

Gartner Business Process Management Summit 2012

14 – 15 March 2012 | London, UK
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TRIP REPORT

People, Politics, Process: Breaking Down the Barriers to Enterprise Success

INTRODUCTION

The annual Gartner Business Process Management Summit was held on 14 – 15 March 2012, at the Park Plaza Westminster Bridge, London. Now in its 7th year, the Summit drew more than 330 attendees from over 30 countries, bringing together business and IT professionals from a cross-section of organizations and industries.

Led by conference chair, John Dixon, the Summit featured over 40 presentations including keynotes, Gartner track sessions, workshops, end-user case studies, and solution provider sessions to provide delegates with both actionable advice and strategic insight to identify the right BPM technologies and to overcome the “people” barriers to BPM success.

SUMMIT CHAIR'S SUMMARY

We took the “People, Politics, Process: Breaking Down the Barriers to Enterprise Success” element of the theme for this year’s Summit as a result of direct feedback from you, our delegates. You told us that you wanted practical advice and new approaches to help overcome your most pressing BPM issues, which ranged from overcoming organizational and inter-departmental politics, getting business buy-in for your BPM projects, demonstrating the ROI and communicate the success of BPM, persuading people to accept and embrace the changes needed and taking BPM to the next level to deliver innovation, agility, and competitive advantage

Track one, **Setting Out on the Right Path for BPM Success** was designed for individuals and organizations beginning their BPM journey, starting with understanding what is BPM, through establishing the skills necessary, the technologies available and how to choose the right ones, to finishing with steps for delivering your first successful BPM project.

The second track, **The Pragmatist’s Guide to Optimizing Business Outcomes with BPM** was focused on delegates who have already delivered one or more BPM projects. Delegates learned how to apply a business value framework to the work their organizations do, how to win political battles without engaging in process warfare, and how to develop a culture of accountability, flexibility and collaboration inside an organization and with partners, suppliers, and service providers.

Track three, **Next Generation BPM**, was designed for more experienced delegates, giving them an insight into the next generation of business processes which will provide more visibility, be more dynamic, be much better looking and lots smarter.

THE AUDIENCE

The Summit attracted over 330 attendees, from over 30 countries. The core of the audience was from the UK, with the next highest groupings coming from Scandinavia, Germany, Austria and Switzerland and the Benelux countries. In terms of industries represented, the key sectors were financial services, transportation, manufacturing and public sector, with a wide range of other sectors also represented.

Finally, I'd like to leave you with these key pieces of advice from the event.

- Choose your BPM projects carefully — be courageous, not foolhardy
- Establish an approach to metrics that will enable you to take decisions and communicate using facts and data
- Break down long term BPM projects into discrete chunks of delivery (quarterly) rather than waiting till the end of the whole project
- Communicate your successes often and loudly to the business
- Use Gartner to help you through each stage of your journey. Book analyst calls. We're here to help.

I hope you found the Summit to be informative, useful and enjoyable, and I hope to see you again in 2013.



Summit Chair
John Dixon
Research Director,
Gartner



TOP OF MIND CONCERNS — THE QUESTIONS MOST COMMONLY ASKED BY DELEGATES

- How do get executive buy-in for BPM initiatives?
- How to justify BPM expansion in my organization?
- How to organize for BPM? What are the key things to do/consider?
- How to select a process owner? What skills and qualities should they have? How to get process owners to have some authority?
- What is the best way to use BPM for innovation and/or differentiation?
- What should the BPM organization look like in terms of roles?
- How to overcome organizational barriers?
- How to link effective BPM execution with transformation of enterprise culture and the attitudes and behaviours of people?
- How to measure process performance outcomes?
- How to extend the scope of BPM/BPI not just between units within an enterprise but to include external players in the external value chain and the wider business ecosystem.
- Does BPM mix with package applications like SAP?
- How to set up the Business Process Competency Center?
- How to use pace layering to understand the differing needs of BPM for the three major systems types?
- How to manage data consistency on process integrity (BPM needs MDM)
- How to ensure that Information Management understands the context of what business processes are most important to the business (MDM needs BPM).
- How to align the pace of process change and application change?

