, Risk and Compliance (GRC) Leaders
- Audit Leads and Professionals
- Business Process Owners
- Strategy, Operations, Finance and Compliance Leaders
- Quality Management and QA Officers
- HR and Change Management Leaders
- Sales Operations, Marketing, Customer Relations Leaders doing business transformation
- Business Strategists and Planners involved with BPM initiatives

## What’s new for 2014

The Internet of Everything is challenging how business is done, who the customers are and where the next competitor will come from. Digitalization is changing how the workforce works.

The Gartner Business Process Management Summit outlines new BPM thinking focusing on the following:

FROM	TO
Directed workflows	Outcome-driven, self-determined flows
Prescribed, rigid approach	Co-creative, inclusive, collaborative approach
Prescribed roles and authority	Available, recognized expertise
Inside-out driven	Outside-in driven
Methodical approaches	Open, interpretive approaches with guidance and guard rails, not procedures
Metrics for management control	Visible, real-time metrics for monitoring progress
Standardized best practice	Emergent practices
Focus on knowledge capture, protection, and exploitation	Focus on rapid learning, knowledge exchange, differing perspectives, identification, experimentation and exploitation

## Tutorials

Whether you are new to the discipline of business process management or need a refresher for this digitalized era, these presentations focus on laying the foundations for attendees’ understanding of a topic, trend or technology with basic “101 building block” definitions and analysis.

## Expanded Program of Magic Quadrants, MarketScope and Critical Capabilities

**Positioning Technology Players within a Specific Market:** Who are the competing players in the major technology markets? How are they positioned to help you over the long haul? Gartner Magic Quadrants are a culmination of research in a specific market, giving you a wide-angle view of the relative positions of the market’s competitors. By applying a graphical treatment and a uniform set of evaluation criteria, a Gartner Magic Quadrant quickly helps you digest how well technology providers are executing against their stated vision.

**Understanding Emerging Markets:** When markets are growing and IT solutions are stable, Magic Quadrants provide the best tool for understanding how the players are competitively positioned. But when new markets emerge and user requirements are in flux, solutions are often approached in wildly different ways, making a competitive positioning less useful. This is where the MarketScopes can provide critical insight.

**Defining the most important criteria for acquisition decisions:** Critical capabilities are attributes that differentiate products in a class for their quality and performance. Gartner recommends that users consider the set of critical capabilities as some of the most important criteria for acquisition decisions.

# Meet the Analysts

Gartner analysts draw on the real-life challenges and solutions experienced by clients from 13,000 distinct organizations worldwide.

**Ian A. Bertram**  
Managing VP



FOCUS AREAS: BI competence center; information management analytics; strategies for business intelligence and analytics

**Michele Cantara**  
Research VP



FOCUS AREAS: Business process management software markets; BPM consulting; BPM and cloud; BPM and outsourcing

## Experience the power of Gartner research — Live!

The Gartner Business Process Management Summit is the “*must-attend*” event that helps senior IT and business professionals — tasked with advancing their process knowledge base, skills and projects — move beyond one-off, narrow projects towards truly game-changing business transformation to meet the “digital disruption”. This Summit presents new ideas by Gartner and provides the tools, tactics, techniques, technologies and practical examples to adapt current operations and reinvent business processes as ongoing programs, making it an organizational competency to become a successful digital organization.

**Darryl Carlton**  
Research Director



FOCUS AREAS: Application governance and strategy; IT governance; business value of IT; SOA and application architecture; program and portfolio management

**John Dixon**  
Managing VP



FOCUS AREAS: Getting started with BPM; BPM roles and organization; BPM methodologies (ITIL, Six-Sigma, Lean); BPM trends; gaining BPM buy-in

**Rob Dunie**  
Research Director



FOCUS AREAS: BPM software markets; BPM consulting; BPM and cloud; BPM and SOA; case management

**Janelle Hill**  
VP Distinguished Analyst



FOCUS AREAS: Business process management disciplines; BPM-enabling technologies and market dynamics; BPM and enterprise architecture; BPM and SOA; case management; social BPM

## Meet one-on-one with a Gartner analyst

Gartner Events give you more than your normal industry event. Meeting face-to-face with a Gartner analyst is one of the key benefits of attending a Gartner Summit. Personalize your 30 minute private appointment to discuss your specific issue and walk away with invaluable, tailor-made advice that you can apply to your role and your organization straight away.

