

Gartner Business Process Management Summit 2013

13 – 14 March 2013

Park Plaza Westminster Bridge, London, UK

gartner.com/eu/bpm



HOT TOPICS

- *Making BPM part of the strategic plan*
- *How BPM can enable transformational change*
- *The convergence of cloud, mobile, social and information with BPM*
- *How to establish process ownership and effective governance*
- *Process intelligence and the role of the iBPMS*

EARLY-BIRD SAVINGS Register by 11 January 2013 and save €300



Aspire, Challenge, Transform: Driving Break

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Breaking free of small scale iterative improvements to truly game-changing business transformation is a significant challenge to many. But without the aspiration for greater things, without being able to challenge the status quo, breakthrough performance and business transformation will never happen.

So **how** do you:

- Change in an environment resistant to change?
- Identify the next generation of technologies that will transform your BPM initiatives?
- Measure your impact and business performance?
- Reduce costs while maintaining or improving business performance?
- Close the gap between what the CEO wants and what BPM delivers?
- Ensure that you deliver the competitive advantage and organizational agility desperately needed by your enterprise?

The Gartner Business Process Management Summit will present you with new possibilities, allowing you to **aspire** to more. It will ensure that you have the tools, tactics and techniques to **challenge** the status quo, overcome the organizational barriers and allow you to **transform** your enterprise performance.

The promise of BPM is great but the challenges of BPM are often greater. The Gartner Business Process Management Summit will help you to advance your knowledge base and skills, show you the best practices and real world examples of how to overcome your challenges and most importantly, how to achieve dramatic business performance improvements.



John Dixon
Managing VP
and Summit Chair,
Gartner



Shane O'Rourke
Director, Program
Management,
Gartner Events



Designed with both Business and IT Professionals in mind, this is Europe's most important annual gathering of the business process management community.

through Business Performance

Attending for the First Time?

- Establish where to start a BPM program, what to do first and how to deliver value right from the beginning
- Understand how to make the business case for BPM investment and sell BPM to the C-Suite
- Establish the key capabilities needed to drive transformational change within and across your organization
- Plan to overcome political challenges and accelerate change
- Learn how to build the skills and roles necessary to advance your BPM efforts
- Understand how BPM-enabling technologies can change the way you manage and work
- Network with Gartner analysts, your peers and the leading providers to share experiences and best practices
- Hear Gartner's objective view of the key BPM vendors, their offerings and the future of BPM technologies

Why Return?

This year's event will feature new content that will enable you to:

- Understand what you need to do to lead a revolution that delivers value, transparency and accountability to your business
- Gain new practical tips on how BPM can help you to further reduce costs
- Develop effective business process governance
- Gain insight into "next generation BPM", including the impact of cloud, social, mobile and information
- Enable your business process centers of excellence to effectively work together
- Learn how to make your processes smarter with Intelligent business operations (IBO)
- Bring analytics insight to BPM
- Use BPM to improve your Customer Experience Management initiatives

WHO SHOULD ATTEND?

- Business Process Owners
- IT Leaders Involved in Managing and Improving Processes
- Chief Information Officers and IT Directors
- Chief Process Officers
- BPM Project Managers
- Enterprise Architects
- Business Analysts, System Analysts, Project Managers
- Chief Operating Officers
- Governance, Risk and Compliance Leaders
- Strategy, Operations, Finance and Compliance Leaders
- Quality Management and QA Officers
- Sales Operations, Marketing and Customer Relations Leaders

A Aspire — Building a Strong BPM Foundation

Targeted at those early on their BPM journey, this track will answer; where should I start, what should I do first and how can I ensure I deliver demonstrable value right from the beginning? These sessions introduce the core BPM disciplines — modeling, analysis and measurement of operational processes. With a strong foundation, attendees will be able to apply this learning to their first process improvement projects and immediately demonstrate business value.

B Challenge — Growing Key Capabilities to Enable Change

This track focuses on establishing the key capabilities needed to drive transformational change within and across your organization. Learn how to apply proven techniques, frameworks and approaches; learn how to win political battles without engaging in process warfare and develop a culture of accountability, flexibility and collaboration across your value chain. Whether you are focused on cost reduction, product innovation, revenue growth or significant organizational change, this track will provide pragmatic insights, based on real-world examples that will enable you to overcome the status quo and deliver breakthrough results.

