Gartner
Business Process Management Summit 2014

19 – 20 March | London, UK | gartner.com/eu/bpm

Prepare for the Digital Business Disruption: Embrace, Adapt, Reinvent

HOT TOPICS
Transform your business for the digital age
Move from incremental value to strategic growth
Make process governance work
Enable operational intelligence and smart processes
Manage change as you adopt new technologies

View the full agenda on page 4

SAVE €300
Register by 17 January 2014 by visiting gartner.com/eu/bpm
Prepare for the Digital Business Disruption: Embrace, Adapt, Reinvent

The Internet of Everything combined with the “Nexus of Forces” — cloud, mobile, social and big data, has triggered the era of digital business. Do you have the right skills, tools, tactics and technologies to embrace these forces, adapt your business models and reinvent your business processes?

This event will help your project teams get started and will show you how to:

- Exploit the forces of digital disruption to improve your organizations’ performance
- Prioritize investments towards projects that will drive growth and innovation
- Overcome cultural and political resistance to change
- Build the skills to establish yourself as a leader for digital process transformation

The agenda is designed for teams of business and IT professionals to jointly advance their process knowledge, skills and projects to drive business transformation. Bring your colleagues along!

Rebalance your efforts from narrow projects that deliver incremental improvements to strategic programs that drive growth. You can’t just cut your way to profitability! Exploit the disruption and become leaders in the digital industrial economy.

Janelle Hill
VP Distinguished Analyst and Summit Chair, Gartner

Shane O’Rourke
Director, Program Management, Gartner
Experience the power of Gartner research — Live!

By attending this 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.

Gain strategic insights along with the tactical ‘how to’

The agenda will provide you with the big picture as well as with critical detail for immediate impact on your specific projects and key priorities. Topics including guidance on how to:

• Shift investment towards projects that will drive growth while continuing to reduce costs and drive efficiencies
• Transition from structured applications to digitalized processes
• Build the business case for investment and establish effective process governance
• Overcome entrenched thinking and perspectives to encourage innovation
• Distinguish hype from reality about digital business and new technologies

Adapt to new circumstances. Leave with practical steps for making a measurable difference for your organization’s performance.

GARTNER PREDICTS

By 2017, organizations using predictive business performance metrics will increase their profitability by 20%.

Traditional BPM approaches will not work in the digital age. See pages 6 – 10 for detailed session overviews that will help build your skills and prepare you to lead your business transformation.

Who should attend?

• Business Process Owners
• CIOs and IT leaders
• Chief Process Officers
• BPM Practitioners and Operational leaders
• Chief Operating Officers
• Business and Enterprise Architects
• Governance, Risk and Compliance Leaders
• Customer Relations, Sales Operations and Marketing Leaders
• Supply Chain leaders
• Business Analysts, System Analysts, Project Managers
• Change Agents Involved with Innovation and Transformation
• Strategic Technology Planners
• Functional Business Managers

Teams! The agenda is designed for teams of business and IT professionals to jointly learn about BPM and digital business to advance their project plans.

GARTNER PREDICTS

By 2015, CEOs will redirect 30% of BPI project funding to transformation projects as digital process reinvention becomes a top-three business priority. See agenda on page 4 and select the sessions most relevant to your transformation.
## Agenda at a Glance

### Wednesday, 19 March 2014

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>07:30 – 20:00</td>
<td>Registration, Information and Refreshments</td>
</tr>
<tr>
<td>08:15 – 08:45</td>
<td>Tutorial: Getting to Know Gartner and Meet the Analysts John Dixon</td>
</tr>
<tr>
<td>09:00 – 09:10</td>
<td>Welcome Address Janelle Hill</td>
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<tr>
<td>09:10 – 10:00</td>
<td>Gartner Opening Keynote: Gartner’s Top Predictions for the Digital Age Daryl Plummer</td>
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<tr>
<td>10:00 – 10:45</td>
<td>Refreshment Break in the Solution Showcase</td>
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<tr>
<td>10:45 – 11:00</td>
<td>Presentation of the Gartner Business Process Management Excellence Awards Bruce Robertson</td>
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<tr>
<td>11:00 – 11:30</td>
<td>Panel Discussion Moderated by: Elise Olding, Tina Nunno</td>
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<tr>
<td>11:30 – 12:15</td>
<td>Guest Keynote: Mine Your Own Business: Evidence-Based BPM Using Process Mining</td>
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<tr>
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<td>Lunch in the Solution Showcase</td>
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### TRACK A

