

Gartner Business Process Management Summit 2013

13 – 14 March | London, UK | gartner.com/eu/bpm

Aspire, Challenge, Transform: Driving Breakthrough Business Performance

TRIP REPORT

The annual Gartner Business Process Management Summit was held on 13 – 14 March 2013, at the Park Plaza Westminster Bridge. This report summarizes and provides highlights from the event.

Overview

This year's event was focusing on helping delegates break free from small scale, iterative BPM projects to deliver truly game-changing business transformation. In the opening presentation of the summit, Summit Chair John Dixon invited you to aspire to greater things, to challenge the status quo in your organizations and to transform your organizations using BPM. We carried this theme into our keynotes and track presentations, and we hope it has helped to spark some new ideas that will make a difference to you and your organization.

Park Plaza Westminster Bridge,
London, UK



Tina Nunno speaking at the Gartner Business
Process Management Summit 2013



SAVE THE DATE

The **Gartner Business Process Management Summit 2014** will take place on 19 – 20 March in London, UK.

We hope to see you again!

TABLE OF CONTENTS

- 2 Key Take-Aways
- 3 Keynote Sessions
- 5 Top of Mind Concerns — What Attendees Asked About
- 5 Top 10 Most-Attended Sessions
- 5 Attendee Snapshot
- 6 Top 10 best-rated sessions
- 7 Sponsors
- 8 Post Event Resources

Key Take-Aways

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

- **Aim Higher. Go for projects that will really transform your business.**

Focusing on small scale iterative change is ok when you are learning how to do BPM. But if you do not raise your aspirations to higher levels and show that you really can deliver, you will lose relevance with the senior management team and your BPM initiative will fail.

- **Understand how mobile and cloud can extend the reach and capabilities of your processes.**

Process often ends at the door of the organization, trapped by traditional client server approaches. But as mobile devices and cloud become ubiquitous this constraint can, and should, be removed. Whether you are using your own employees' tablets or smart phone devices (e.g. for sales or audit functions) or extending to reach out to both customers (how many of us use e-tickets from airlines from our phones?) or suppliers, take the opportunity to think literally outside the box and expand your value delivery possibilities.

- **Focus on projects that deliver directly against business strategy and customer experience.**

Ask yourself 5 questions when prioritising your BPM projects; Does this impact corporate strategy? Does this impact IT Strategy, Will this stop someone going to prison/receiving a hefty fine or potentially damaging someone? Does this give us a 4/1 Return on Investment? If none of these, then question why you are bothering with this project. Remember it is not "impacting" unless it is both demonstrable and measurable.

- **Learn to challenge the "status quo" effectively, disrupt where necessary and prove the value-add BPM brings to your enterprise.**

BPM is about change, and to change people you need to challenge the status quo effectively. Invest in the soft (but hard to achieve) skills necessary to make change happen. Make sure that you deliver demonstrable value from each BPM project and market your successes mercilessly. A Business Process improvement leader should be 60% marketing and 40% process improvement.

- **Use Gartner to help you through each stage of your BPM journey.**

Read our research, book analyst calls whenever you need them. Let us help guide your decision making; we speak with over 1000 clients a year on BPM challenges and can provide valuable insights that will enable you to avoid pitfalls and get you to your destination faster. We are here to help you succeed.



The summit gave me a clear idea about where BPM is heading, trends, best practices etc. As well as concrete cases by real practitioners.



Keynote Sessions

Opening Gartner Keynote: Overcoming Political Landmines to Accelerate Change

Tina Nunno opened the Summit on Wednesday morning with a keynote session that focused on one of the biggest barriers to BPM success and something we all encounter — politics. Tina identified four political landmines that people and groups often come into conflict over — resources, control, belief and status — and discussed how a decision that creates either a real or a perceived change can trigger an explosion. Some key points to remember from this keynote.

- Be aware of the four political land mines and avoid them.
- When you cannot avoid them, employ sound political tactics to defuse them.
- Continuously test for political integrity in yourself and your team.
- Remember that politics is a dynamic process — what is decided today can be different tomorrow.
- Always balance IT performance and political savviness — the objective is political success.



Tina Nunno
VP Distinguished Analyst,
Gartner

Panel Discussion: Driving Breakthrough Business Performance

In this lively debate, Georg Simon from Software AG, John Dixon from Gartner and our keynote speaker, Michael Rosemann discussed the future of BPM. Two key questions were addressed:

1 What are the BPM Best Practices Needed to Support Breakthrough Business Performance in 2020?

- Establish what you want to achieve with BPM
- Consciously invest time and money in BPM
- Leverage process innovation as a way to mitigate risk in real-time
- Hire a broad range of skills from differing backgrounds to populate your BPM initiative and deliver improved business performance
- Relentless focus on delivering tangible, measurable value to strategic business goals
- Shift from a reactive mindset to being proactive
- Invest in IT techniques to provide social, mobile, Big Data and cloud to support innovation in process
- Think about the problem you are trying to solve with BPM
- Collaborate with users and customers and get creative!

