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# Making Sense Of The Business Process Management Landscape

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# Agenda

- The BPM landscape
- The future for BPM
- Getting started

# Today's business processes pose several challenges

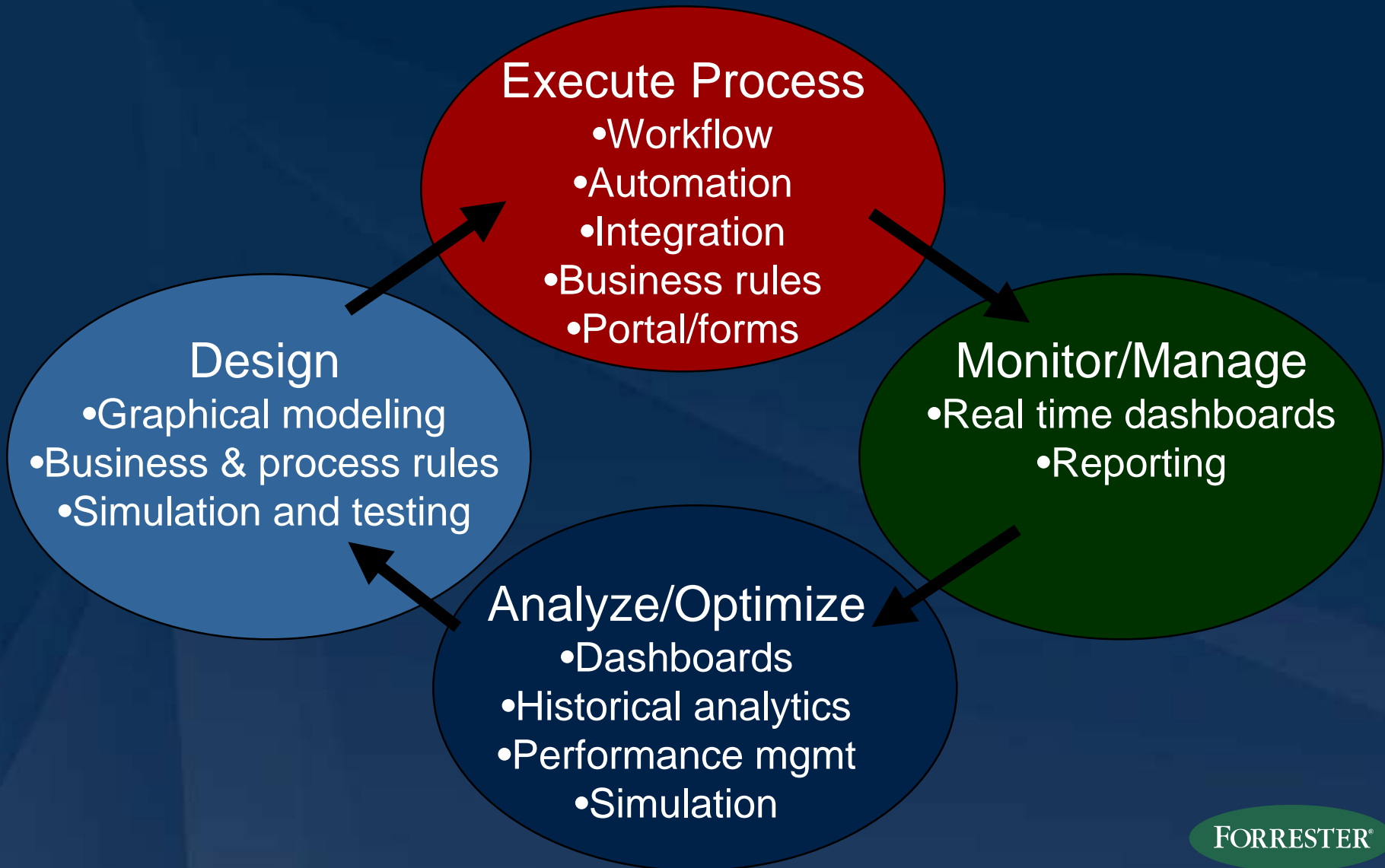
“Considering your existing enterprise app implementations, how important are the following business problems?”



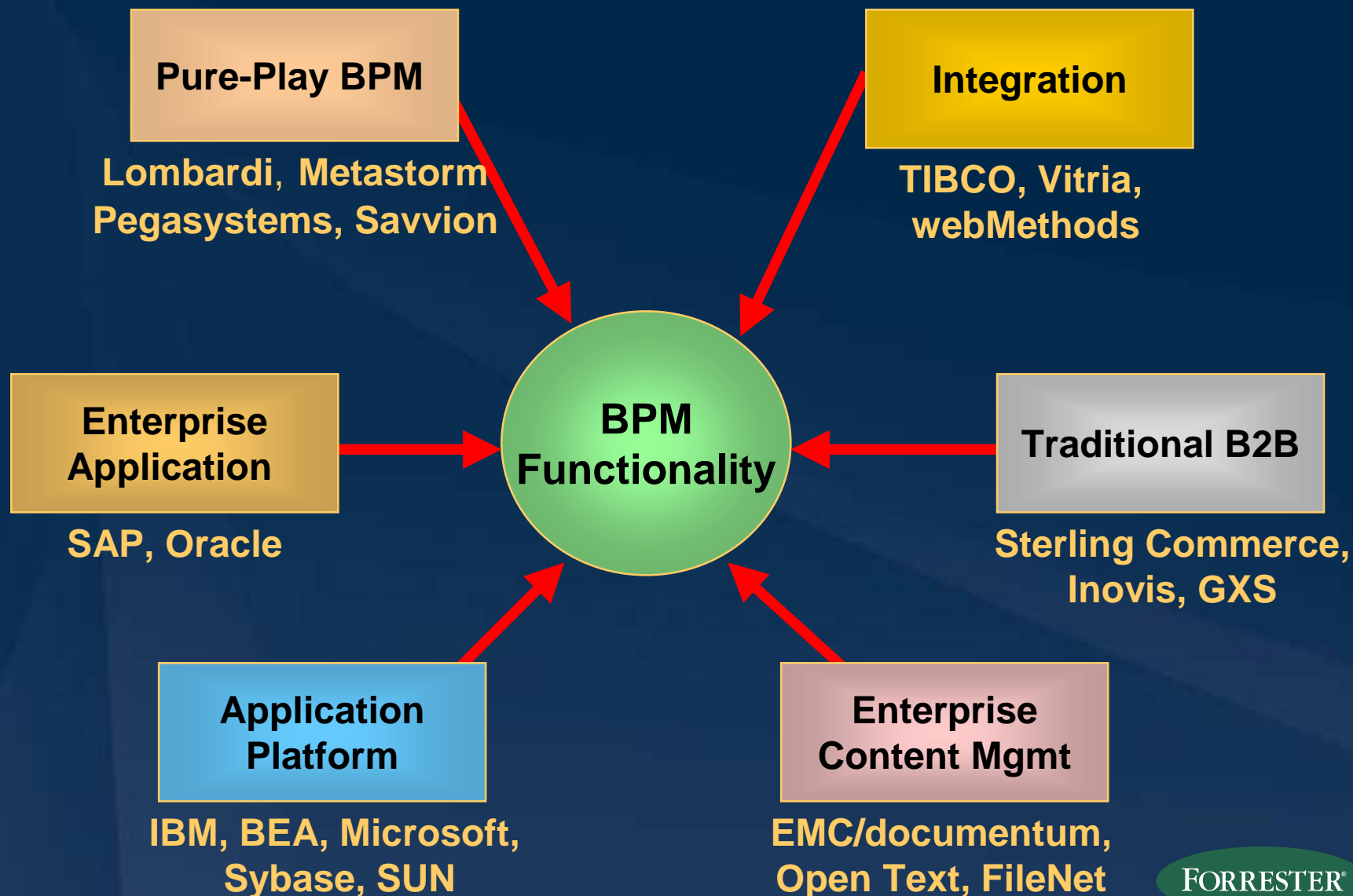
Base: 145 business and IT decision makers