**Embrace the Disruption: Building a Foundation for Success**

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<tr>
<td>13:15 – 14:00</td>
<td>The Essentials of BPM Robert Dunie</td>
</tr>
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<td>14:15 – 15:00</td>
<td>Case Study: Deutsche Bank — Transforming the Organization to Think and Act Process</td>
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</tr>
<tr>
<td>16:15 – 17:00</td>
<td>Key Roles and Skills for Continuous Process Improvement Michele Cantara</td>
</tr>
<tr>
<td>17:15 – 18:00</td>
<td>Business Process Analysis: From Static Pictures to Interactive Models David Norton</td>
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**Adapt Operations: Overcoming the Challenges of Change**

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<td>Case Study: Vodafone — Answers Call for Transformation Frits Wiegel, Head of Global Process Governance, Vodafone</td>
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<td>Gamify: How Gamification Motivates People to do Extraordinary Things Brian Burke</td>
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<td>Talent on the Digital Frontier Diane Morello</td>
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<td>Reimagining Processes for the Digital Age Janelle Hill</td>
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<td>Case Study: Process Mining at Rabobank — Dos, Don’ts and Practical Examples Frank van Geffen, Process Innovator, Rabobank</td>
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<td>Ten Best and Worst Practices for Real-Time Operational Intelligence Roy Schulte</td>
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<td>Maverick Research: Designing the Brain Aware Enterprise Elise Olding</td>
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<td>Innovative Customer Engagement in a Digital World Ed Thompson</td>
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<td>To the Point: The Top Five Myths About Metrics Samantha Searle</td>
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<td>To the Point: Innovating with Information — New Product and Service Examples Frank Buytendijk</td>
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<td>Making Governance and Process Ownership Work Samantha Searle</td>
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<td>14:30 – 15:15</td>
<td>Transformation Starts with Effective Communication Else Olding</td>
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<td>15:45 – 16:30</td>
<td>Guest Keynote: Creating a Success Culture Robin Sieger, Best Selling Author and Broadcaster</td>
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<tr>
<td>16:30 – 16:35</td>
<td>Summit Close</td>
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</table>
10:15 – 10:45 60 Seconds or Bust: Summit Solution Provider Snapshots
Teresa Jones

12:15 – 13:00 Magic Quadrant: Market Analysis for Intelligent BPM Suites, 2014
Teresa Jones

APPLIED LEARNING
Practical Approaches to Real Challenges
Interactive Workshops and Analyst-User Roundtables

Tell, Listen, Adapt: Change Communications That Insure Adoption   Else Olding
Excellence Award Winner Roundtable
Bruce Robertson

16:15 – 18:00 Continuous Process Innovation and Governance  Tina Nunno
Excellence Award Winner Roundtable
Samantha Searle
Improving Unstructured Processes
Robert Dunie and Janelle Hill

BPM and the Cloud
Michele Cantara and Robert Dunie
11:00 – 12:15 Building the Business Case for BPM
John Dixon

13:30 – 15:00 Process Improvement to the Customer Experience  Ed Thompson
Gaining Buy-In for BPM
John Dixon
Board Level Presentation Basics
Tina Nunno

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Keynote sessions
Gartner Opening Keynote:
Gartner’s Top Predictions for the Digital Age
This keynote foretells the impact of digitalization on the strategy and direction of business and technology. Digitalization is dramatically changing the way products and services are created, priced, distributed and serviced. Entire industries will be digitally remastered. Process reinvention is required for customers and constituents to experience the new value that digitalization brings.
Daryl Plummer

Guest Keynote: Mine Your Own Business:
Evidence-Based BPM Using Process Mining
This keynote provides an overview of an exciting field — automated process discovery and mining — that will become increasingly important for BPM as a tool for quantifying improvement opportunities. The increasing availability of large amounts of event data will have a disruptive effect on BPM. Process mining helps organizations to “mine their own business”: they are empowered to discover, monitor and improve real processes by extracting knowledge from event logs.
Professor Wil Van der Aalst, Distinguished University Professor, Eindhoven University of Technology

Gartner Keynote: The Machiavellian Leader — Extreme Politics
This keynote is based on the premise that transformation leaders are often in extreme political situations. These situations may place them at risk both professionally and personally. In extreme situations, extreme tactics such as manipulation and power-plays often apply. This session will apply the wisdom of the controversial Niccolò Machiavelli to the world of the transformation leader.
Tina Nunno

Guest Keynote: Creating a Success Culture
This keynote will explore the principles common to the individuals and organizations that succeed year on year, and who successfully manage and adapt workforce behavior to better address the needs of changing markets. In today’s competitive and fast changing business landscape, business success it is no longer about size, it is about speed. The better able you can respond to change, and successfully adapt at a personal level, the better able you will be to then drive change at a business level.
Robin Sieger, Best Selling Author and Broadcaster
Tracks — Session details and key learnings

**TRACK A**

**Embrace the Disruption: Building a Foundation for Success**
Developed for those new to BPM, this track introduces key process concepts, techniques and technologies that are instrumental for both improving and reinventing processes in order to drive higher performance outcomes and become a digital business. Learn how BPM itself — its focus and its methods — is changing to address digital disruption and the new digital business.

