Gartner
Business Process Management Summit 2013
April 2 – 4
National Harbor, MD
gartner.com/us/bpm

HOT TOPICS
• MAKING THE BUSINESS CASE FOR BPM
• NAVIGATING ORGANIZATIONAL POLITICS
• BUILDING ORGANIZATIONAL CAPABILITIES FOR BPM
• REALIZING INTELLIGENT BUSINESS OPERATIONS (IBO)
• BUILDING A BUSINESS PROCESS COMPETENCY CENTER (BPCC) THAT DRIVES RESULTS

EARLY-BIRD DISCOUNT Register by February 1 and save $300
The next generation of BPM

The pace of business change has accelerated to a point where extreme volatility might be considered the norm, not the exception. Are you ready to confront this new normal?

Changing customer buying habits, stronger competition, compliance and regulatory risks, shrinking margins, pressure to roll out new offerings — Savvy business and IT leaders know that to compete in today’s marketplace, business processes must become smarter and more agile to effectively respond to constantly shifting operational and customer dynamics. The next generation of business process management (BPM) is making this possible — and practical.

Change creates challenges, but it also creates opportunity for those who aspire to greater things. Gartner Business Process Management Summit 2013 gives you the knowledge and tools to challenge the status quo and transform your enterprise to drive breakthrough performance.

Learn how to:

• Make a compelling business case for BPM investment
• Drive results in an environment resistant to change; navigate organizational politics
• Identify right-fit technology enablers for your enterprise
• Measure BPM’s impact on your business’s performance results
• Reduce costs while improving business performance
• Close the gap between what the CEO wants and what BPM delivers
• Drive to intelligent business operations (IBO)

What’s new for 2013:

• The Gartner BPM Excellence Awards showcase real success stories and best practices
• More new and hands-on workshops to help you advance BPM capability
• Practical guidance for building the business case for BPM — and selling it to the C-suite
• BPM certification exam on-site
• New content: social BPM, IBO, organizational politics
• New interactive formats including: To the Point and Ask the Analyst
From incremental improvement to game-changing business transformation

Success in today’s dynamic marketplace is a function of your ability to proactively raise the bar and out-execute your competition. At Gartner Business Process Management Summit 2013, you’ll see how the next generation of BPM goes beyond incremental efficiency gains and enables you to visualize and analyze business operations in real time and take immediate, intelligent actions to better execute on key business strategies.

Regardless of where you are in your BPM journey, you’ll find actionable advice and recommendations for overcoming challenges and driving real business transformation. Tracks are designed to map to your individual level (foundational, intermediate or advanced), so you can choose content appropriate for your needs.

New to BPM?

- Establish where to initiate a BPM program, what to do first and how to deliver value right from the start
- Understand how to get buy-in for BPM investment
- Learn what skills and roles are necessary to advance your BPM efforts, as well as how to build them
- Plan to overcome political challenges and accelerate change
- Understand how BPM-enabling technologies can change the way you manage and work
Gartner analysts draw on the real-life challenges and solutions experienced by clients from 12,400 distinct organizations worldwide.

Betsy Burton
Vice President and Distinguished Analyst

FOCUS AREAS: Business architecture, enterprise architecture; business capability modeling and integrating EA with business strategy

Michele Cantara
Vice President

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

John Dixon
Managing Vice President

FOCUS AREAS: Getting started with BPM; BPM roles and organization; BPM methodologies (ITIL, Six Sigma, lean); gaining BPM buy-in; value and performance management/metrics

Nicholas Gall
Vice President and Distinguished Analyst

FOCUS AREAS: BPM and enterprise architecture; Social BPM; solution architecture; BPM and the nexus of forces

Mark R. Gilbert
Vice President

FOCUS AREAS: Enterprise content management; Web content management; document management and document imaging technologies; content and process fusion; SharePoint best practices

Mike Gotta
Vice President

FOCUS AREAS: Organizational and IT impacts of social networks and collaboration

Steve Hawald
Director

FOCUS AREAS: Strategy planning with new cybersecurity regulations; governance with stakeholder management alignment; trusted private clouds; broker and shared services using agile IT acquisitions