**Diane Morello**  
Managing VP



FOCUS AREAS: Talent on the digital frontier; high performance teams; the quest for talent; digital business and competitive advantage; new professional profiles

**Tina Nunno**  
VP and Gartner Fellow



FOCUS AREAS: Organizational politics; board and executive communications; IT governance; IT strategic planning; business value of IT; program and portfolio management

**Elise Olding**  
Research Director



FOCUS AREAS: Organizational change; communicating for change; employee engagement; gamification; brain-aware enterprise; BPM project management

**Bruce Robertson**  
VP Distinguished Analyst



FOCUS AREAS: BPM value, metrics, best practices; BPM roles and business process competency centers (BPCCS); business and process architecture; mobile BPM

**Samantha Searle**  
Research Analyst



FOCUS AREAS: Getting started with BPM; BPM roles, skills and organization; business process governance and ownership; metrics; advancing BPM maturity

**Kristian Steenstrup**  
VP and Gartner Fellow



FOCUS AREAS: IT and operational technology (OT) convergence; alignment and integration; technology use to support maintenance and reliability strategies; performance differentiators in asset-centric businesses



# Tracks

## A Embrace the Challenge — Foundations for Success

This track examines key process concepts, techniques and technologies that are instrumental for both improving and reinventing processes to drive higher performance outcomes and become a digital business. Learn how BPM itself — its focus and its methods — is changing to address digital disruption and the new digital business.

## B Adapt to Survive — Overcoming the Challenge of Change

Adapting your current operational norms is a challenge; politics, lack of skills, entrenched “best practices” are common hurdles. This track explores many aspects of significant change. Sessions will cover new approaches for adapting operations and employee behavior. Insights into overcoming political resistance, empowering the workforce and driving innovation provide a springboard of tools and ideas necessary for your success.

## C Reinvent Your Business Processes — Driving Transformation

This track will help attendees move well beyond ‘traditional BPM’ to reinvent their processes by digitalizing work. Digitalized processes will apply emerging technologies (like 3D printing, robotics, decision management, embedded sensors, intelligent agents, wearable technology and more) to automate everything but the most creative, interactive, non-routine work. In addition to exploring these newer technologies and how to incorporate them into operational processes, this track will also include sessions on techniques for driving innovation.

## I Interactive Track: Applied learning — Practical Approaches to Real Challenges

This highly interactive track provides opportunities to engage with peers and analysts in practical, hands-on learning sessions that will address real world challenges. Step out of the theory, engage in lively debate and arm yourself with tools for change.

## Key initiatives

### Governing Change — Deciding Under Pressure

Many BPM programs struggle to define appropriate governance over process change and investment, while failing to integrate with other decision making processes. This virtual track examines how governance is best constructed and conducted under increasingly volatile goals and strategies while delivering faster and better results.

### Defining Change — Measuring Value

Every BPM program struggles to determine and continuously reinvent the value for process improvement investments, especially for the BPCC resources themselves. This virtual track defines best practices for determining value and defining metrics to track returns and outcomes, with workshops to apply these best practices directly and roundtables to share success.

### Personalizing Change — Communication and Engagement

BPM programs that can't communicate value and can't motivate people to change their behavior will fail, as will their organizations' process improvement investments. This virtual track illustrates best practices for communication and persuasion, while highlighting new techniques for engaging personnel to drive home change.

## GARTNER PREDICTS

By 2015, having Six Sigma on a resume will be a liability rather than an asset in 50% of all BPI hiring decisions.

For more information or to register visit [gartner.com/ap/bpm](http://gartner.com/ap/bpm) or call +61 2 8569 7622

## Keynote sessions

### Gartner Opening Keynote:

#### Every Industry Will Be Digitally Re-Mastered



Digitalization is dramatically changing the way products

and services are created, priced, distributed and serviced. Entire industries will be digitally re-mastered. What we see happening to books and films will soon happen to cars, cigarettes, and mining amongst others. Change drifts in slowly, and then slams you in the face. Prepare to fight, because you won't make it to retirement first. Process reinvention is required for customers and constituents to experience the new value that digitalization brings. We explain why digital remastery will happen to you and the three things you must be prepared to do to thrive on the changes ahead.