C Transform — Accelerating Business Performance Results with Technology

This track is designed to help attendees move beyond “traditional BPM” (which has largely focused on incremental improvements) to “next generation BPM”, which aims to transform the way your business operates. The nexus of forces — cloud, mobile, social, and information — are fundamental to transforming how business operations will run and how people can better collaborate to drive higher business performance. Tomorrow’s processes will provide more visibility, be more dynamic and be a lot smarter. Learn how to select and adopt these technologies to transform organizational culture and behavior and dramatically differentiate your company.

‘How To’ Track — BPM in Practice: Workshops and Roundtables

This highly interactive track will enable you to talk to and engage with peers and analysts in practical learning sessions that will address real world challenges. Step out of the theory and engage in lively debate.

“Great event. Gave me lots of things to think about. Helps us to define our company’s BPM approach.”

Partner, IPT

KEYNOTES

Gartner Opening Keynote: Overcoming Political Landmines To Accelerate Change



Those who seek to lead change will encounter political challenges. Often, the success of a project or initiative is dependent upon the ability of the leader to navigate these political land mines. This keynote focuses on defining politics, the key political land mines and providing BPM leaders with specific tactics for dealing with each landmine.

- Why is understanding politics an important part of leading change?
- What are the four political landmines BPM leaders will encounter?
- How can they best deal with the landmines to help accelerate change?
- How much power do you have, and how much power should you have?
- How can you grow your power using specific techniques?
- How can you use your power wisely in the context of BPI projects?

Tina Nunno, VP Distinguished Analyst, Gartner

Guest Keynote: ‘Ambidextrous’ BPM



BPM is now a trusted capability and our understanding of how to model, analyze, improve, implement, execute and monitor a process has substantially matured.

However, “Commodity BPM” is often without sufficient impact, if the focus remains on what BPM can do instead of what the organization can do with BPM. “Ambidextrous BPM” goes beyond commodity BPM as it aims to be proactive, influential and opportunity-driven. This keynote explores:

- Commodity BPM: Benefits and shortcomings
- Ambidextrous BPM: Exploring new opportunities
- How to design processes based on evidence
- How to embed process innovation in the context of social, mobile and cloud
- How to improve based on opportunities, not problems

Professor Michael Rosemann, PhD, Queensland University of Technology

Closing Keynote: Business Process Excellence — Mission Critical and Mission Possible



Business Process Excellence professionals are required to be innovators, executors, persuaders, leaders, early adopters, visionaries and excellent communicators at all levels. Mission Impossible?

Maybe not. Come and get your batteries recharged and gain priceless, practical insight into jumping the barriers that hold us back more than any other — ourselves and our deepest fears. Over half a million people on five continents have been inspired by Jim Lawless’s presentations and countless more by his book, “Taming Tigers”. He has advised a range of leading companies — often with their Process Excellence teams. He has also proven his approach personally — taking a client bet to go from non-riding overweight consultant to jockey within a year in 2003 and taking the British depth free diving record in 2010 — the first Briton to pass 100m on a single breath.

Jim Lawless, Expert on Personal Development, Leadership and Change

MEET THE ANALYSTS

Gartner analysts draw on the real-life challenges and solutions experienced by clients from 12,400 distinct organizations worldwide

Betsy Burton
VP Distinguished Analyst



Business Architecture, Enterprise Architecture; Business Capability Modeling and Integrating EA with Business Strategy

Michelle Cantara
Research VP



Business Process Management Software Markets; BPM Consulting; BPM and Cloud; BPM and Outsourcing

John Dixon
Managing VP



Getting started with BPM; BPM Roles and Organization; BPM Methodologies (ITIL, Six-Sigma, Lean); BPM Trends in EMEA; Gaining BPM Buy-in

Janelle Hill
VP Distinguished Analyst



Business Process Management Disciplines; BPM-Enabling Technologies and Market Dynamics; BPM and Enterprise Architecture; BPM and SOA; Case Management; Social BPM

Teresa Jones
Principal Research Analyst



BPM-Enabling Technologies; BPMS Selection and BPM Market Dynamics; BPM Trends in EMEA; Business Rules

David Norton
Research Director



Application Development and Integration

Tina Nunno
VP Distinguished Analyst



Organizational politics; Board and Executive Communications; IT Governance; IT Strategic Planning; Business Value of IT; Program and Portfolio Management

Elise Olding
Research Director



Organizational Change; Communication; Employee Engagement; Competency Center (BPCC); Gamification; BPM Program/Project Management; Practitioner Day-to-Day Challenges