Janelle B. Hill
Vice President and Distinguished Analyst

FOCUS AREAS: Business process management disciplines; BPM-enabling technologies and market dynamics; case management; social BPM; IBO, iBPMs and advancing BPM maturity

Teresa Jones
Principal Analyst

FOCUS AREAS: BPM-enabling technologies; BPMs selection and BPM market dynamics; BPM trends in EMEA; business rules

Michael Maoz
Vice President and Distinguished Analyst

FOCUS AREAS: Customer relationship management; collaborative customer strategies; social media strategies; cloud-based CRM applications and analytics

Jerry Mechling
Vice President

FOCUS AREAS: Domestically and internationally on helping governments and their corporate and nonprofit partners with issues of strategic planning, work process innovation and implementation, governance, and information management and analysis

David Norton
Director

FOCUS AREAS: Application development and integration; BPA tools; process modeling; analysis and benchmarking; agile methods

Tina Nunno
Vice President and Distinguished Analyst

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

Elise Olding
Director

FOCUS AREAS: Organizational change; communication; employee engagement; business process competency center (BPCC); gamification; BPM program/project management; practitioner day-to-day challenges

Daryl C. Plummer
Managing Vice President and Gartner Fellow

FOCUS AREAS: Emerging trends and technologies; cloud computing, BPM, SOA and Web technologies; BPM and the nexus of forces; mobility and extreme collaboration

Bruce Robertson
Vice President and Distinguished Analyst

FOCUS AREAS: BPM business cases and metrics; BPM roles and business process competency centers (BPCCs); business and process architecture; BPM best practices

JoAnn Rosenberger
Director

FOCUS AREAS: IT asset management; IT procurement; best practices in negotiating, licensing and audit protection for software provider relationships and contracts

Kurt Schlegel
Vice President

FOCUS AREAS: Strategies for BI and analytics; platform selection for BI and analytics; organizational models for BI and analytics
KEYNOTE SESSIONS

**Guest keynotes**

**Dr. David Rock**  
Founder and CEO, NeuroLeadership Group

**The Neuroscience of Organizational Change**  
Change is a constant. Organizations with a greater capacity to adapt have the advantage. Until recently, we had only “descriptive” models of change, which explained the stages that occur when change happens. New research suggests there are more “active” models leaders can use to better enable change. Neuroscience and other disciplines are uncovering how organizational change is tied to neural changes in the brain. In this inspiring session, Dr. David Rock discusses what he calls the emerging science of “Neural Leadership.”

**Gartner keynotes**

**Tina Nunno**  
Vice President and Distinguished Analyst

**Gartner Opening Keynote: Overcoming Political Landmines**  
Those who seek to lead, and accelerate, change will encounter political challenges. Often, the success of a project or initiative is dependent upon the ability of the leader to navigate the political landmines. This keynote focuses on defining politics, the key political landmines and providing BPM leaders with specific tactics for dealing with each landmine.

**Daryl C. Plummer**  
Managing Vice President and Gartner Fellow

**Finding Balance: Have You Bitten Off More Than You Can Chew with BPM?**  
Is your BPM progress not what you would like it to be? Are major trends in IT affecting your BPM direction and maturity? Do you simply need advice on how to prioritize? This presentation examines the depth of change necessary to make BPM projects progress more smoothly and asks the final question, “What can you do to make BPM more successful today?” Join us for a discussion of IT trends as they affect BPM planning, direction and success.

**W. Roy Schulte**  
Vice President and Distinguished Analyst

**FOCUS AREAS:** Continuous-intelligence systems; complex-event processing (CEP); real-time decision management and dashboards for situation awareness; IBO and iBPMS

**Samantha Searle**  
Analyst

**FOCUS AREAS:** Business process management technologies; business modeling; business rules; automated process discovery; process optimization; intelligent decision management; IBO and iBPMS

**Jim Sinur**  
Vice President

**FOCUS AREAS:** Business process management technologies; business modeling; business rules; automated process discovery; process optimization; intelligent decision management; IBO and iBPMS

**Andrew White**  
Vice President

**FOCUS AREAS:** Master data management and relationship to process management; information governance

Visit gartner.com/us/bpm for agenda updates and to register
AGENDA TRACKS

Aspire: Building a Strong BPM Foundation
Targeted at those in the early stages of their BPM journey, this track answers: Where should I start? What roles and skills do I need? What should I do first? 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 — as well as key roles, skills and concepts. With a strong foundation, you will be able to apply this learning to your first process improvement projects and immediately demonstrate business value.