Janelle Hill and Diane Morello

### Gartner Closing Keynote:

#### The Machiavellian Leader — Extreme Politics



This keynote is focused on the premise that transformation leaders are often in extreme political situations. These situations may place them at risk both professionally and personally. In extreme situations, extreme tactics such as manipulation and power-plays often apply. This session will apply the wisdom of the controversial Niccolò Machiavelli to the world of the transformation leader. This session is based on the new book, “The Wolf in CIO's Clothing: A Machiavellian Strategy for IT Leadership Success” and will answer questions such as: When must leaders consider going to the dark side to survive and succeed? What is your extreme animal profile? How can going to the dark side bring your organization back into the light?

Tina Nunno

### Guest Keynote: Daniel Gregory, Founder and CEO of The Impossible Institute™



The Impossible Institute is an innovation and engagement organization that advises management on what truly drives customers and employees, builds highly-functioning, multidisciplinary teams with collaborative intelligence, applies discipline to creativity, removing randomness and imitation from innovation and strategic planning.

# Agenda at a Glance

Monday  
19 MAY 2014

07:30 – 18:30	Registration		
08:30 – 09:15	Tutorial: What is Digital Business? Bruce Robertson	Tutorial: The Essentials of BPM — Methods and Discipline John Dixon	Tutorial: The Essentials of BPM — Technology Overview Michele Cantara
09:30 – 10:15	<b>Gartner Opening Keynote: Every Industry Will be Digitally Re-Mastered</b> Janelle Hill and Diane Morello		
10:15 – 10:30	<b>Welcome to the Gartner Business Process Management Summit 2014</b> Bruce Robertson		
10:30 – 11:00	Refreshment Break in the Solution Showcase		
11:00 – 12:00	<b>Gartner Business Process Management Excellence Awards 2014</b> Moderators: Samantha Searle and Bruce Robertson		
12:00 – 12:30	Industry Panel Discussion Moderators: Michele Cantara and John Dixon		
12:30 – 13:45	Lunch in the Solution Showcase		
	<b>TRACK A</b> <b>Embrace The Challenge — Foundations for Success</b>	<b>TRACK B</b> <b>Adapt Operations — Overcoming the Challenges of Change</b>	<b>TRACK C</b> <b>Reinvent Your Processes: Transforming Your Business</b>
13:45 – 14:15	To the Point: The Top Five Myths About Metrics Samantha Searle	To the Point: From Insight to Action — Case Studies in Information Innovation Ian Bertram	To the Point: How Smart Machines Will Reshape Jobs, Work and Employment Diane Morello
14:30 – 15:00	Solution Provider Sessions		
15:00 – 15:30	Refreshment Break in the Solution Showcase		
15:30 – 16:15	Key Roles and Skills for Continuous Process Improvement Michele Cantara	Agile Delivery of Business Process Transformation Projects Darryl Carlton	Maverick Research — Designing the Brain-Aware Enterprise Elise Olding
16:30 – 17:00	To the Point: Business Process Analysis — From Static Pictures to Interactive Models Rob Dunie	To the Point: Mobile BPM — Ubiquitous Work Bruce Robertson	To the Point: Adaptive Case Management — Myth, Marketing or Maverick? Janelle Hill
17:15 – 18:00	<b>Guest Keynote</b> Dan Gregory		
18:00 – 19:30	Networking Reception in the Solution Showcase		

Tuesday  
20 MAY 2014

07:30 – 16:45	Registration		
08:30 – 09:15	Transformation Starts with Effective Communication Elise Olding	EA and BPM — Working Together to Deliver Higher Business Outcomes Bruce Robertson	Talent on the Digital Frontier Diane Morello
09:30 – 10:00	Solution Provider Sessions		
10:00 – 10:30	Refreshment Break in the Solution Showcase		
10:30 – 11:15	Case Study	Using Analytics and Decision Management for Intelligent Business Operations Ian Bertram	The Quest for Engagement — Ensuring BPM Program Results Elise Olding
11:30 – 12:00	Solution Provider Sessions		
12:00 – 13:15	Lunch in the Solution Showcase	<b>12:00 – 12:15</b> Showcase Theater: Critical Capabilities: Case Management Frameworks Janelle Hill	
13:15 – 14:00	Making Governance and Process Ownership Work Samantha Searle	Case Study	Reinventing Processes for the Digital Age Janelle Hill
14:15 – 15:00	Connecting the Business with IT — Driving Operational Technology Integration Via Process Kristian Steenstrup	Defining the Process Context for Application Portfolio Management — Swimming Upstream? Darryl Carlton	Case Study
15:00 – 15:30	Refreshment Break in the Solution Showcase		
15:30 – 16:15	<b>Guest Keynote</b>		
16:15 – 17:00	<b>Gartner Closing Keynote: The Machiavellian Leader — Extreme Politics</b> Tina Nunno		
17:00 – 17:15	Closing Remarks Bruce Robertson,		



## Track A: Embrace the Challenge — Foundations for Success

### To the Point: The Top Five Myths About Metrics

Most organizations have yet to connect metrics with process value. This session will dispel the most common myths about metrics and reveal best practices for identifying and implementing metrics that will help your organization deliver strategic business outcomes.