SUMMIT HIGHLIGHTS

Daryl Plummer
Managing VP and
Gartner Fellow



Janelle Hill
VP Distinguished
Analyst



Gartner Opening Keynote: Delivering Enterprise Performance Breakthroughs With BPM

Daryl Plummer and Janelle Hill opened the Summit on Wednesday morning with a keynote session that focused the biggest barriers to cross-boundary process management: Organizational politics and workforce resistance. BPM leadership means breaking through these barriers, by harnessing the power of information, mobility, social media and the Cloud to deliver enterprise performance breakthroughs. Some key points to remember from this keynote.

- Designate “FaceTime attendees” at your next meeting.
- Institute process knowledge and information exchange sessions via cloud-based collaboration spaces. These sessions will enable all participants to share process perspectives.
- Use today’s social media to facilitate dynamic communities and collaboration. Host a “Tweet Jam” to trigger a dynamic community to brainstorm on a well-known process problem.
- Exploit new real-time communications methods. Start to kick the email habit.
- Add gamification to your self-service portal to make it more fun for customers and constituents to give you feedback.
- Incorporate “design by doing” into your website.

Jim Sinur
Research VP



Building the Business Case for BPM

In this session, Jim Sinur identified the hot buttons and data that might be most relevant for your organization and demonstrated how to make the case to fund a BPM project a persuasive one. The key advice from this session was:

Monday Morning

- Identify candidates for the first few projects.
- Make sure the justification leader is well-respected.
- Don’t skip on communication skills. These can make or break justification.

Next 90 Days

- Identify the BPM roles and skills you have — and don’t have.
- Establish a BPM skills road map and/or hiring plans.
- Meet with your sourcing or vendor management team to outline BPM resource needs.

Next 12 Months

- Establish skills in “build to change” as well as “build to last” BPM projects.
- Establish a BPCC and staff key roles if you expect to do projects that span multiple functions.
- Communicate successes and enlist engagement from entire organization.

John Dixon
Research Director



Metrics for Success

Metrics are essential to BPM and must be effectively applied to prove the worth and value of the BPM effort itself. This presentation provided guidance on how to go about establishing the most effective metrics approach — applied to BPM. John Dixon’s recommended actions were:

Monday Morning

- Review all current and planned BPM project measures against the seven metrics best practices.
- Re-emphasize to BPM stakeholders that end-to-end outcome measures are vital to BPM success.

Next 90 Days

- Establish a formal checklist for verifying optimal use of metrics in each proposed and active BPM project.
- Conduct training among all BPM shareholders regarding metrics practices and the shift to add end-to-end outcome measures.

Next 12 Months

- Establish broad use of dashboards to show end-to-end results to all.
- Add end-to-end outcome measures to formal personnel performance appraisal evaluations.



Elise Olding
Research Director



Spectacular Success or Dismal Failure? Critical Practices for Getting BPM Right

In this session Elise Olding shared some BPM failures, leaving delegates with an understanding of what to avoid and pinpointing some critical practices for BPM success. Recommendations from this session included:

- Be aware of the BPM landmines — Not validating business case, lack of communication, endless analysis and no results, rushing to a solution.
- Use the constructs of understand, connect, communicate and engage to shape your success in BPM.
- Answer the question “Why BPM?” for your organization.
- Use the BPCC to ensure adoption and further BPM maturity.
- Deliver meaningful value from all BPM work.

John Dixon
Research Director



Lars Mieritz
Research VP



Enabling Innovation: People, Process and Technology Intersect at the Enterprise PMO

In this presentation, John Dixon and Lars Mieritz examined the emerging role of the EPMO to aid organizations in taking advantage of needed innovation, how the combination of BPM and PPM thinking leads to better outcomes and how a new focus on communication and change can support innovation. John and Lars gave the following advice:

What to do tomorrow:

- Talk to your PMO director about the synergies.
- Connect with business analysts about using BPM techniques.