2 How Will BPM Technologies and Services Evolve to Support Breakthrough Business Performance in 2020?

- Big Data will drive real-time decision management
- BPM in the cloud and creating an ecosystem
- Data analytics and process intelligence will help to meet the challenge of dynamic processes



Georg Simon
Software AG



John Dixon
Managing VP, Gartner



Professor Michael Rosemann,
PhD, Queensland University
of Technology

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Guest Keynote: ‘Ambidextrous’ BPM

In this session, Professor Michael Rosemann spoke about how 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. Professor Rosemann’s key take-aways from this keynote were:

- A focus of the BPM Community has been on building core BPM capabilities targeting reactive problem solving — this is now a commodity
- Opportunity-driven process innovation is in high demand — an opportunity for the BPM community
- This requires complementing exploitative BPM with explorative BPM — a significant challenge for the BPM community
- Explorative BPM will focus on evidence-based design, positive deviants, social signals and connectedness among others — the future of BPM, you and your legacy

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

In this lively, entertaining and humorous closing session, Jim Lawless spoke about how he transformed himself from a non-riding overweight consultant to jockey within a year in 2003 and took the British depth free diving record to 100m in 2010. Using his “Taming Tigers” approach, Jim left the audience with some practical insight into jumping the barriers that hold us back more than any other — ourselves and our deepest fears.



Professor Michael Rosemann,
PhD, Queensland University
of Technology



Jim Lawless
Expert on Personal
Development, Leadership
and Change

“

I really appreciated and enjoyed two things — the lively environment which facilitated networking and the high quality of speakers in terms of communication.

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Top of Mind Concerns — What Attendees Asked About

- How do I create a compelling vision that will engage and motivate my employees while building our process competences?
- How do I think “bigger” beyond just the process box and tie process work into achieving the strategies of the enterprise?
- How do I get started? Which processes should I work on? How do I identify stakeholders and keep them enthused?
- Where should business process owners be drawn from? How to make process ownership work?
- What business process governance should I put in place and how can I make it effective?
- What pitfalls should I avoid after doing the pilot project?
- How do I figure out what my end to end processes are? How do I measure them and what level of metric measurement is ideal?
- How should BPM program leads interact and align their programs with an MDM program, if it exists?
- What are companies doing with Intelligent Business Operations
- Is it a good idea to combine the BI/Analytics and the BPM Centers of Excellence?

Top 10 Most-Attended Sessions

- **BPM The Management Discipline — The Big Picture**
- **Excellence Awards Case Study: The LEGO Group — A Pragmatic Approach to Create a Foundation for Process Excellence**
- **Building The Skills and Roles Necessary to Advance Your BPM Efforts**
- **Power Politics for Business Process Improvement Leaders**
- **Getting Started With Modelling, Analysis and Measurement**
- **Selecting and Scoping Your First BPM Project**
- **Case Study: Maersk Line — Delivering Results with Agile BPM using Lean, Kanban and Cost of Delay**
- **Making Your Centers of Excellence Work Together For A Bigger ‘Bang Per Buck’**
- **Bridge the Gap Between Strategic Vision and Operational Execution with Business Architecture**
- **To the Point — Business Process Analysis: Pictures or Decisioning?**

ATTENDEE SNAPSHOT

Who participated in the 2013 conference?

Top 5 job titles

1. Manager
2. Director
3. CIO
4. Architect
5. Clevel

Top 5 industry sectors

1. Financial Services
2. Manufacturing
3. Technology and Telecom
4. Government
5. Services

Top 10 best-rated sessions

- Closing Keynote: Business Process Excellence - Mission Critical and Mission Possible
- Power Politics for Business Process Improvement Leaders
- Gartner Opening Keynote: Overcoming Political Landmines To Accelerate Change
- Customer Experience Management: How BPM Fits Into The Bigger Picture
- Guest Keynote: 'Ambidextrous' BPM
- Building The Skills and Roles Necessary to Advance Your BPM Efforts
- BPM The Management Discipline — The Big Picture
- Get Smart With Intelligent Business Operations
- Making Your Centers of Excellence Work Together For A Bigger 'Bang Per Buck'
- Bridge the Gap Between Strategic Vision and Operational Execution with Business Architecture



“

BPM is a new area for our company. This event had really convinced me that we are going in the right direction in process of implementing BPM solutions in Business Processes.

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Post Event Resources

Recommendations Summary

A recommendations summary containing of all of the key recommendations from the Gartner analyst sessions is available for download from Agenda Builder. Please look for the “Recommendations Summary” file.

Learn more with relevant research

Want to learn more about the topics that interest you most? Turn to the end of each session presentation for a list of related Gartner research notes. Select Gartner research is available on demand at gartner.com.



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BPM EVENTS AROUND THE GLOBE

Business Process Management Summit

2 – 4 April
National Harbor, MD

Business Process Management Summit

13 – 14 May
Sydney, Australia

Gartner has you covered

View the full Gartner Events Calendar! ►



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The World's Most Important Gathering of
CIOs and Senior IT Executives

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Valuable, interesting, up-to-date and innovative.

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