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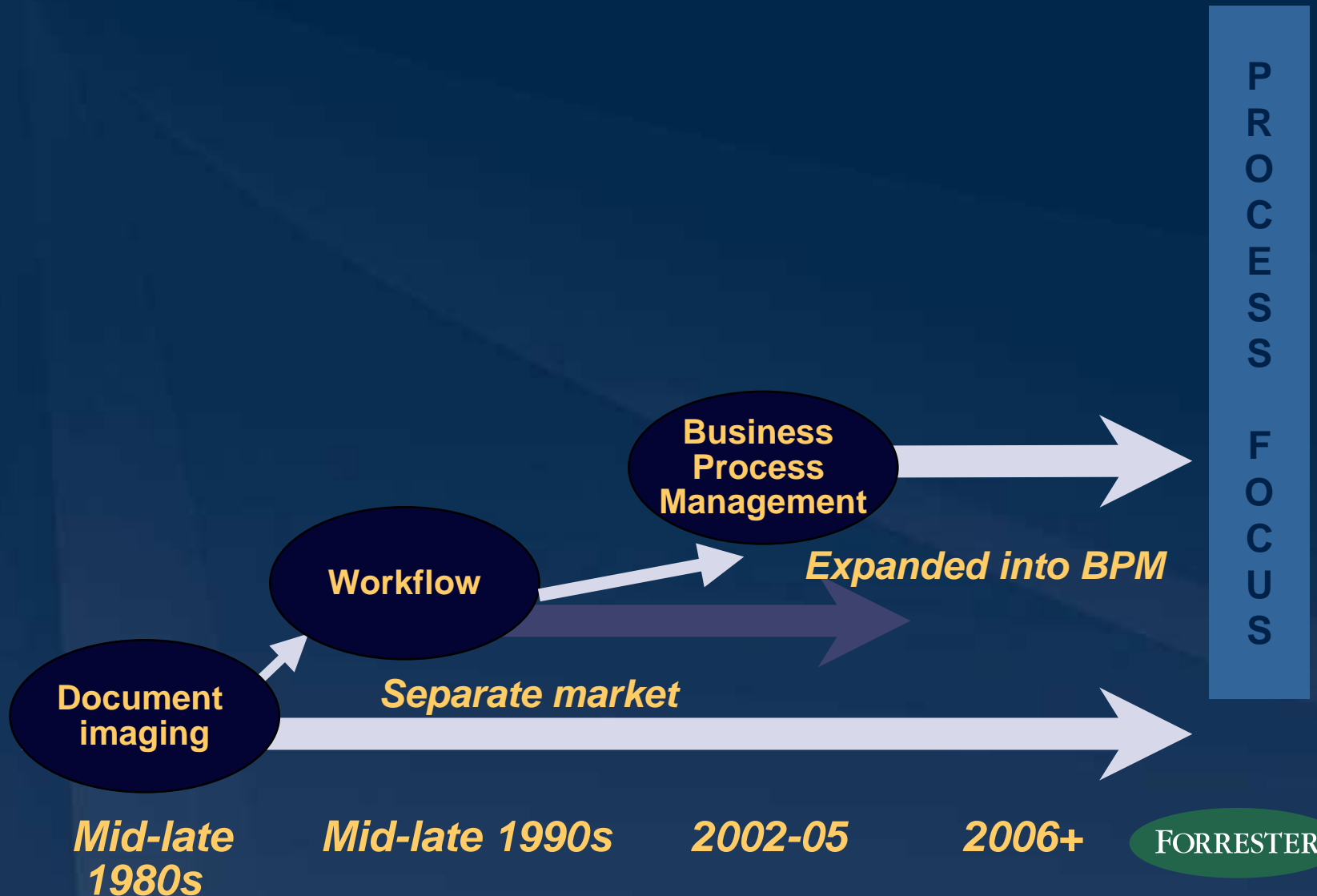
# BPMS addresses the business process life-cycle