What to do in the next six months:

- Add business process disciplines, such as business process modeling, metrics, process analysis and organizational change to the front end of projects and programs.
- Use BPM analysis in business cases to focus on “value to the business” — if this does nothing else, it will save money, since you won’t be doing so many unnecessary things.

What to do in the long term:

- Consider moving toward an enterprise PMO (EPOM). The integration of people, processes and technologies with benefit realization maximizes project success as measured by value for process and IT work.

Samantha Searle
Research Analyst



What Does it Take to Mature Your BPM Capabilities?

This session examined the current state of maturity for BPM adoption and the roles that governance plays in advancing BPM maturity. Samantha Searle’s advice to delegates was:

- Understand the role of the process owner.
- Choose senior business stakeholders who can look *across* functions to be process owners.
- Provide business analyst support and process performance data to identify appropriate metrics and ensure the process owner role is effective.
- Take the Gartner ITScore for BPM assessment to identify your maturity challenges and use the information

to revise your BPM strategy. (ITScore available on the My Gartner home page.)

Daryl Plummer
Managing VP and
Gartner Fellow



Leveraging Mobility, Context and Communications Into Your Business Processes

In this session, Daryl Plummer examined the key mobility and communication technology trends driving business process integration. Daryl left the audience with the following key pieces of advice:

- Consider how your UCCS, BPM and ECM partners and current investments allow interoperability
 - Converge an internal group that has this combined skill set
- Identify tasks, workflows and processes where convergence of these three areas offers opportunities
 - Use the method outlined in this presentation to identify approaches, opportunities and project participants
- Consider how you can leverage this new convergence area as it emerges over the next three years
- Consider processes from the top down, but also allow workflow and task innovation from the bottom up

Managing Agile Processes

In this presentation, Daryl Plummer spoke about how BPM delivers significant agility and the next generation of BPM through the use of an Intelligent Business Process Management Suite will deliver even more. Organizations will be equipped with technological features, in the cloud, that will allow changes faster than ever. This will create emerging issues in managing all this agility effectively. His advice was as follows:

TRIP REPORT

- Establish a notion of real-world agility that can be acted on
- Dynamism must be used to make change possible at any time
- Use explicit models and BPM artifacts to enable constant change and insight
- Good decisions, flexible responses, and willingness to change are the most critical agility measures

TWITTER

The topics raised that this year's Summit generated a lot of commentary on Twitter. To continue the conversation with your peers and Gartner analysts, please use **#GartnerBPM** tag



John Mahoney
VP Distinguished
Analyst



Closing Gartner Keynote: The Next Frontier – People, Process and Things: Taking BPI To The Internet Of Everything

In the closing keynote of the event, VP and Distinguished Analyst, John Mahoney examined how the internet is quickly changing and how nearly every product could become part of it. This migration of IT technology and digitization into physical objects and the enterprise front office has enormous implications for BPI leaders. The business potential for enterprises that harness and exploit the concept is huge. The session explored the trends, issues and emerging best practices to help you discover when and how to find and pursue opportunities in your enterprise. John's key recommendations were:

Monday Morning

- Set aside two days in the next 60 days to develop your outline strategy for the Internet of Everything and your communication plan to engage others.

Next 90 Days

- Work with your business executive team to build understanding and appetite for action; someone needs to do this – make certain it's you.
- Launch at least three pilot projects or services to explore and demonstrate these ideas in the context of your enterprise.

Next 12 Months

- Build skills, governance, architecture and sourcing to exploit the Internet of Everything for your enterprise.
- Discover and strengthen value-chain-wide opportunities and links.

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2013

The Gartner Business Process Management Summit 2013 will be held in the Park Plaza Westminster Bridge in London on 13 – 14 March 2013. We hope to see you again!

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