**The Essentials of BPM**
- What are the fundamentals of BPM?
- How critical are metrics and methodologies in BPM?
- What are some critical success factors?

Robert Dunie

**Key Roles and Skills for Continuous Process Improvement**
- What roles (in-house or contract) and skills are critical to BPM success?
- Why should you establish a BPCC?
- How can you advance your BPCC’s focus from projects to an enterprise program to deliver continuous process improvement?

Michele Cantara

**Business Process Analysis: From Static Pictures to Interactive Models**
- What type of BPA should you deploy and when?
- What types of tools can support you?
- What are the benefits of BPA?

David Norton

**Innovative Customer Engagement in a Digital World**
- What is customer experience management (CXM)?
- Which types of projects improve the customer experience today?
- How should your CXM vision influence your digital process reinvention efforts?

Ed Thompson

**To the Point: The Top Five Myths About Metrics**
- How to avoid common metrics mistakes.
- How to create metrics that will improve process performance and deliver strategic business outcomes.

Samantha Searle

**Making Governance and Process Ownership Work**
- What is business process governance?
- How can you make process governance effective?
- What role does business process ownership play?

Samantha Searle

**Transformation Starts with Effective Communication**
- Why are we challenged with leading change?
- What are effective communication practices for transformation?
- How can you start now and build for the future?

Elise Olding

**TRACK B**

**Adapt Operations: Overcoming the Challenges of Change**
Adapting your current state is a challenge; politics, inertia and lack of skills are common hurdles. This track explores the human aspects of significant change. Sessions will cover new approaches for adapting the organization, its culture and employee behavior. Insights into overcoming political resistance, building communities, enhancing group collaboration and empowering the workforce will provide you the tools necessary for success.

**EA and BPM: Working Together to Deliver Higher Business Outcomes**
- Why refocus on business outcomes?
- How can enterprise architects develop a business outcome-driven EA?
- What are the best practices for leveraging the synergies between EA and BPM?

Brian Burke

**Gamify: How Gamification Motivates People to do Extraordinary Things**
- How can gamification engage and motivate people?
- What are the steps in designing a gamified experience?
- What is the future of gamification?

Brian Burke

**Talent on the Digital Frontier**
- Which trends, forces and discontinuities will have the greatest impact on the workforce?
- How will change agents mobilize, sustain, and support commitments to workforce change?
- How can change agents anticipate and win the race for talent?

Diane Morello
Using Analytics and Decision Management for Intelligent Business Operations

- How does operational intelligence differ from traditional BI and off-line analytics?
- “Right-time” analytics — when does it need to be “real-time”?
- What tools are used for monitoring, alerting and adaptive decision management?

Roy Schulte

To The Point: Innovating with Information — New Product and Service Examples

- What are examples of organizations using Big Data to innovate their business?

Frank Buytendijk

Mobile BPM: Ubiquitous Work

- When is Mobile BPM the right choice?
- When is Mobile BPM the wrong choice?
- What are BPM technology vendors actually offering and what more is required?

Bruce Robertson

What is Strategy? On ‘Making Choices’ and ‘Creating Options’

- What is scenario planning and why is it important?
- What scenarios might play out, and which ones should you pursue?
- How can you build business operations that are future-proof?

Frank Buytendijk

Reinvent Your Processes: Transforming Your Business

This track will help attendees move well beyond “traditional BPM” to reinvent their processes by digitalizing work. Digitalized processes will apply emerging technologies (like 3D printing, robotics, decision management, embedded sensors, intelligent agents, wearable technology and more) to automate everything but the most creative, interactive, non-routine work. In addition to exploring these newer technologies and how to incorporate them into operational processes, this track will also include sessions on techniques for driving innovation.

Reinventing Processes for the Digital Age

- How are “digitalized processes” different than automated processes?
- What proven innovation techniques can be applied to process reinvention?
- How to insure that your business process reinvention effort is not misperceived as “BPR all over again”?