Bruce Robertson
VP Distinguished Analyst



BPM Business Cases and Metrics; BPM Roles and Business Process Competency Centers (BPCCs); Business and Process Architecture; BPM Best Practices

Kurt Schlegel
Research VP



Strategies for BI and Analytics; Platform Selection for BI and Analytics; Organizational Models for BI and Analytics

Samantha Searle
Research Analyst



Getting Started with BPM; BPM Roles and Organization; Business Process Governance; Advancing BPM Maturity

Jim Sinur
Research VP



Business Process Management Technologies; Business Modelling; Business Rules; Automated Process Discovery; Process Optimization; Intelligent Decision Management

Ed Thompson
VP Distinguished Analyst



Customer Experience; Management; CRM Strategy and Implementation; CRM Deployments in Europe; CRM Vendors; Feedback Management

Andrew White
Research VP



Master Data Management; Information Governance

Gartner Blog Network

<http://blogs.gartner.com/>

AGENDA AT A GLANCE

WEDNESDAY 13 MARCH

07:30 – 20:00	Registration, Information and Refreshments		
08:00 – 09:00	Tutorial: 90 Seconds or Bust: Summit Solution Snapshots <i>Moderator: Teresa Jones</i>		
09:00 – 09:05	Welcome Address <i>John Dixon</i>		
09:05 – 10:00	Gartner Opening Keynote: Overcoming Political Landmines To Accelerate Change <i>Tina Nunno</i>		
10:00 – 10:30	Refreshment Break in the Solution Showcase		
10:30 – 10:45	Presentation of the Gartner Business Process Management Excellence Awards <i>Bruce Robertson and Samantha Searle</i>		
10:45 – 11:15	Panel Discussion: Driving Breakthrough Business Performance		
11:15 – 12:00	Guest Keynote: 'Ambidextrous' BPM <i>Professor Michael Rosemann</i>		
12:00 – 13:00	Lunch in the Solution Showcase		
	A Aspire — Building a Strong BPM Foundation	B Challenge — Growing Key Capabilities to Enable Change	C Transform — Accelerating Business Performance Results with Technology
13:00 – 14:00	BPM The Management Discipline — The Big Picture <i>John Dixon</i>	Bridge the Gap Between Strategic Vision and Operational Execution with Business Architecture <i>Betsy Burton</i>	Five Ways Cloud Can Help You Transform Your Business <i>Michele Cantara</i>
14:15 – 15:00	End-User Case Study	Case Study: Maersk Line — Delivering Results with Agile BPM using Lean, Kanban and Cost of Delay <i>Mads Clausager, Delivery Manager, Business Process Management, Maersk Line</i>	End-User Case Study
15:00 – 15:30	Refreshment Break in the Solution Showcase		
15:30 – 16:00	Solution Provider Session	Solution Provider Session	Solution Provider Session
16:15 – 17:15	Getting Started With Modelling, Analysis and Improvement <i>David Norton</i>	Stop Tinkering, Start Innovating <i>Elise Olding</i>	Bringing Analytics to BPM <i>Kurt Schlegel</i>
17:30 – 18:00	To the Point: Introduction to BPM Enabling Technologies <i>Janelle Hill</i>	To the Point: Making Governance and Ownership Work <i>Samantha Searle</i>	To the Point: Technologies for Today and Tomorrow's BPM Usage Scenarios <i>Jim Sinur</i>
18:00 – 20:00	Networking Reception in the Solution Showcase		