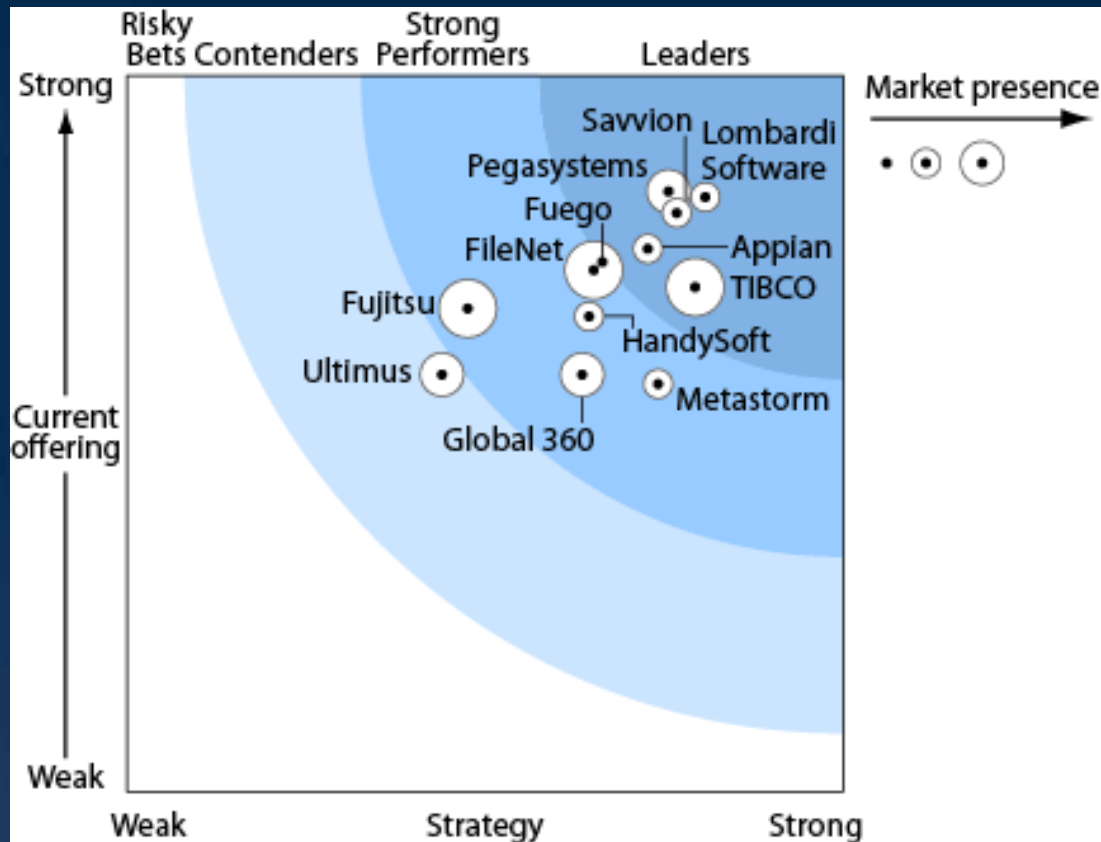
# The confusing BPMS vendor landscape



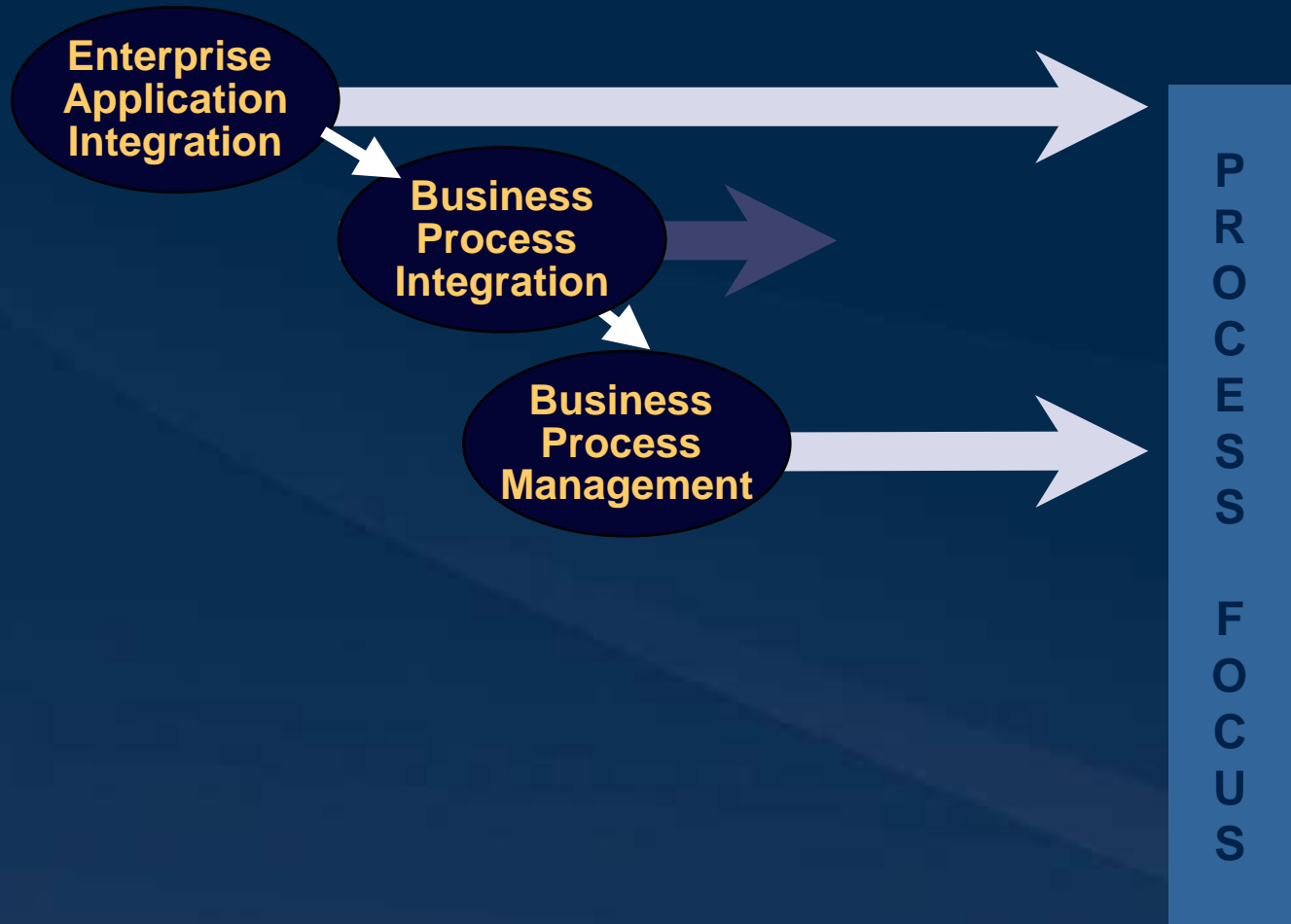
# BPMS evolved from workflow



# Forrester Wave™: Human-Centric BPMS, Q1 '06



# BPMS evolved from EAI



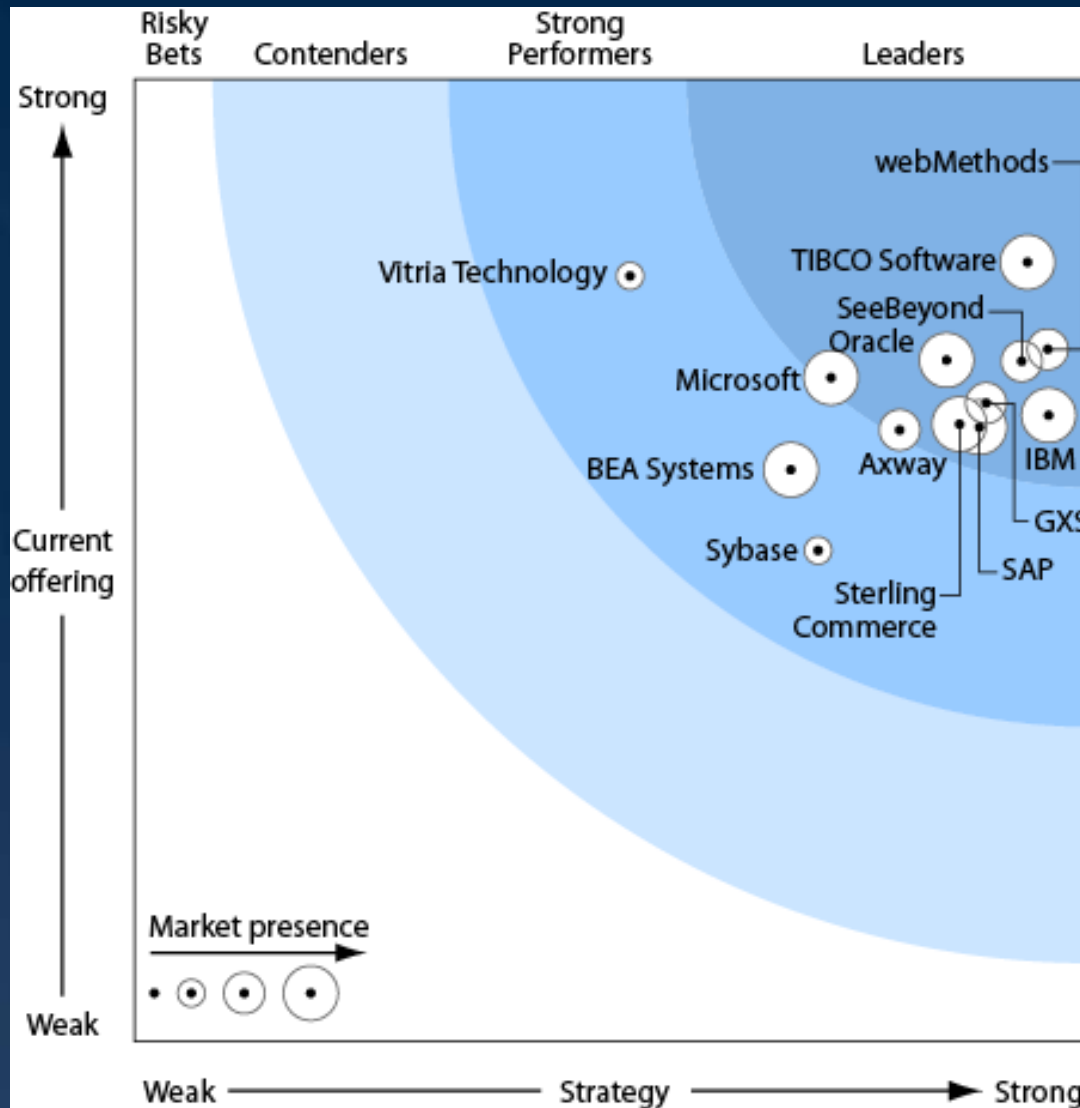
*Mid-late 1990s*

*2002-05*

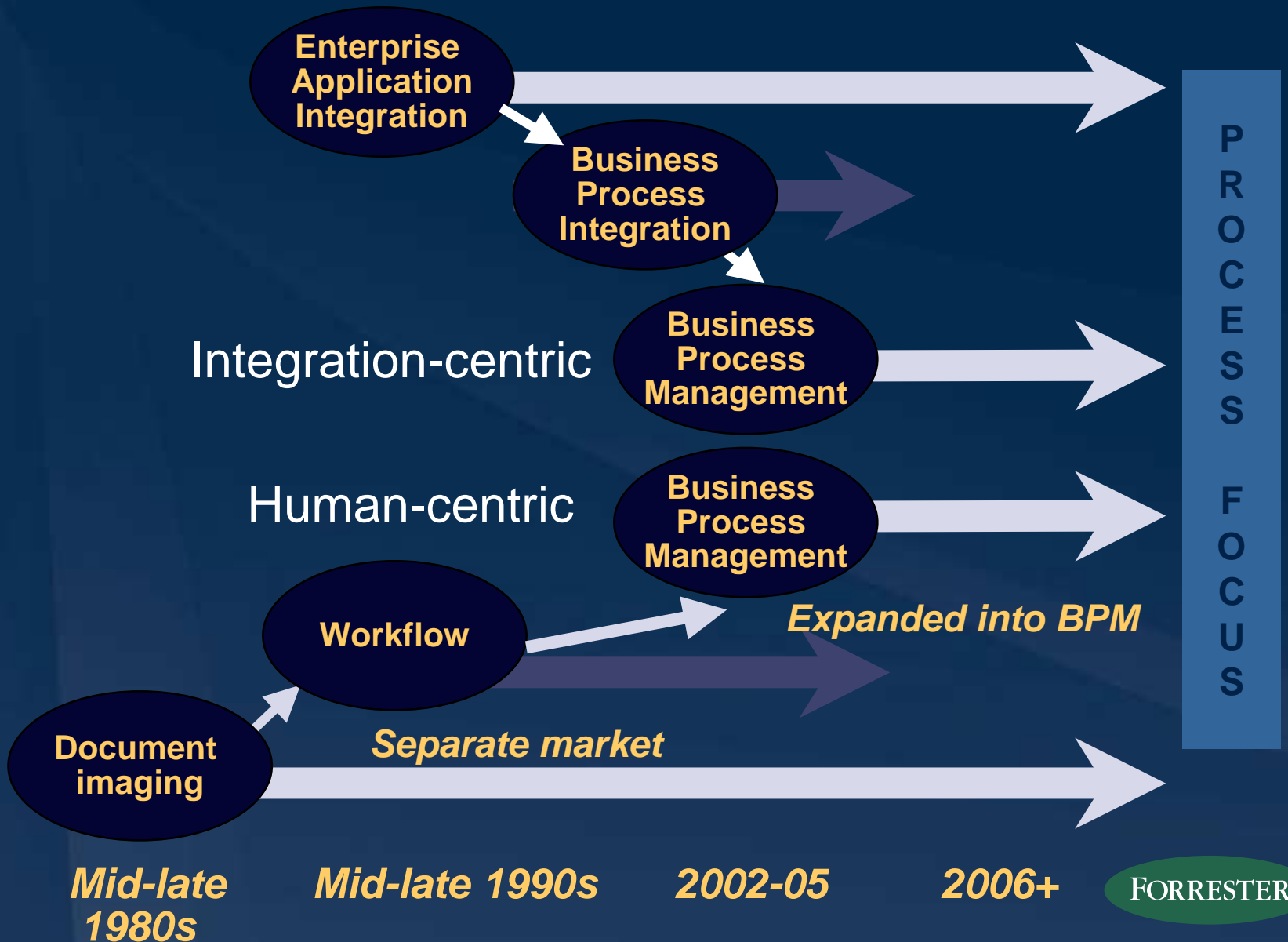
*2006+*

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# Forrester Wave™: Integration Suites, Q1 '06



# Two different kinds of BPMS



# Match BPMS to process characteristics

Process Characteristics	Example processes	Required features
System intensive	<ul style="list-style-type: none"><li>• Order fulfillment</li><li>• HIPA transactions</li><li>• Straight thru processing</li></ul>	<ul style="list-style-type: none"><li>• Integration tools</li><li>• Transaction management</li><li>• Partner profile mgmt</li></ul>
People intensive	<ul style="list-style-type: none"><li>• Claims processing</li><li>• Employee on-boarding</li></ul>	<ul style="list-style-type: none"><li>• Task list/workflow portal</li><li>• UI development</li><li>• Organization management</li><li>• Forms management</li></ul>
Decision intensive	<ul style="list-style-type: none"><li>• Underwriting</li><li>• Loan origination</li></ul>	<ul style="list-style-type: none"><li>• Business rules engine</li><li>• Business intelligence</li></ul>
Document intensive	<ul style="list-style-type: none"><li>• Contract management</li><li>• Accounts payable</li><li>• Claims dispute resolution</li></ul>	<ul style="list-style-type: none"><li>• Document management integration</li></ul>

# Crossing the human-centric divide

## Integration-Centric

IT  
Data  
Processing  
Systems  
Developers  
Coding



## Human-Centric

Business  
Information  
Judgment  
People  
Participants  
Performance

“Human Components”