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 provides pragmatic insights, based on real-world examples that will enable you to overcome the status quo and deliver breakthrough results.

Transform: Planning for the Nexus of Disruptive Forces
This track is designed to help you 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 — is 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
This highly interactive track enables you to talk to and engage with peers and analysts in practical learning sessions that address real-world challenges. Step out of the theory and engage in lively debate.

Hot topics by track

• Selling BPM to the C-suite
• Enabling technology options
• Process modeling, analysis and measurement
• Organizational development

• Business architecture (BA) and transformation
• Governance and ownership
• BPM and customer experience management
• Power politics for BPM leaders

• BPM in the cloud
• Actionable insights through analytics
• BPM and MDM
• Engagement through gamification
• Intelligent business operations (IBO)

• Selecting consulting and system integration partners
• The Gartner BPM maturity model
• Social BPM
• Effective use of BPM technology
In addition to our comprehensive tracks, our agenda features several special sessions, providing opportunities to learn from and interact with Gartner analysts, industry experts and peers, and top solution providers:

**KEYNOTE SESSIONS**
Typically presented by non-Gartner industry leaders, these plenary sessions are designed to be entertaining and thought-provoking.

**GARTNER ANALYST SESSIONS**
Listen to insightful and actionable advice directly from a subject matter expert, with allotted time for Q&A.

**WORKSHOPS**
Presented by Gartner or guest experts, these intimate workshops provide an opportunity to drill down on specific how-to topics in an extended, small-group environment. Sessions are designed for end users only. Registration is required.

**END-USER CASE STUDIES**
Gartner invites a number of end users to personally present leading-edge case studies and answer questions.

**SOLUTION PROVIDER SESSIONS**
In these moderated panels, vendors and end users share experiences and lessons learned from real implementations.

**FACE-TO-FACE SPONSOR MEETINGS**
These private, prearranged 30-minute meetings will advance your projects and relationships, regardless of where you are in the buying cycle.

**EXPERIENCE THE POWER OF GARTNER RESEARCH — LIVE!**
By attending a Gartner event you will immerse yourself in new thinking on the hottest issues shaping both the current and future direction of your organization. But that’s not all. You’ll experience a series of “aha” moments that deepen your understanding and take you to the next level of insight. Get ready to gain a wealth of practical guidance you won’t find anywhere else.

**ASK THE ANALYST AND ANALYST-USER ROUNDTABLES**
These topic-driven end-user forums are moderated by Gartner analysts. Learn what your peers are doing around particular issues and across industries (preregistration required).

Sample topics:
- Handling Your Biggest BPM Risk: The Politics of Implementation Failure
- Social BPM: Purpose or Pointless?
- BPM, MDM and Application Architecture
- Getting IT and General Managers in Government on the Same BPM Page

Please visit gartner.com/us/bpm for more details and a complete list of session titles.

**MEET ONE-ON-ONE WITH A GARTNER ANALYST**
Gain targeted advice on your toughest challenges. Discover the best way to move forward on critical work issues you’re currently facing at a one-on-one meeting with a Gartner analyst. Your take-away: actionable solutions that speak specifically to your situation. As a Gartner conference attendee, you are entitled to two private, 30-minute consultations with an analyst of your choice. These sessions are a great way to reinforce lessons learned and how-to recommendations presented throughout the conference. As our event attendees tell us, analyst one-on-one sessions are worth the price of admission, all by themselves (preregistration required).
MONDAY, APRIL 1
3:00 p.m. Registration
4:00 p.m. Ice Breaker Sessions
5:30 p.m. Appian Learning Lab
5:30 p.m. OpenText Learning Lab