- How to avoid common metrics mistakes
- How to create metrics that will improve process performance and deliver strategic business outcomes

Samantha Searle



### Key Roles and Skills for Continuous Process Improvement

Following a few quick wins, expect to be asked to expand your efforts and take on larger process challenges. This is the time to formalize BPM roles and skills, considering which are appropriate to hire or contract and whether to establish a Business Process Competency Center.

- What roles (in-house or contract) and skills are critical to BPM success?
- Why should you establish a BPCC?
- How can you advance your BPCC's focus from projects to an enterprise program to deliver continuous process improvement?

Michele Cantara



### To the Point: Business Process Analysis — From Static Pictures to Interactive Models

Business Process Analysis (BPA) is often the first step in a BPM program. The need for analysis morphs over time and with the maturity of the BPM initiative — from simple pictorial representations of the process, through analysis and finally to full decision support. This session will explain the role of BPA using the new BPA Marketscope as a guide.

- What type of BPA should you deploy and when?
- What types of tools can support you?
- What are the benefits of BPA?

Rob Dunie



### Transformation Starts with Effective Communication

Digitalization will transform your enterprise, yet most organizations today struggle with organizational change. Leading change will be a key skill for the digital leader. Come to this session to learn effective communication techniques that will engage and motivate your employees now and enable everyone to embrace the power of this important transformation for the future.

- Why are we challenged with leading change?
- What are effective communication practices for transformation?
- How can you start now and build for the future?

Elise Olding



### Making Governance and Process Ownership Work

Ineffective business process governance and process ownership reduces business performance results and can cause your BPM program to fail. This can be avoided through understanding how business process governance should fit within the organization, better education about the role of the process owner and ongoing process analysis support to business process owners.

- What is business process governance?
- How can you make process governance effective?
- What role does business process ownership play?

Samantha Searle



### Connecting the Business with IT — Driving Operational Technology Integration Via Process

Many businesses struggle to integrate what their factories and machines do with what their people do. Solving this challenge requires a rethinking of the relationship between IT and OT, driving by process and information and capturing business opportunities. This session will describe cases where this linkage has proved effective in multiple industries.

- What are the real business benefits of integrating IT and OT?
- How have businesses done this successfully — and how have they failed?
- What are the best practices for doing this effectively?

Kristian Steenstrup



### Tutorial

#### What is Digital Business?

Digitalization is dramatically changing the way products and services are created, priced, distributed and serviced. Process reinvention is a “must” for customers and constituents to experience this new value. This tutorial will describe Gartner's top 10 predictions about the impact of digitalization.

- What are the key technologies (including smart machines and 3D printing) that will impact businesses — and when?
- What are the key business and process changes driven by digitalization?
- What social and human impacts will come from digitalizing business?

Bruce Robertson



## Track B: Adapt Operations — Overcoming the Challenges of Change

### To the Point: From Insight to Action — Case Studies in Information Innovation

Many businesses fail to connect information analytics to business process change. Insight may be gained, but decisions and real action may not result. This session will describe cases where insight has led to changed action, long term decisions and changes along with near real time behavior changes.

- What are examples of connecting information to process?
- What are the best practices for implementation?

Ian Bertram



### Agile Delivery of Business Process Transformation Projects

The difference between BPM project success and failure is delivery on your promise to transform the business process or not. Using short agile and lean principles and practices increases customer satisfaction, maximizes ROI and shortens delivery time. But agile is no magic bullet — you must use it correctly and bring the business with you.

- How can agile and lean be best applied to BPM projects?
- How does agile and lean change the IT/business partnership?
- What are the critical success factors?