“People”

# BPM isn't just about IT

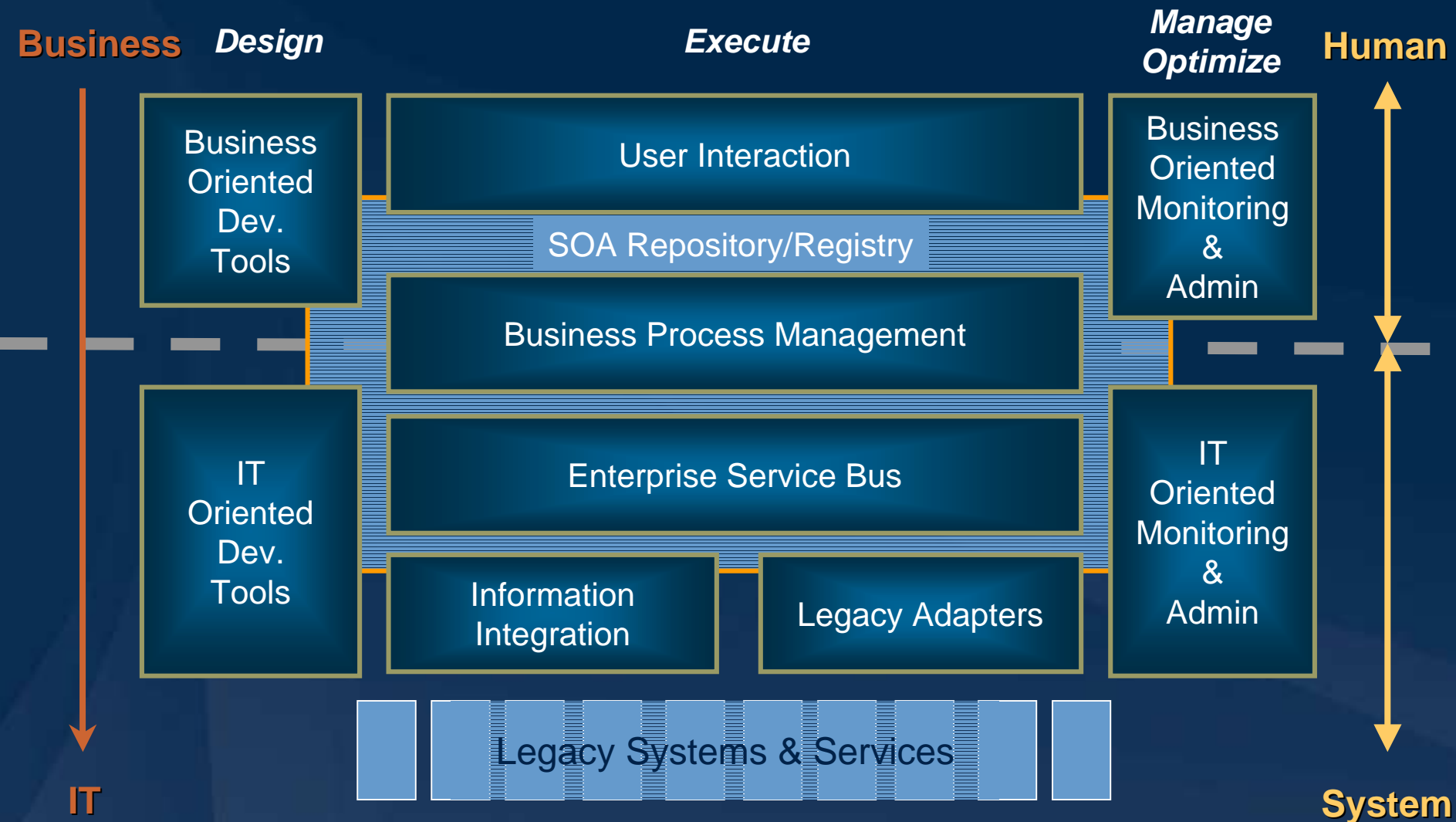
## IT Community

- IT Management
- Development Team
- Administrators
- Individuals
  - Skill Differences
  - Preferences

## Business Community

- Business Management
- Process Owners
- Business Analysts
- Initiators
- Participants
- Individuals
  - Departmental Differences
  - Work Preferences

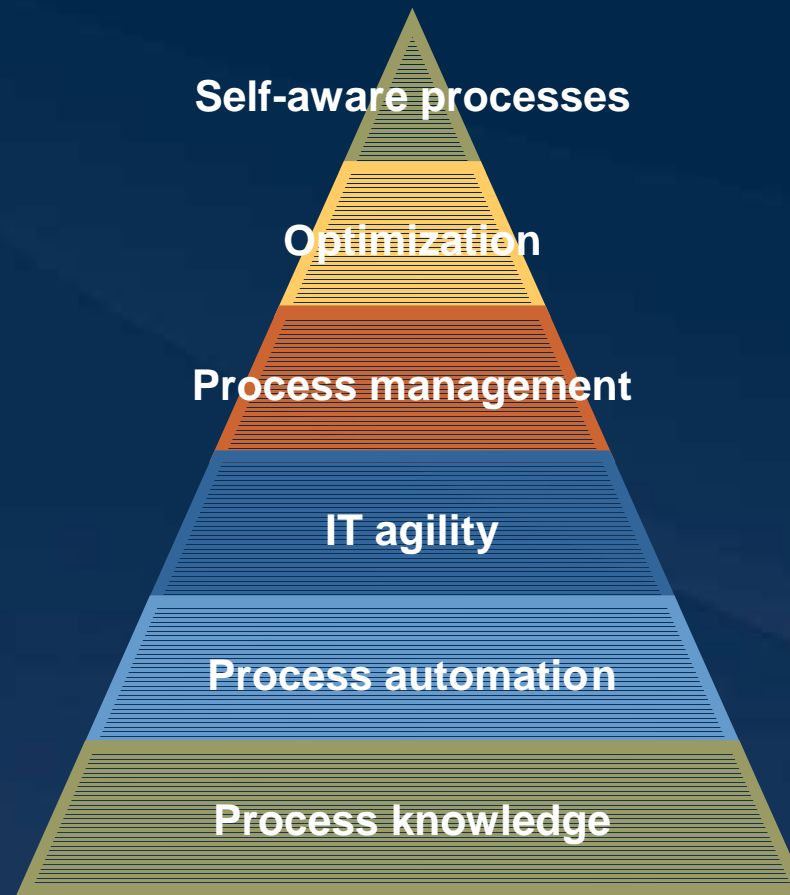
# Stakeholders' positions in the BPM stack