TUESDAY, APRIL 2
7:00 a.m. Networking Breakfast
8:00 a.m. TTP1. Opening Comments/Welcome  Janelle B. Hill
8:30 a.m. K1. Gartner Opening Keynote  Overcoming Political Landmines to Accelerate Change  Tina Nunno
9:00 a.m. TTP2. Ice Breaker Sessions
9:45 a.m. K2. Gartner Keynote  Gartner BPM Excellence Awards
10:30 a.m. K3. Gartner Keynote  Maverick Thinking: Automated Competition Using Scenario-Based BPM  Jim Sinur
11:15 a.m. K4. Guest Keynote  The Neuroscience of Organizational Change  Dr. David Rock, Founder and CEO, NeuroLeadership Group
12:00 p.m. Solution Showcase Reception
1:30 p.m. TTP3. Solution Provider Sessions.

AGENDA AT A GLANCE

Track A
Aspire: Building a Strong BPM Foundation

11:00 a.m. A1. BPM: The Management Discipline — The Big Picture  John Dixon  
12:00 p.m. Attendee Lunch and Solution Showcase Dessert Reception
1:00 p.m. A2. Getting Started With Modeling, Analysis and Measurement  David Norton

Track B
Challenge: Growing Key Capabilities to Enable Change

11:00 a.m. B1. Bridge the Gap Between Strategic Vision and Operational Execution With Business Architecture  Betsy Burton
12:00 p.m. Attendee Lunch and Solution Showcase Dessert Reception
1:00 p.m. B2. Stop Tinkering, Start Innovating  Elise Olding

WEDNESDAY, APRIL 3
7:00 a.m. Networking Breakfast
8:00 a.m. A3. Building The Skills and Roles Necessary to Advance Your BPM Efforts  Bruce Robertson
8:30 a.m. A4. Getting More Value From SharePoint  Mark Gilbert

THURSDAY, APRIL 4
7:00 a.m. Networking Breakfast
8:00 a.m. A5. Selecting and Scoping Your First BPM Project  Teresa Jones
9:00 a.m. Networking Break
9:15 a.m. Solution Provider Sessions
10:15 a.m. Networking Break
10:30 a.m. A6. Selling BPM to the C-Suite  Jim Sinur
11:40 a.m. K6. Gartner Keynote  The Neuroscience of Organizational Change  Dr. David Rock, Founder and CEO, NeuroLeadership Group
12:00 p.m. Solution Showcase Reception
1:30 p.m. TTP4. Solution Provider Sessions.

Networking Breakfast
## Track C: Transform: Planning for the Nexus of Disruptive Forces

<table>
<thead>
<tr>
<th>Session</th>
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<th>Speaker(s)</th>
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<th>Focus</th>
<th>Maturity Level</th>
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<tbody>
<tr>
<td>C1</td>
<td>Bringing Analytics Insights to Business Processes</td>
<td>Kurt Schlegel</td>
<td>90 mins</td>
<td>A</td>
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<tr>
<td>C2</td>
<td>Five Ways Cloud Can Help You Transform Your Business</td>
<td>Michele Cantara</td>
<td>90 mins</td>
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<tr>
<td>C3</td>
<td>Manage [BPM] Software Acquisitions as a Process</td>
<td>JoAnn Rosenberger</td>
<td>90 mins</td>
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<td>B, IT</td>
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<tr>
<td>C4</td>
<td>BPM and MDM: A Powerful Force in Business Performance Improvement</td>
<td>Andrew White</td>
<td>90 mins</td>
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## Track D: How-To Track BPM in Practice

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<tbody>
<tr>
<td>W1</td>
<td>Building the Business Case for BPM</td>
<td>Bruce Robertson, Jim Sinur</td>
<td>90 mins</td>
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<td>A, IT</td>
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<tr>
<td>W2</td>
<td>Software Negotiation Clinic: Follow These Steps to Protect Your Investment</td>
<td>John Rosenberger</td>
<td>90 mins</td>
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<tr>
<td>W3</td>
<td>Using the Gartner Business Maturity Model to Accelerate Business Results</td>
<td>Janelle B. Hill</td>
<td>90 mins</td>
<td>A</td>
<td>B, IT</td>
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<tr>
<td>W4</td>
<td>Best Practices in Evaluating and Selecting Consulting and System Integration Vendors for BPM</td>
<td>Michele Cantara</td>
<td>90 mins</td>
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## TTP Sessions