Darryl Carlton



### To the Point: Mobile BPM — Ubiquitous Work

Global business operations trigger the need for better support for the structured and non-structured activities of a mobile workforce. What promise do evolving mobile BPM technologies provide and what work should forgo the “mobile first” hype to give tablets to every worker on the move? Key issues illustrated with case examples include:

- When is mobile BPM the right choice?
- When is mobile BPM the wrong choice?
- What are BPM technology vendors actually offering and what more is required?

Bruce Robertson



### EA and BPM — Working Together to Deliver Higher Business Outcomes

The focus of EA has shifted from frameworks and standards to outcome-driven EA. Outcome-driven EA focuses on identifying what change is needed to attain desired business goals. Changing operational processes is often a key ingredient to attain desired results. EA and BPM teams should work in tandem on how to change business operations to attain the desired results.

- Why refocus on business outcomes?
- How can enterprise architects develop a business outcome-driven EA?
- What are the best practices for leveraging the synergies between EA and BPM?

Bruce Robertson



### Using Analytics and Decision Management for Intelligent Business Operations

Achieving desired outcomes depends on making good operational decisions. This session explains how decision management, rules, predictive analytics and monitoring technologies can be integrated into the processes and systems that run the enterprise to enhance operational visibility and decision making.

- How does operational intelligence differ from traditional BI and off-line analytics?
- “Right-time” analytics — when does it need to be “real-time”?
- What tools are used for monitoring, alerting and adaptive decision management?

Ian Bertram



### Defining the Process Context for Application Portfolio Management — Swimming Upstream?

Using Gartner’s Pace Layered Applications Strategy and TIME application portfolio planning framework, IT Leaders have the tools to understand WHAT an organization does and which IT investments enable those capabilities. The next step is to model HOW the processes and systems interact to create value and how those processes can be improved. This session will describe:

- How to use Gartner planning frameworks for application rationalization
- How a process context such as swim lane analysis changes application portfolio planning
- How to provide ongoing management of applications within this process context

Darryl Carlton



## Tutorial

### The Essentials of BPM — Methods and Discipline

Understanding foundational concepts, terms and techniques is critical to advancing your BPM competency. This session will introduce BPM as an approach to improving performance results (such as lowering costs, improving efficiency, accelerating growth, improving quality, etc.) In addition, we will cover the role of metrics and the importance of change management.

- What are the fundamentals of BPM?
- How critical are metrics and methodologies in BPM?
- What are some critical success factors?

John Dixon



## Track C: Reinvent Your Business Processes — Driving Transformation

### To the Point: How Smart Machines Will Reshape Jobs, Work and Employment

We can see the allure of cognitive computing, such as Watson and Siri, in our lives and in our businesses. Smart machines will impact a vast variety of work and thus jobs than previous automation solutions.

- How substantial will the impact be on employment?
- When cognitive computing enters the world of jobs and work, what moves up, what moves out, what changes?

Diane Morello



### Maverick Research — Designing the Brain-Aware Enterprise

Neuroscience is destroying century-old concepts of how executives and managers need to lead and communicate. By understanding emerging research about how the brain works, leaders will more effectively shape employee engagement, creativity and motivation into positive business results, paving the way for a new generation of “brain-aware” enterprises.

- What does the brain-aware enterprise look like?
- What are the myths and realities about changing human behavior?
- How will process design change in a brain-aware enterprise?

Elise Olding



### To the Point: Adaptive Case Management — Myth, Marketing or Maverick?

Increased scrutiny of business operations is triggering greater interest in case management as an approach for addressing unique customer/constituent needs and circumstances. Technology providers are attempting to capitalize on this interest by distinguishing “adaptive case management” from “traditional BPM”. This session will separate the hype from reality for buyers.

- What is the state of the market for adaptive case management?
- What capabilities are included in these solutions?
- What use cases and styles are supported?

Janelle Hill



### Talent on the Digital Frontier

Digital business will trip up change agents who underestimate the impact to expertise and competence. Respondents to Gartner’s annual CIO survey expect digital business knowledge, competence and expertise to be spread around their organizations by 2015. Learn how digital business will affect you, your organization and your career.

- Which trends, forces and discontinuities will have the greatest impact on the workforce?
- How will change agents mobilize, sustain, and support commitments to workforce change?
- How can change agents anticipate and win the race for talent?

Diane Morello



### The Quest for Engagement — Ensuring BPM Program Results

We not only need to look at how to make employees more effective through better process design, but how to make them more connected and engaged to their work and its outcomes. Build your skill repertoire by embracing the concepts of gamification in your process design.