# Agenda

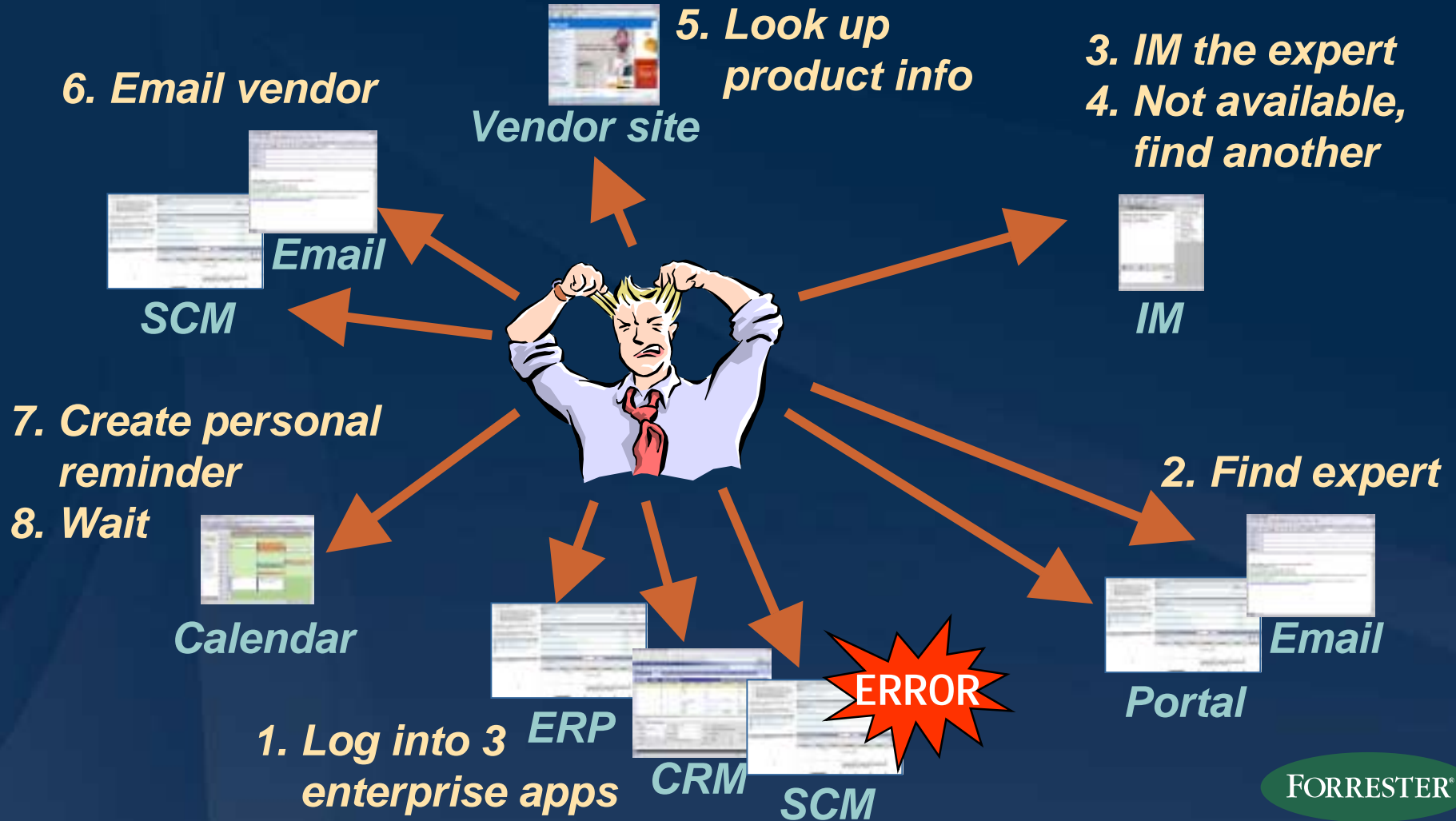
- The BPM landscape
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# The ever increasing BPM value proposition



# The poor user at the center of a disconnected world

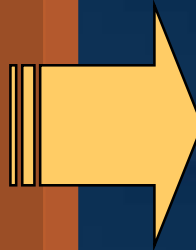
*Process goal: Reserve inventory for a customer*



# The user experience will change dramatically

## Today's Tools

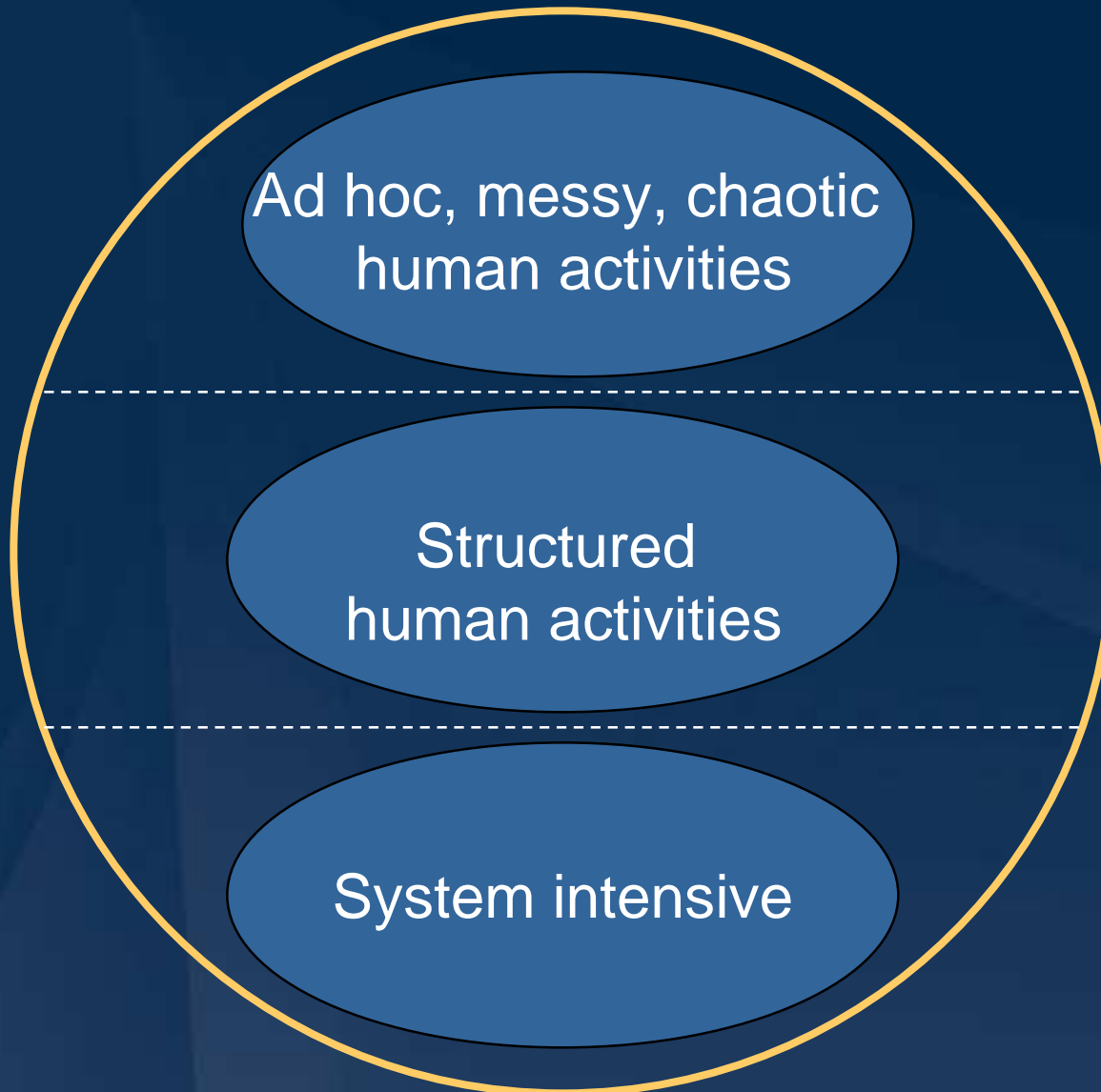
- Disjointed and stovepiped
- Makes users step outside business process
- Single mode only
- Limited IT support (e.g., in hotels, at home, in airports or coffee shops)