THURSDAY 14 MARCH

07:30 – 16:30	Registration, Information and Refreshments		
08:00 – 09:00	Building The Skills and Roles Necessary to Advance Your BPM Efforts <i>Bruce Robertson</i>	Customer Experience Management: How BPM Fits Into The Bigger Picture <i>Ed Thompson</i>	BPM and MDM: A Powerful Force in Business Performance Improvement <i>Andrew White</i>
09:15 – 09:45	Solution Provider Session	Solution Provider Session	Solution Provider Session
09:45 – 10:30	Refreshment Break		
10:30 – 11:30	Selecting and Scoping Your First BPM Project <i>Teresa Jones</i>	Making Your Centers of Excellence Work Together For A Bigger 'Bang Per Buck' <i>Bruce Robertson</i>	The Quest for Engagement — A Gamification Challenge <i>Elise Olding</i>
11:45 – 12:15	Solution Provider Session	Solution Provider Session	Solution Provider Session
12:15 – 13:15	Lunch in the Solution Showcase		
13:15 – 14:15	Selling BPM to the C-Suite <i>Jim Sinur</i>	Power Politics for Business Process Improvement Leaders <i>Tina Nunno</i>	Get Smart With Intelligent Business Operations <i>Janelle Hill</i>
14:30 – 15:00	To The Point: Successfully Marketing Your BPM Programme <i>Michele Cantara</i>	To the Point: Business Process Analysis: Pictures or Decisioning? <i>David Norton</i>	To the Point: Process and Nexus: The Missing Link <i>Janelle Hill</i>
15:00 – 15:30	Refreshment Break		
15:30 – 16:30	Closing Keynote: Business Process Excellence — Mission Critical and Mission Possible <i>Jim Lawless</i>		
16:30 – 16:35	Summit Close <i>John Dixon</i>		

At the Summit, please refer to the agenda in the event guide provided, for the most up to date session and location information

Interactive Workshops	Roundtables
<p>13:15 – 15:00 Workshop: Building the Business Case For BPM <i>Jim Sinur</i></p>	<p>Ask The Analyst — Do I Need Workflow or a BPMS? <i>Teresa Jones</i></p> <p>Excellence Awards Roundtable: Best Business Outcome Driven by BPM <i>Winner of the Excellence Award (TBC)</i></p>
<p>16:15 – 18:00 Workshop: Best Practices in Evaluating and Selecting Consulting and System Integration Vendors for BPM <i>Michele Cantara</i></p>	<p>Excellence Awards Roundtable: Best BPM Organization <i>Winner of the Excellence Award (TBC)</i></p>
<p>08:00 – 09:45 Workshop: Using Business Capability Modeling (BCM) for Performance and Process Change <i>Betsy Burton</i></p>	<p>Ask The Analyst — Social BPM: Purpose or Pointless? <i>Elise Olding</i></p>
<p>10:30 – 12:15 Workshop: Using The Gartner BPM Maturity Model to Accelerate Business Results <i>Janelle Hill</i></p>	<p>Excellence Awards Roundtable: Most Effective Use of BPM Technology <i>Winner of the Excellence Award (TBC)</i></p>
<p>13:15 – 15:00 Workshop: Making Metrics Work <i>John Dixon</i></p>	<p>Roundtable: How to Put Plans for Improving Customer Experience Into Practice <i>Ed Thompson</i></p>

AGENDA GUIDANCE

To help you navigate the summit agenda, we've identified track sessions that match your experience level and information needs. Specific categories include:

MATURITY LEVEL

- F Foundational:** If you are at the early stages of your initiative, or are a newcomer to this space, these sessions will give you the necessary understanding and first steps.
- A Advanced:** If you are an advanced practitioner, these sessions are designed to take your initiative, or understanding, to the next level.

FOCUS

- T Tactical:** Sessions providing tactical information that can be used straight away, with a focus on "how to", dos and don'ts, and best practices.
- S Strategic:** Sessions focusing on the strategic insight supporting the development and implementation of your action plan.
- V Visionary:** Sessions focusing on emerging trends, concepts, or technologies that will help you with your future planning and decisions.

PERSPECTIVE

- B Business:** Sessions geared toward business leaders, or IT professionals who need to understand the challenges and opportunities from a business, organizational, or cultural perspective.
- IT Technology:** Sessions that address technical concepts, details, and analysis.

BPM The Management Discipline — The Big Picture

Getting to grips with the terminology and approaches for BPM can be a challenge. Understanding the fundamentals is critical to success. This session will introduce you to what BPM can do, the key terms and approaches, 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



Getting Started With Modelling, Analysis and Improvement

Understanding how to model and analyze processes and behaviours, and collect and measure data before, during and after the project to deploy the right improvements for the problem being solved is a minefield for the uninitiated. This session will explain these core disciplines, the relevant tools and the cost/revenue benefits of BPM as an overall approach to driving higher business outcomes.

- Where should you begin with modelling?
- What are the key components of analysis?
- What are the critical success factors for improvement?

David Norton



To the Point: Introduction to BPM Enabling Technologies

Increasing business pressures in a global economy make it critical for managers and employees to have better visibility and control over daily operations. Adjusting work based on yesterday's reports isn't good enough. BPM-enabling technologies (BPMT) enable a proactive approach to achieving desired results. This session introduces key BPMTs.