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<tr>
<td>TTP3</td>
<td>To the Point: Successfully Marketing Your BPM Program</td>
<td>Michele Cantara</td>
<td>90 mins</td>
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<td>TTP4</td>
<td>To the Point: Sheding Light on Your Dark Processes for Profit and Compliance</td>
<td>Jim Sinur</td>
<td>90 mins</td>
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<td>TTP7</td>
<td>To the Point: Business Process Analysis: Pictures or Decisioning?</td>
<td>David Norton</td>
<td>90 mins</td>
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<tr>
<td>TTP6</td>
<td>Bigger &quot;Bang Per Buck&quot;</td>
<td>Bruce Robertson</td>
<td>90 mins</td>
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## UE Sessions

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<tr>
<td>UE3</td>
<td>Gartner-Invited End-User Case Study</td>
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## TTPP Sessions

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<tbody>
<tr>
<td>UE1</td>
<td>Networking Breakfast</td>
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<td>UE2</td>
<td>Attendee Lunch and Solution Showcase Dessert Reception</td>
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<tr>
<td>UE3</td>
<td>Gartner Theater Presentation: Who’s Who in C&amp;SI</td>
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<tr>
<td>TTP1</td>
<td>Gartner Theater Session: BPA Tools MarketScope</td>
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## XP Sessions

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<tbody>
<tr>
<td>W5</td>
<td>Making Metrics Work</td>
<td>John Dixon, Kurt Schlegel</td>
<td>90 mins</td>
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<tr>
<td>W6</td>
<td>Using Business Capability Modeling (BCM) for Performance and Process Change</td>
<td>Betsy Burton</td>
<td>90 mins</td>
<td>A</td>
<td>B, IT</td>
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<tr>
<td>W7</td>
<td>Creating Your Social Media Vision and Strategy</td>
<td>Nicholas Gall, Mike Gotta</td>
<td>90 mins</td>
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Visit gartner.com/us/bpm for agenda updates and to register
SESSION DESCRIPTIONS

TRACK A

Aspire: Building a Strong BPM Foundation

A1. BPM: The Management Discipline — The Big Picture
Getting a grip on the terminology and approaches for BPM can be a challenge. Understanding the fundamentals is critical to success. This session introduces you to what BPM can do, the key terms and approaches, the role of metrics and the importance of change management.
John Dixon

A2. Getting Started With Modeling, Analysis and Measurement
Understanding how to model and analyze processes and behaviors, as well as 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 explains these core disciplines, the relevant tools and the cost/revenue benefits of BPM as an overall approach to driving higher business outcomes.
David Norton

A3. 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 versus contract, and whether to establish a business process competency center (BPCC).
Bruce Robertson

A4. Getting More Value From SharePoint
Microsoft SharePoint is an incredibly popular platform, but enterprises often struggle to get the value they expect from it. Learn best practices to help drive business success with SharePoint, if it is a key part of your strategy. With SharePoint 2013 having been just released, it is critical to understand best practices to get the most out of SharePoint.
Mark Gilbert

A5. 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.
Teresa Jones

A6. 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 concentrates 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.
Jim Sinur

TRACK B

Challenge: Growing Key Capabilities to Enable Change

B1. 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.
Betsy Burton

B2. 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. Learn what you need to do to lead a revolution that delivers value, transparency and accountability that will benefit your business for years.
Elise Olding

B3. 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.
Michael Maoz

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.

Bruce Robertson

B5. Is Process Driving Content or Content Enabling Process? Exploring the ECM Angle to Business Process

Information content is the third critical resource (in addition to people and systems) to be managed in many business processes. New forms of content are especially of interest in many collaborative and unstructured processes. This session helps attendees understand how best to leverage the trends in ECM within their BPM efforts to improve productivity.

Mark R. Gilbert

B6. 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, business process improvement (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.

