

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 game-changing 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.



“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.

Missed a session or want to see those “aha” moments again?



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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. Mobile-enablement 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 process-based 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-real-time? 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

Register now and lock in at 2012 rates — registration rates increase beginning January 1, 2013.

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 symposium@eventgartner.com.

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

gartner.com/symposium



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The Digital Enterprise and Beyond

Information and technology are at the forefront of changing business demands, requiring CIOs to evolve how they lead IT. Gartner CIO Leadership Forum 2013 focuses on the future digital leadership requirements by covering what CIOs need to:

Do new: Create value using new technologies

Undo: End obsolete practices, organizational structures, roles and legacy limitations

Redo: Refresh management approaches to drive excellence in information and technology

Not do: Follow the pack, continue to make best-practice mistakes, attend to false signals and surf dead-end trends

Due to the exclusivity of this event, attendees must be preapproved to register.

Visit gartner.com/us/cio for more information.

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