- What are BPM-enabling technologies?
- How do BPM-enabling technologies change the way you manage and work?
- What benefits have others realized?

Janelle Hill



Building The Skills and Roles Necessary to Advance Your BPM Efforts

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 are the skills necessary to deliver successful projects?
- What roles (in-house or contract) are critical to BPM success?
- Why should you establish a BPCC?

Bruce Robertson



Selecting and Scoping Your First BPM Project

Choosing the right first project for BPM is often critical to success. Much is based on your current level of competence and credibility with the business. Attend this session to get insight into making the right choices based on your capabilities and what the business really wants.

- Which processes should you target first?
- What are the characteristics of a "quick win"?
- Do you have to buy BPM Technology?

Teresa Jones



Selling BPM to the C-Suite

The C-Suite wants to increase sales, attract customers and reduce costs. While BPM can help deliver these goals, it is often seen as low level, tactical and not strategic in value. This session will concentrate on what is important to C-level executives, how BPM can help and how you can communicate the value of BPM to your senior team.

- Why should the C-Suite care about BPM?
- How to communicate with the C-Suite about innovative process based transformation?
- How to close the gap between what the C-Suite want and what BPM delivers?

Jim Sinur



To The Point: Successfully Marketing Your BPM Programme

Inevitably, questions arise about the roles, responsibilities and mission of the Business Process Competency Center relative to other organizational groups (such as the PMO). Often, these groups, and even line of business managers, don't know how and when to engage with the BPCC. This session will help you to publicize the services of a new BPCC or reinvigorate interest in an established BPCC.

- How, when and why should business leaders engage the BPM services offered by your BPCC?
- How to craft a simple call to action to get them to engage?

Michele Cantara



“ The event was a complete revelation! I haven't begun to digest the time and effort an event like this could save me in my quest for a BPMS solution. ”

Enterprise Architect, BAE Systems

Bridge the Gap Between Strategic Vision and Operational Execution with Business Architecture

Business architecture (BA) is critical to successfully driving business process change and delivering innovation. Learn how leading organizations use business architecture by focusing on strategy, costs, people, process and investment to deliver high impact business results.

- How can BA be leveraged to drive performance and transformation?
- What can you learn from leading organizations?
- What should the BP director do to support a high-impact business architecture?

Betsy Burton



Stop Tinkering, Start Innovating

BPM is NOT about doing one-off improvement projects. It's a capability that needs to permeate every corner of your enterprise. Come to this presentation and learn what you need to do to lead a revolution that delivers value, transparency and accountability that will benefit your business for years.

- Why do you need to think of BPM as a program?
- How can you deliver project benefits while building enterprise capabilities?
- What are examples and techniques you can use to start the revolution?

Elise Olding



To the Point: Making Governance and Ownership Work

Ineffective business process governance and process ownership reduces business performance results and can cause BPM programs 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 and can you make it effective?
- What role does business process ownership play?

Samantha Searle



Customer Experience Management: How BPM Fits Into The Bigger Picture

The customer experience is one of the few differentiators that are still hard to imitate. Executives see it as a critical competitive battleground. Customers have more choice and power than ever before. This presentation examines the importance and future of customer experience management, while outlining the many possible project types.

- What defines a customer experience, and its management?
- Which projects deliver the most positive customer experiences?
- How will CEM evolve through 2020?

Ed Thompson



Making Your Centers of Excellence Work Together For A Bigger 'Bang Per Buck'

Business Process Competency Centers (BPCCs) cannot be successful without mutually beneficial planning, governing and project execution relationships with other Centers of Excellence (CoEs). To improve business outcomes, BPCCs must integrate with other CoEs, defining specific activities, models and technologies to be shared and skills to leverage.

This session examines how the BPCC can integrate effectively with:

- Program and Project Management (PPM)
- Enterprise Architecture (EA)
- Data Analytics and Business Intelligence (BI)

Bruce Robertson



Power Politics for Business Process Improvement Leaders

Driving BPM across an organization requires a sophisticated understanding of the role of power in leadership. Many roles come with a certain amount of power. However, BPI leaders must deal with stakeholders across the enterprise who are equal if not superior in power and standing. This presentation shares the perspectives of over 30 CIOs and other BPI leaders on managing power, politics and executive relationships.