Tina Nunno

C3. Manage [BPM] Software Acquisitions as a Process

This session introduces a new best practice – SNAP – for managing the strategic negotiation and acquisition process. Too often, we see BPM projects delayed because of prolonged contract negotiations. SNAP helps organizations select the optimal financial and business solution, helps buyers make more informed decisions earlier in their software evaluation efforts, and reduces the time necessary for final negotiations and contract execution.

JoAnn Rosenberger

C4. 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, yet without a strong MDM focus, benefits will be limited. This session explains how to leverage BPM and MDM across complex application landscapes.

Andrew White

C5. 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 when using gamification to make employees’ work more interesting, deliver continuous improvement and contribute to bottom-line results.

Elise Olding
C6. Get Smart With Intelligent Business Operations
Organizations are looking beyond efficiency and toward 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.

W. Roy Schulte

To the Point sessions

TTP1. To the Point: Introduction to BPM-Enabling Technologies
Business pressures in a global economy are increasing, making 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.

Janelle B. Hill

TTP2. To the Point: Making Process Governance and Ownership Work
Ineffective business process governance and process ownership reduce 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.

Samantha Searle

TTP3. To The Point: Successfully Marketing Your BPM Program
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 helps you learn how to publicize the services of a new BPCC or reinvigorate interest in an established BPCC.

Michele Cantara

TTP4. To the Point: Shedding Light on Your Dark Processes for Profit and Compliance
Organizations think they are delivering the most revenue for the least amount of effort. This session focuses on how to identify the “dark processes” that prevent this from being true, yielding better and more compliant practices and profits.

Jim Sinur

TTP5. To the Point: Technologies for Today’s and Tomorrow’s BPM Usage Scenarios
BPM-enabling technologies can be very effective throughout the process creation and execution life cycle. This session concentrates on both today’s 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.

Jim Sinur

TTP6. To the Point: Empowering Business Roles for Dynamic BPM
TBA

Janelle B. Hill

TTP7. To the Point: Business Process Analysis — Pictures or Decisioning?
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 Gartner BPA Magic Quadrant as a guide.

David Norton

TRACK D

How-to track: BPM in Practice

**W1. Building the Business Case for BPM** (90 mins)
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 provides you tools and helps you define the business case for “doing BPM.”

Bruce Robertson, Jim Sinur

**W2. Software Negotiation Clinic: Follow These Steps to Protect Your Investment** (90 mins)
This workshop provides steps and processes to negotiate software license and maintenance deals governed by protective terms and conditions. It also provides best practices to track and manage these licenses for compliance. Participants work on activities that illustrate how to analyze an actual software proposal and create a software terms-and-conditions checklist to use for future negotiations.

Moderator: JoAnn Rosenberger

**W3. Using the Gartner Business Maturity Model to Accelerate Business Results** (90 mins)
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 use the tool to assess their organization’s BPM maturity and then work with peers to identify appropriate next investments to advance their BPM program. (Please note that this session is available to end users only and that preregistration is required. Limited to 30 people.)

Janelle B. Hill

**W4. Best Practices in Evaluating and Selecting Consulting and System Integration Vendors for BPM** (90 mins)
Many organizations lack the skills and resources to staff BPM projects and programs. Using cases modeled on common BPM scenarios, participants identify the roles and skills needed, do a skills gap analysis and select one or more consulting or systems integration of vendors (C&SIs).

Michele Cantara

**W5. Making Metrics Work** (90 mins)
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 explores the pitfalls and success of metrics design, and shows how to establish a meaningful metrics framework.

Moderators: John Dixon, Kurt Schlegel

**W6. Using Business Capability Modeling (BCM) for Performance and Process Change** (90 mins)
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 modeling.

Betsy Burton

**W7. Creating Your Social Media Vision and Strategy**
Organizations are gaining competitive advantage by using social media to amplify the power of people — their experiences, passions and genius — to achieve unprecedented business results that transcend the walls of the organization. In this workshop, attendees collectively work and explore ways to amplify their organization’s capabilities through a highly collaborative culture.

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

Gartner Predicts

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