Janelle Hill

Ten Best and Worst Practices for Real-Time Operational Intelligence

- What are the five best practices for turning real-time data into actionable insights?
- What are the five most-common mistakes in real-time analytics?
- Which vendors should be considered?

Roy Schulte

Maverick Research: Designing the Brain Aware Enterprise

- What does the brain-aware enterprise look like?
- What are the myths and realities about changing human behavior?
- How will process design change in a brain-aware enterprise?

Elise Olding

Maverick Research: Ethics and Business Innovation

- Why are ethics crucial in business innovation?
- What can go horribly wrong if you don’t include ethical considerations?
- How can you determine what is “good” and “bad” in business innovation?

Frank Buytendijk

To The Point: Adaptive Case Management — Myth, Marketing or Maverick?

- What is the state of the market for adaptive case management?

Janelle Hill

Agile Delivery Of Business Process Transformation Projects

- How can agile and lean be best applied to BPM projects?
- How does agile and lean change the IT/business partnership?
- What are the critical success factors?

David Norton

The Next Great Disruption: Smart Machines and Their Technical, Business, Economic and Social Impact

- What are smart machines?
- How will smart machines impact business, technology, economies and society?
- What should you do about it?

Daryl Plummer
Applied Learning: Practical Approaches to Real Challenges

This highly interactive track provides opportunities to engage with peers and analysts in practical, hands-on learning sessions that will address real world challenges. Step out of the theory, engage in lively debate and arm yourself with tools for change.

Limited availability… Pre-registration and authorization required. Book these sessions early! Reserved for end-users.

Workshops

The Alpha Organization Challenge — Are You Up for It?
Any strategy, change and major business decision is a symptom, reflection or a manifestation of a company’s personality. Alpha organizations are trailblazers, exploiting new technologies and management innovations. Understand why, how and where to fit your enterprise personality profile into your business transformation plans.

- How will culture affect our approach to growth and competitive leadership?
- Which capabilities, competencies and strategies can help change the competitive game?

Moderator: Diane Morello

Continuous Process Innovation and Governance
Governance is key to keeping innovative processes innovative. Yet doing governance well is easier said than done. This session focuses on the most common governance challenges and effective techniques to address them.

Moderator: Tina Nunno

Building the Business Case for BPM
“Why should I invest in BPM? What are the benefits of establishing BPM as an enterprise competency?” This workshop will help you answer these questions with a solid business case. Unlike justifying a BPM technology investment, “doing BPM” means establishing an organizational capability that focuses on continuous improvement to business operations.

- What are the potential benefits of doing BPM and how can you quantify them?
- Beyond process improvement projects, what is the justification for a programmatic approach to BPM (creating an enterprise BPM capability)?

Moderator: John Dixon

Process Improvement to the Customer Experience
This collaborative workshop focuses on discovering how process improvement can optimize the customer experience. We’ll examine broad approaches like customer journeys as well as more detailed approaches like customer touchpoint and moments of truth analysis. Participants will learn from each other and we’ll suggest where they should focus their efforts next. Come prepared to contribute and work with other attendees to help answer, “What are the best practices of business process specialists in helping improve the customer experience?”

Moderator: Ed Thompson

Improving Unstructured Processes
BPM to date has largely been applied to structured, back office processes. Thus, a big opportunity is to focus on front office, knowledge intensive, often unstructured work. Is this possible? Is the notion of an “unstructured process” an oxymoron? How big is this potential?

Moderators: Robert Dunie and Janelle Hill

BPM and the Cloud
Cloud-based BPM services and platforms are here! What's your experience? What kinds of projects or processes are you considering moving to either a public or private cloud?

Moderators: Michele Cantara and Robert Dunie

Gaining Buy-In for BPM
BPM can help reduce costs, increase efficiency, accelerate growth, improve quality, insure compliance and more. Despite its proven business relevance and value, many senior IT leaders struggle to gain buy-in for BPM from their own business leaders.

Moderator: John Dixon

Tell, Listen, Adapt: Change Communications That Insure Adoption
Process improvements or innovation is very personal — worker behavior must change to realize the intended value. When employees are “change resistant” it is likely because they don’t understand what they need to do to prepare themselves, or they don’t understand why they need to change at all! Both responses put the accountability for effective communication back on those doing the communicating. Join your peers to share best and worst practices for overcoming resistance through better communications.

Moderator: Elise Olding

Board Level Presentation Basics
Presenting your BPM project to the Executive Board is a career making or breaking opportunity. Discuss the best and worst practices with your peers to prepare yourself for this rare opportunity.