## Information Workplace

- Seamless
- Visual
- Contextual
- Guided
- Role-based
- Multimodal
- Aware of the physical world
- Support for any location or device

# A view of the future: focus on the “whole process”

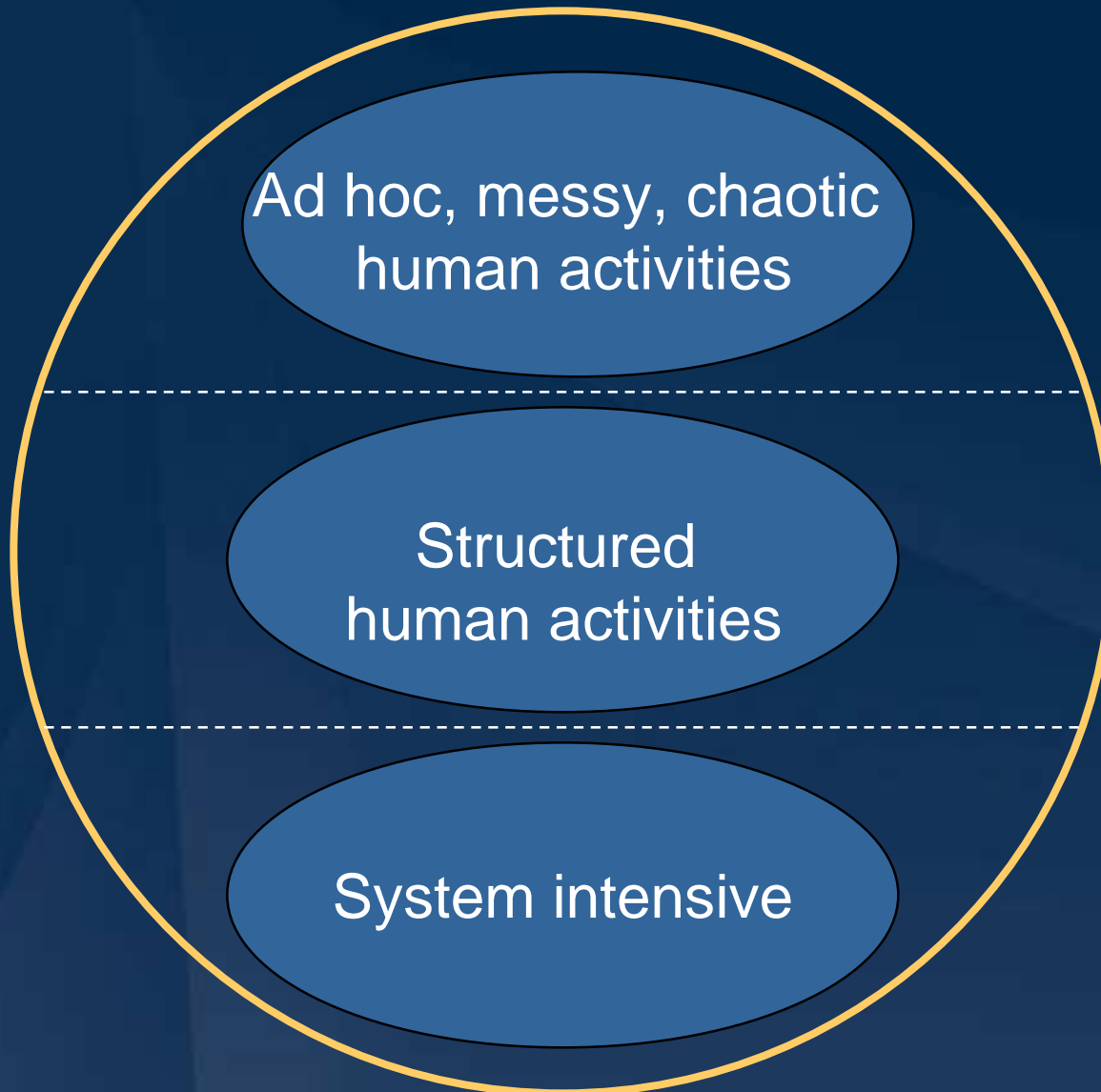


- Get ideas
- Find experts
- Discuss possibilities
- Do research

- Talk to a customer
- Obtain information
- Make a judgment
- Create business documents