- Why is understanding politics an important part of leading change?
- What are the four political landmines leaders will encounter?
- How can they best deal with the landmines to help accelerate change?

Tina Nunno



To the Point: Business Process Analysis: Pictures or Decisioning?

Business Process Analysis (BPA) is often the first step in a BPM programme. 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 Magic Quadrant as a guide.

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

David Norton



Five Ways Cloud Can Help You Transform Your Business

Cloud computing provides business process directors and business process improvement practitioners with a bewildering array of options: SaaS, BPaaS, PaaS, Hybrid Cloud, Cloud Service Brokerage. This session identifies the most critical cloud concepts and best practices for successfully using cloud services to achieve business process improvement outcomes.

- How can cloud help you better manage your processes and reduce costs?
- What cloud capabilities will you need at each level of BPM maturity to deliver business outcomes?
- How should you evaluate cloud offerings?

Michele Cantara



Bringing Analytics to BPM

Analytics are needed to align organizations with consistent and insightful measurement and decision support systems (DCS) that enable business roles to answer questions such as: what happened, why did it happen and what will happen? This session examines how IT and business leaders can lead transformational analytics programs and deliver real business benefit.

- How will information management change to support analytics?
- Which analytic capabilities provide the most powerful insight?
- Which types of DCS will augment performance measurement systems?

Kurt Schlegel



To the Point: Technologies for Today and Tomorrow's BPM Usage Scenarios

BPM-enabling technologies can be very effective throughout the process creation and execution lifecycle. This session concentrates on both today and tomorrow's usage scenarios and highlights what features of a BPMS/iBPMS are needed to support each scenario. Each case will be explained in light of typical business outcomes.

- What are the most common BPM usage scenarios?
- What are the business outcomes desired in each usage scenario?
- What are the features of a BPMS/iBPMS that support each usage scenario?

Jim Sinur



BPM and MDM: A Powerful Force in Business Performance Improvement

For too long application and information architecture have been loosely coupled. The result: inconsistent processes and data spanning the business. Improved business outcomes are the goal of BPM. Without a strong MDM focus, benefits will be limited. This session explains how to leverage BPM and MDM across complex application landscapes.

- What are the intercepts between application, information and process architecture?
- What are the barriers in information that inhibit success with BPM?
- What are the best practices and benefits of aligning MDM and BPM?

Andrew White



The Quest for Engagement — A Gamification Challenge

Gamification hype is rampant, and the uses inside the enterprise are still emerging. This presentation highlights opportunities, and pitfalls, for using gamification to make employees' work

more interesting, deliver continuous improvement and contribute to bottom-line results. This session examines:

- Why gamification? Why now?
- How gamification can deliver better engagement for redesigned processes
- Examples and pitfalls of gamification — and your next steps

Elise Olding



Get Smart With Intelligent Business Operations

Organizations are looking beyond efficiency and towards improving operational effectiveness. Intelligent business operations (IBO) is about making processes smarter. It is where real-time analytic and decision management technologies are integrated into activities that run the business, closing the loop between operational insight and action.

- Where are the opportunities for creating more intelligent processes?
- How will operations change with the advent of near real time operational insight?
- What kind of technology does it take to enable IBO?

Janelle Hill



To the Point: Process and Nexus: The Missing Link

The nexus of forces (cloud, mobile, social, and information) creates new opportunities and challenges for businesses. Placing the nexus in the context of process puts the focus on business value rather than technology adoption. This session examines:

- How should nexus and process play together?
- What are the potential benefits?

Janelle Hill



'HOW TO' TRACK: WORKSHOPS

Limited Availability – Book Early

Workshops are restricted to a limited number of participants and are available to end users only. Attendees will be accepted on a first-come, first-served basis. Reservations can be made through the online Agenda Builder tool.

Workshop: Building the Business Case For BPM

Putting together a business case for buying technology is very different from building one that establishes a new organizational capability like BPM. Understanding what needs to be included and the ways of structuring this can be a challenge. This workshop will provide you with the tools you need to help you define the business case for “doing BPM”.

- What is a good structure for a business case?
- Who are your stakeholders?
- What benefits should you communicate? e.g. cost reduction

Jim Sinur



Workshop: Best Practices in Evaluating and Selecting Consulting and System Integration Vendors for BPM

Many organizations lack the skills and resources to staff BPM projects and programs. Using cases modelled on common BPM scenarios, participants of this workshop will identify the roles and skills needed, do a skills gap analysis, and select one or more consulting or Systems Integration of vendors (C&SIs).