Moderator: Tina Nunno

Excellence Awards Roundtables

Your opportunity to engage with, discuss and question the winners of the 2014 Gartner Business Process Excellence Awards. Learn from their experience, gain valuable practical tips and understand why they have been deemed to be “Excellent”!

Moderator: John Dixon
Meet the Analysts

Gartner analysts draw on the real-life challenges and solutions experienced by clients from 13,000 distinct organizations worldwide.

Brian Burke
Research VP

FOCUS AREAS: Gamification; enterprise architecture; innovation management

Frank Buytendijk
Research VP

FOCUS AREAS: Big data; infonomics; business and technology ethics; scenario planning; business intelligence and analytics

Michele Cantara
Research VP

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

John Dixon
Managing VP

FOCUS AREAS: Getting started with BPM; BPM roles and organization; BPM methodologies (ITIL, Six-Sigma, Lean); BPM trends in EMEA; gaining BPM buy-in

Robert Dunie
Research Director

FOCUS AREAS: BPM software markets; BPM consulting; BPM and cloud; BPM and SOA; case management

Janelle Hill
VP Distinguished Analyst

FOCUS AREAS: 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

FOCUS AREAS: Selecting the right BPM technologies; intelligent business operations; business rules and decision management

Diane Morello
Managing VP

FOCUS AREAS: Talent on the digital frontier; high performance teams; the quest for talent; digital business and competitive advantage; new professional profiles

David Norton
Research Director

FOCUS AREAS: Application development and integration

Tina Nunno
VP and Gartner Fellow

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

Elise Olding
Research Director

FOCUS AREAS: Organizational change; communicating for change; employee engagement; gamification; brain-aware enterprise; BPM project management

Daryl Plummer
Managing VP and Gartner Fellow

FOCUS AREAS: Cloud computing; BPM and cloud; application development; mobile and social development; emerging trends

Bruce Robertson
VP Distinguished Analyst

FOCUS AREAS: BPM value, metrics, best practices; BPM roles and business process competency centers (BPCCS); business and process architecture; mobile BPM

Roy Schulte
VP Distinguished Analyst

FOCUS AREAS: Selecting the right BPM technologies; intelligent business operations; business rules and decision management

Samantha Searle
Research Analyst

FOCUS AREAS: Getting started with BPM; BPM roles, skills and organization; business process governance and ownership; metrics; advancing BPM maturity

Meet one-on-one with a Gartner analyst

Private 30-minute consultations with a Gartner analyst provide targeted, personalized advice to help you plan proactively and invest wisely. (Pre-registration required.)

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Case Studies

Hear real hands-on “this is how we made it happen” insight, from international organizations whose senior executives are working on the best and most successful Business Process Management initiatives in Europe.

Deutsche Bank — Transforming the Organization to Think and Act Process
This case study describes how Deutsche Bank has set out to transform the organization in the way that they think and act in relation to process. The key topics addressed will include:

• How Deutsche Bank is changing the culture from its traditional siloed way of working
• How they are encouraging everyone to improve their ways of working
• How they have engaged with the enterprise top-down and bottom-up

Dominy Hope, Director, Head of Enterprise Process Management, Centre for Process Governance and Improvement, Deutsche Bank

Vodafone — Answers Call for Transformation
This case study describes how Vodafone’s large-scale complex transformation programme (EVO) has helped Vodafone achieve a competitive advantage through greater buying power, new business models, and effective acquisition integration. Key issues covered will include:

• The important role BPM plays in the success of business transformation
• The role BPM plays in an overall business transformation approach
• BPM as enabler for future transformation programmes

Frits Wiegel, Head of Global Process Governance, Vodafone

Process Mining at Rabobank — Dos, Don’ts and Practical Examples
This case study describes how Rabobank is using process mining to gain valuable insight into how processes are actually performed, how systems are used and how people work together. The key issues discussed will include:

• How this new technology was introduced at Rabobank
• The benefits realised
• The pitfalls encountered and measures taken to circumvent them

Frank van Geffen, Process Innovator, Rabobank

BPM Certification

Certify your BPM Knowledge with BPMInstitute.org
Set yourself apart, become a Certified Business Process Management Professional (CBPMP) at Gartner’s BPM Summit. BPMInstitute.org's CBPMP Exam enables BPM practitioners to enhance their professional experience by obtaining recognition of their competency, and proving that they are professionally qualified to practice their profession.

www.bpminstitute.org/certification

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

ARISTO TOGLIATTI, MANAGER ENTERPRISE ARCHITECTURE, NCC ROADS
Solution Showcase

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