- Update systems
- Transfer information
- Score and automate decisions

# Enabling technologies for the “whole process”



- Collaboration
- Expertise
- Presence
- Voice

- BI
- Content
- E-forms
- Skills-based
- Learning objects

- Integration
- Business services

# BI and BPM world views lead to convergence

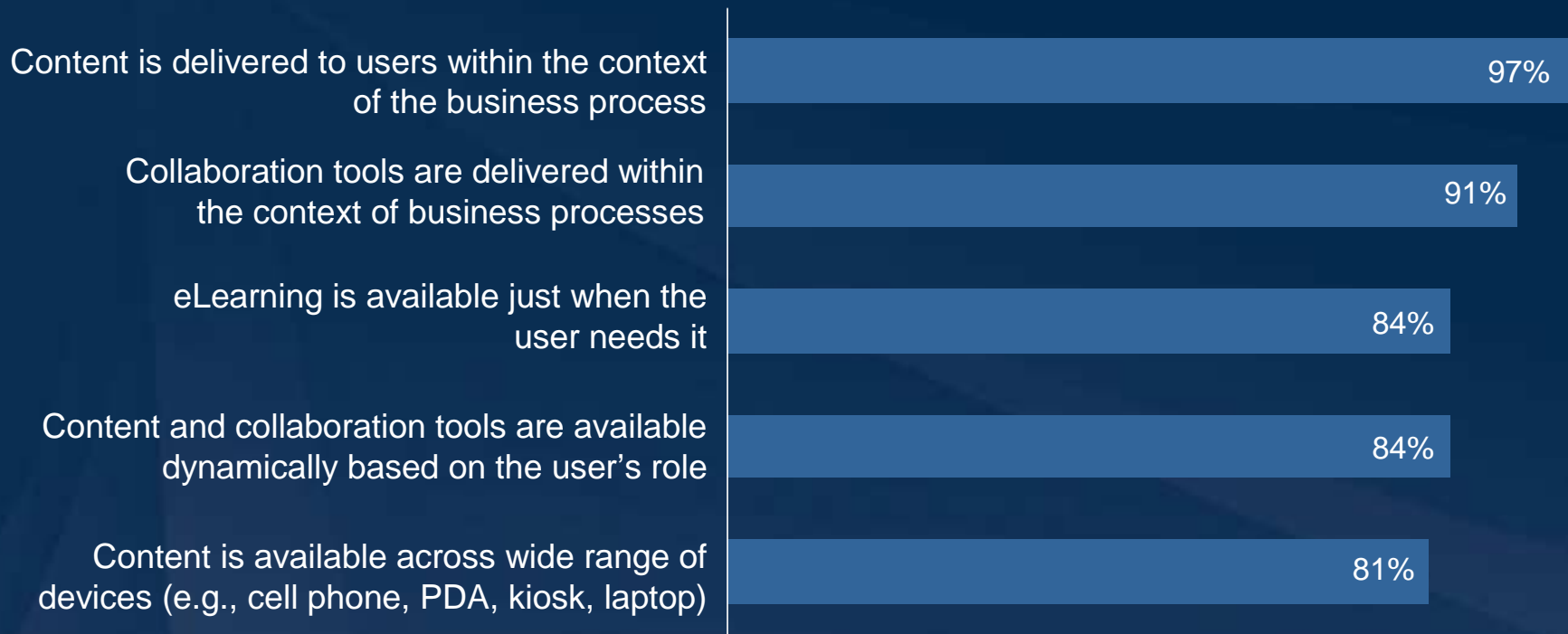
	BI	BPM
Basic	BI harnesses the power of data created by processes	BI provides process analysis and insight
Advanced	BI creates understanding that leads to process action	BI optimizes processes with outside data at runtime
Future	BI is action-oriented, thus process-oriented, in context	BI is crucial to both human and system decisions in processes





# Buyers want information in process context

**“Which criteria are somewhat or extremely important for next-gen content/collaboration/portal/office productivity tools?”**



Base: 117 professionals in North America, Sept 2005  
(50% work in enterprises > 1,000+ employees)

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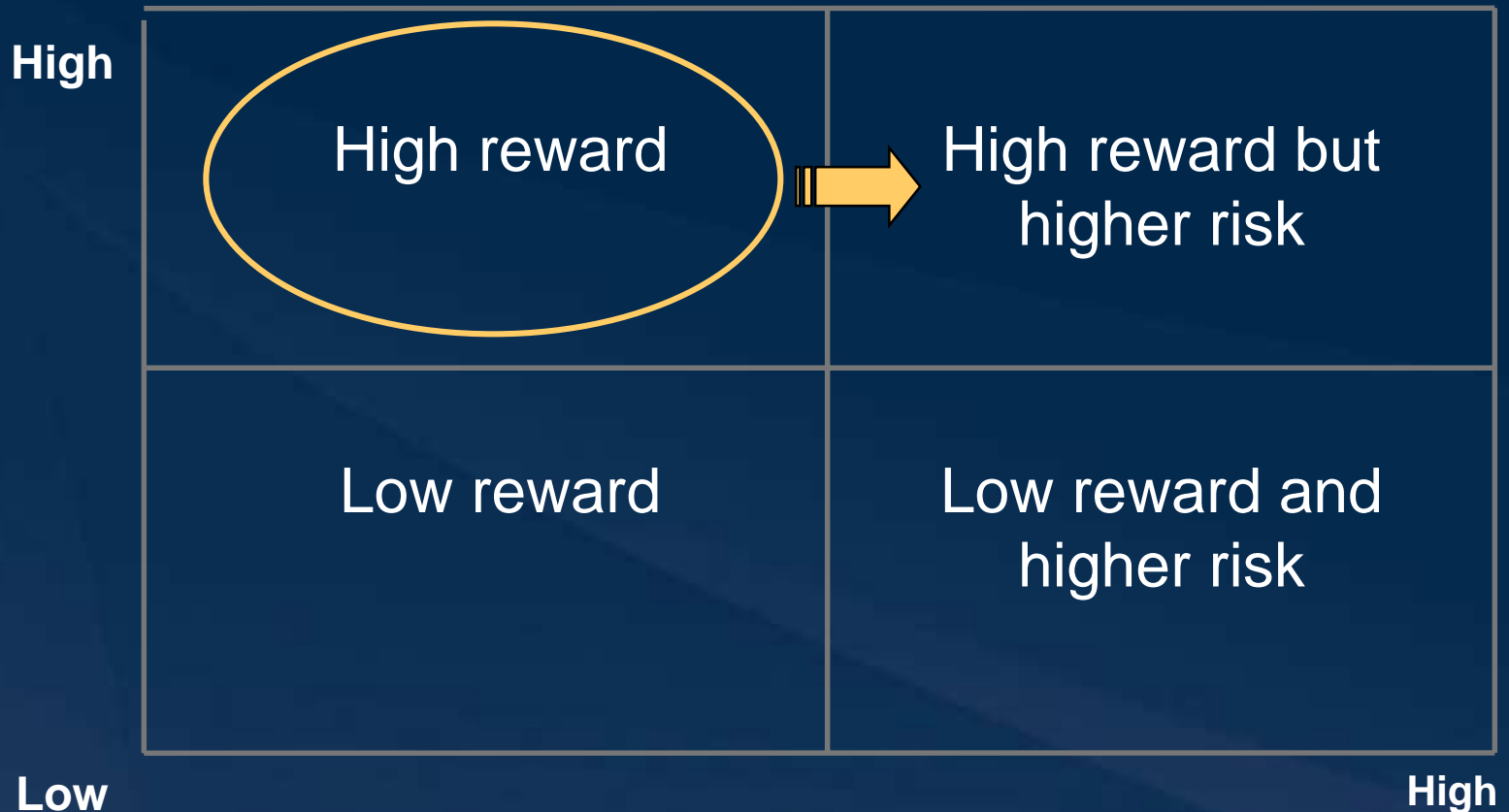
# Choose the first business process carefully

- Start with a major process that is causing pain
  - » Resistance to change goes away
  - » More support getting it completed
  - » Easier to get project funding
- Characteristics of processes that cause pain
  - » Multiple steps and handoffs
  - » High volumes
  - » Typically customer facing

# Look for projects with high reward and low risk

## Impact

- Revenue
- Cost
- Customer
- Competitive
- Regulatory



## Complexity

Process steps

Integration points

Exceptions

IT environment

Participants

Transactions

Organizations

Length of time

# Be pragmatic

- Look for quick hits
  - » Avoid “big bang” and “analysis paralysis”
  - » Target short implementations that deliver value
- Use an incremental approach
  - » Iterate both the process modeling and execution implementations
  - » Plan 3-4 iterations to get implementation right
  - » Expect 7 iterations to wring out all inefficiencies

# Be pragmatic

- Infrastructure concerns
  - » Link projects to LOB instead of infrastructure
  - » Don't burden the first project with infrastructure costs
  - » Assess and upgrade the underlying infrastructure

# Thank you

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