- What are the most common BPM scenarios and the roles/skills required by each?
- What types of C&SIs provide this expertise?
- What steps should you take when selecting a CSI for BPM?

Michele Cantara



Workshop: Using Business Capability Modeling (BCM) for Performance and Process Change

Integrating business strategy and vision is critical for driving business performance and transformation. In this workshop, we'll help you advance your BPM maturity by creating and exploring specific business scenarios, introducing the business capability map and understanding the implications and actions of using business capability modelling.



- How can business capabilities help BPM integrate with strategy?
- How can BCM be used to uncover threats and opportunities?
- How can BPM practitioners develop BCM at appropriate levels of detail?

Betsy Burton



Workshop: Using The Gartner BPM Maturity Model to Accelerate Business Results

Having realized clear benefits from initial BPM projects, many BPM leaders are challenged to expand their efforts and establish a comprehensive, strategic BPM program to accelerate business performance results. Gartner's ITScore for BPM Maturity is an online diagnostic tool to help guide BPM efforts. Workshop attendees will use the tool to self-assess their organization's BPM maturity and then work with peers to identify appropriate next investments to advance their BPM program.

Janelle Hill



Workshop: Making Metrics Work

One of the most significant reasons for BPM project failure is a lack of demonstrable evidence to show value delivered. Metrics are fundamental to showing success but are often poorly thought through and executed. This workshop will help you explore the pitfalls and success of metrics design and show how to establish a meaningful metrics framework.

- What works and what doesn't when establishing metrics?
- How do you avoid gaming the metrics?
- How do you establish meaningful metrics?

John Dixon



'HOW TO' TRACK: ROUNDTABLES

These topic-driven end-user forums are moderated by Gartner analysts and the winners of the Gartner BPM Excellence Awards. Learn what your peers are doing around particular issues and across industries.

Roundtables are restricted to a limited number of participants and are available to end users only. Attendees will be accepted on a first-come, first-served basis. Reservations can be made through the online Agenda Builder tool.

Ask The Analyst — Do I need Workflow or a BPMS?

Business Process Improvement can be achieved in many different ways, and improving workflows is often a key element of improvement. However, choosing the right technology can be a challenge. This session is a roundtable discussion about workflow technology, how it can help, and when you might need to select a BPMS instead.

Teresa Jones



Excellence Awards Roundtable: Best Business Outcome Driven by BPM

An opportunity to engage with, discuss and question the winner of the BPM Award for "Best Business Outcome Driven by BPM"

Winner of the Excellence Award (TBC)



Excellence Awards Roundtable: Best BPM Organization

An opportunity to engage with, discuss and question the winner of the BPM Award for "Best BPM Organization".

Winner of the Excellence Award (TBC)



GARTNER PREDICTS

By 2016 60% of BPM initiatives will fail unless they can demonstrate direct positive impact on the organizational strategy.

Ask The Analyst — Social BPM: Purpose or Pointless?

Social BPM is a transformative approach that treats social collaboration as integral to process improvement and to the more adaptable processes it produces. Social BPM evolves BPM by shifting the primary focus toward increasing adaptability by focusing on community engagement and empowerment. This roundtable will help you to:

- Understand where social BPM is required for process improvement
- Embrace a social framework for creating community collaboration
- Create a shared purpose to drive transformation

Elise Olding



Excellence Awards Roundtable: Most Effective Use of BPM Technology

An opportunity to engage with, discuss and question the winner of the BPM Award for "Most Effective Use of BPM Technology".

Winner of the Excellence Award (TBC)



Roundtable: How to Put Plans for Improving Customer Experience Into Practice

Many organizations have SharePoint in their product mix, but understanding how it can best be used in a BPM project or program can be a challenge. In this session, you will discuss with your peers the best practices for use, and some of the latest technologies to complement it.

Ed Thompson



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- How to handle huge, complex and long-running BPM projects and avoid requiring years to start delivering the first value
- How Maersk's approach helps the business to prioritize and recognize the business value delivered in each of the projects and their releases

Mads Clausager, Delivery Manager, Business Process Management, Maersk Line

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- Get new practical tactics for dealing with the **political obstacles** that make change difficult
- Explore how BPM can **reduce costs** and increase profitability in an uncertain economy
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- Understand the latest positioning of the **key BPM vendors** to help you with your technology selection decisions
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