- How can gamification deliver better engagement for redesigned processes?
- What are some examples and pitfalls?

Elise Olding



### Reinventing Processes for the Digital Age

Process reinvention for the digital age is a rare opportunity for which most BPM practitioners are ill-equipped. (When was the last time you “reinvented” a process?) This session will explore the newest techniques and tools to leverage for this once-in-a-lifetime transformation.

- How are “digitalized processes” different than automated processes?
- What proven innovation techniques can be applied to process reinvention?
- How to ensure that your business process reinvention effort is not misperceived as “BPR all over again”?

Janelle Hill



## Tutorial

### The Essentials of BPM — Technology Overview

BPM technologies can significantly improve processes, drive better business outcomes, and expedite change. This tutorial describes which BPM technologies are most applicable to different usage scenarios.

- What are the benefits and risks of using different types of BPM technologies?
- What are the BPM technology capabilities I should look for within applications or cloud services?
- What are the critical success factors for using these technologies to deliver business outcomes.

Michele Cantara



## GARTNER PREDICTS

By 2017, organizations using predictive business performance metrics will increase their profitability by 20%.

# Applied Learning: Practical Approaches to Real Challenges

Limited availability... Pre-registration and authorization required. Book these sessions early! Reserved for end-users.

## Roundtables

Moderated by a Gartner analyst, these roundtables are a great forum for exchanging ideas and hearing what your peers are experiencing around a particular issue.

### Analyst-User Roundtables

#### Gaining Buy-in for BPM

Moderator: John Dixon



#### Board Level Presentation Basics

Moderator: Tina Nunno



#### Organizational Change for Transformation Initiatives

Moderator: Else Olding



#### Improving Unstructured Processes

Moderator: Janelle Hill



### Ask the Analyst Roundtables

#### BPM Technology Capabilities and Best Practices

Moderator: Janelle Hill



#### BPM and the Cloud

Moderator: Michele Cantara



#### BPM Methodology and Discipline

Moderator: John Dixon



## Workshops

Facilitated by Gartner, these workshops provide an opportunity to drill down on specific “how to” topics in an extended, small group session. The courses are designed for an intimate and interactive learning experience. Seats are limited.

#### Continuous Process Innovation and Governance

Governance is key to keeping innovative processes innovative. Yet doing governance well is easier said than done. Governance is a little understood and often misapplied discipline. This session focuses on the most common governance challenges and effective techniques to address them. What is governance and how can leaders use it as a powerful change tool? What are the most common governance challenges? How can leaders create the most effective governance with the least amount of bureaucracy?

Moderator: Tina Nunno



#### How to Decipher Your Organization’s Business Strategy

The most successful BPM projects are clearly aligned to the business strategy. But strategy is often elusive! This session will teach you techniques to decipher your organization’s business strategy so that you can better align your efforts to deliver high value. Key topics for discussion will include:

- How to find information that reveals your organization’s strategic intent
- How to capture and communicate this information to stakeholders

Moderator: Samantha Searle



#### Building the Business Case for BPM

“Why should I invest in BPM? What are the benefits of establishing BPM as an enterprise competency?” This workshop will help you answer these questions with a solid business case. Unlike justifying a BPM technology investment, “doing BPM” means establishing an organizational capability that focuses on continuous improvement to business operations.

- What are the potential benefits of doing BPM and how can you quantify them?
- Beyond process improvement projects, what is the justification for a programmatic approach to BPM (creating an enterprise BPM capability)?

Moderator: John Dixon



#### Defining Metrics That Matter

So many business improvement projects fail to define useable success metrics, specifically missing the connection between key results indicators (KRIs) and key performance indicators (KPIs). To connect leading performance indicators to lagging outcome measures, attendees in this workshop together will develop KRIs and KPIs for business process improvement and business results for a common case.

- What are good KPIs?
- What KPIs lead to great results and how are they measured?

Moderator: John Dixon



# Gartner Business Process Management Summit 2014

19 – 20 May | Hilton Hotel, Sydney, Australia | [gartner.com/ap/bpm](http://gartner.com/ap/bpm)

## 3 Easy Ways To Register

**Web:** [gartner.com/ap/bpm](http://gartner.com/ap/bpm)

**Email:** [apac.registration@gartner.com](mailto:apac.registration@gartner.com)

**Telephone:** +61 2 8569 7622

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