

Focus. Connect. Lead.

Conference Summary Report: Business Process Improvement

The theme of this year's Gartner Symposium/ITxpo was **Focus. Connect. Lead.** A nexus of four disruptive technologies — social, mobile, cloud and information — is revolutionizing business, changing the enterprise ecosystem and placing greater demands on decision-makers to drive value and deliver positive business outcomes. More than ever, IT leaders must acquire a new ability to **focus** on the issues that matter, **connect** people and ideas and **lead** with creativity and confidence.



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This summary report takes a high-level view of the strategies and tactics that can help attendees of the Business Process Improvement track manage the new realities of process management, in which technologies, methodologies and skills must address the impact of social networking and mobile access to deliver enhanced business performance and gamechanging results. We have highlighted critical take-aways and hot-topic areas that should be on your radar in the coming months, and have provided a brief summary of the key concerns related to business process improvement that attendees raised on-site.



Business Process Improvement track introduction

The pace of business continues to accelerate, economic conditions are more challenging and competition is getting tougher. Customer expectations keep rising, putting pressure on every company to improve its operations. The result: Organizations must make fundamental changes in their processes and the application systems that support them. They must make their operations to develop not just efficient, but effective. BPM is quickly becoming an alternative and better way solutions and improve processes. In fact, organizations that use a BPM approach spend less of their IT budgets on running the business and “keeping the lights on”, compared with the industry average. BPM is a way for companies to do more with less and free up funding for growth and transformation initiatives.

In this year’s Business Process Improvement track, we examined how BPI is being redefined as innovation and process become more tightly intertwined. Against that backdrop, we discussed how and why to effectively innovate and lead the enterprise across four complex process hurdles: organizational maturity, business transformation, organizational performance, and provider and technology excellence.

“Gartner Symposium/ITxpo has provided a wealth of information and far exceeded my expectations as a first-time attendee.”

L. Jean,
Data Center Manager,
Triumph Group Inc.

Audience highlights

1,600+ CIOs **350+ sessions**
4,100+ total attendees 370 Sym Club members
140 solution providers (attended three or more consecutive years)
1,200+ organizations
120 Gartner analysts

“I always leave Gartner Symposium/ITxpo smarter than I was when I arrived. I feel like I get a window into the future here.”

T. Davis-Muffett,
Director, Public Sector,
NetApp

Key take-aways

Barriers to business process improvement

The Gartner 2012 survey on BPM adoption found “organizational conflict or politics” as the No. 1 challenge, followed by changing business conditions and lack of BPM expertise.

BPM roles

Individuals typically perform multiple BPM roles as part of their jobs. But keep in mind that the most critical BPM roles are process owner, BP director, BP architect and process analyst. Since BPM is about producing business outcomes, all BPM projects and programs need a process owner who reports into the business. Be aware that there’s rampant competition for BPM talent. Enterprise process improvement teams are competing directly with the BPM practices of professional service providers for BPM resources.

BPM, BI and PM

Companies must overcome the traditional wall between BI, PM and offline analytics programs and the operational systems that run the company. The arm’s-length relationship between BI and application development limits the effectiveness of conventional service-oriented architecture (SOA) and BPM initiatives. BI, PM and other analytics are largely aimed at strategic, tactical or long-term operational issues. By contrast, BPM and SOA initiatives focus on operational applications that run the business and typically have limited analytical capabilities. Companies have an opportunity to drastically improve the efficiency and effectiveness of their operations by sharing current event data more broadly across business units and business process boundaries, and by applying analytical techniques and software within their operational processes.

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“This conference has been helpful on many levels, from the networking to product selection to strategic planning.”

R. Ficoturo,
ITPS Engagement Manager,
Wawa

Key take-aways

Recommendations for social BPM

Make relationships more social and less formal. BPM's greatest contribution will be extreme collaboration, not process improvement. Be prepared to measure, reward and leverage it.

Aim for fewer prescribed best practices and more emergent process designs. Traditional BPM and standardized process minimizes expertise. Empower knowledge workers to figure out the next iterative improvement.

Go for less control and more open communications. Real-time communications, cloud-based collaboration spaces, crowdsourcing, social networks and mobile devices keep everyone engaged.

Things to watch out for

Intelligent business operations

High-performing organizations that track revenue per hour worked will try to find every advantage to reach their desired goals and outcomes. One of the more effective techniques for BPI is intelligent business operations (IBO), in which processes are “aware” of and can learn from a wide range of work interactions, their context and the situations around them.

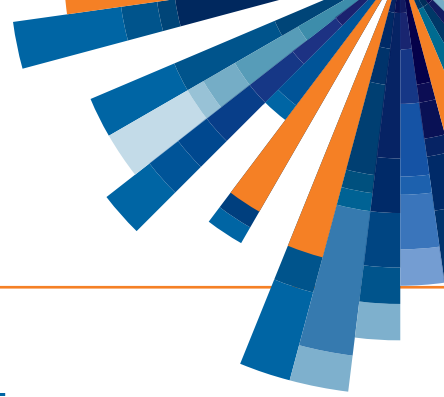
We expect more organizations to leverage IBO in the future, resulting in innovative differentiation and higher performance.

Mobile-enablement

Pervasive technologies such as the Internet and mobile devices are enabling workers to carry out the work (the business processes) of organizations anywhere, all the time. As a result, enterprises are coming to expect that process participants will be nearly “always on,” and it implies a “follow me” communications environment that includes a mobile experience. Mobileenablement of business processes is already very important to organizations involved in BPI and will continue to accelerate.

Event data

Organizations must prepare to deal with more kinds of event data and much higher volumes of event data than they encountered in the past. Assign an enterprise architect, lead BI analyst or advanced technology specialist the task of acquiring an understanding of the event processing state of the art.



What attendees asked about

Overcoming barriers to success: What skills and resources are needed to make a processbased approach work? How can cross-boundary process issues be managed? How can the CIO drive BPM as an enterprise program?

Intelligent business operations: How will operations change with the advent of near-realtime? What kind of technology will it take to make this change?

Metrics: What are the best practices for establishing a metrics framework? How can metrics be used to secure buy-in and commitment to a BPM program?

“The [nexus] forces challenge us to think about shadow IT and how to engage those stakeholders, as well as embrace these technologies within the enterprise in a safe and scalable fashion.”

C. Steinberg, CIO, Nassau BOCES



Mark your calendar

Help shape Gartner Symposium/ITxpo 2013

Planning for Symposium/ITxpo 2013 is already under way, and your input is critical. If there is something you'd like to share with us regarding any aspect of the event — an idea or suggestion that may have occurred to you since you completed your evaluation form — please email daniel.winterbottom@gartner.com.

Thank you for your feedback, and we look forward to seeing you again next year at a global Gartner Symposium/ITxpo 2013 event:



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5 – 7 March
New location!



Cape Town, South Africa
16 – 18 September



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6 – 10 October
Takes place two weeks earlier next year!



Tokyo, Japan
16 – 18 October



Goa, India
21 – 23 October



Gold Coast, Australia
28 – 31 October



São Paulo, Brazil
4 – 6 November



Barcelona, Spain
11 – 14 November

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