# The Executive Guide to Agile BPM

## A Readiness Assessment

FUJITSU

### Why your Agile BPM solution must be anything but routine

For years, business process management (BPM) solutions have focused primarily on long-running, routine, and seldom-changing processes. BPM has successfully guided system integration and provided business intelligence and monitoring for a wide variety of predictable, repetitive tasks and activities.

But in this era of information-driven enterprises, routine automation is no longer enough. BPM must become smarter and nimbler. You need it to address your non-routine, ad-hoc processes such as customer service management or incident claims handling as adeptly as it manages fixed, structured processes such as running an assembly line.

In fact, industry research firm Gartner predicts that ten Global 2000 companies will fail by the middle of the decade due to overlooked business process defects. You can avoid such a dire fate, but not with traditional BPM. In this competitive business environment, BPM must drive operational efficiencies, create unique business opportunities, and provide real-time insight into your business performance. In order to achieve this you need a next-generation Agile BPM solution that delivers in three distinct areas:

• Continuous process optimization
• Collaboration and social interaction
• Cloud-extended business communities

Agile BPM can transform your business by managing structured and unstructured business processes — with the flexibility to improve those processes on the fly — for unsurpassed business responsiveness and success.

### Is your BPM solution agile enough?
Clearly, BPM has been highly successful at automating predictable, repetitive business processes. But it's failed to provide similar gains in productivity and efficiency in the most critical area of your business: knowledge work. These tasks and activities — performed by your most highly skilled and compensated employees — seldom follow the predictable, repeatable paths best suited for traditional BPM. Yet improving these processes can provide enormous lift to corporate performance and your bottom line.

Your BPM solution must accommodate the entire range of work and support human-driven, system-driven, structured, unstructured, and hybrid processes.

### Achieving continuous process optimization
The difficulty in automating business processes of any type begins with the need to understand their current state. Workers involved in a business process typically lack a holistic view of that process. Confronted with business bureaucracies and manual discovery routines, it's not surprising that the first step in any BPM effort — process discovery — can consume up to 40% of a BPM project's overall effort.

### Encouraging collaboration and social interaction
The work of the enterprise is diverse, and increasingly it's social. Recent studies have shown that as much as 75% of the tasks and activities workers pursue involve judgment and collaboration — dealing with ad hoc or unstructured business process interactions. The solution you deploy must support how work gets done, via free-flowing, dynamic collaboration among team members.

### Supporting extended business communities via cloud computing
A lot of organizations today have their heads in the clouds — cloud computing, that is. It's a hot topic in many circles, and it has real application in BPM.

Savvy organizations recognize that business processes do more than just facilitate workflow. Done well, processes become valuable and enduring enterprise assets that create and sustain competitive advantage involving partners, third-party service providers, and even customers.

Cloud-based BPM is ideal to support extended business communities because it allows organizations to efficiently and cost-effectively gain access to the applications and resources they need as they expand, without a large investment in infrastructure.

### Evaluating Agile BPM solutions

A new generation of Agile BPM has emerged, and these solutions are becoming required for organizations that want to create or maintain differentiation and competitive advantage in an environment of constant change.

- **Continuous process optimization** — The Agile BPM solution you deploy must provide automated and continuous evidence-based process discovery and visualization that offers insight into how your business processes are performing. It should also let you establish performance benchmarks that can be monitored as Key Performance Indicators (KPIs), ensuring that business processes continue to run optimally. Last, it must provide users with the means to continually monitor performance and calculate your return on investment (ROI) through real-time executive dashboards.

- **Collaboration and social interaction** — Knowledge-based and collaborative work represents the most valuable and differentiated activity within a company. It's essential that your Agile BPM solution allow knowledge workers to communicate and collaborate efficiently and effectively — aided by social networking technologies like chat, instant messaging, and dynamic tasking for work assignment and discussion.

- **Extended business communities supported by cloud-based computing** — Cloud-based Agile BPM lets you extend your reach beyond the boundaries of a conventional org chart to dynamically support all the stakeholders in 21st century processes that incorporate suppliers, partners, customers, and other third parties. This capability will let you get critical business processes up and running in a heartbeat and shorten the development cycle for bringing new products and services to market.

**Making a checklist to assess Agile BPM solutions**

Here's a list of questions to check off when assessing Agile BPM solutions to ensure you'll have the capabilities you need to respond to your fluctuating business dynamics.

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1. Can you support all forms of work: from routine, repeated processes to dynamic business processes involving collaboration and teamwork across diverse process participants?     ☐ Yes ☐ No

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2. Can you view individual performance to see how team members are performing and view past performance metrics to make decisions about current workload?     ☐ Yes ☐ No

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3. Are you able to quickly discover and visualize your business process inefficiencies and bottlenecks?     ☐ Yes ☐ No

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4. Can you define the number of steps in your processes and convert that into a process diagram to simplify communication between business and IT?     ☐ Yes ☐ No

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5. Can you correlate all the events that impact a process to proactively alert users to potential issues?     ☐ Yes ☐ No

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6. Can you track phases and project milestones to determine the number of processes that have met or missed targeted milestone dates?     ☐ Yes ☐ No

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7. Can your team members proactively accept, decline, reassign, or add tasks based on their current workload?     ☐ Yes ☐ No

8. Can you dynamically assign tasks and subtasks to get assistance from other users on an ad-hoc basis? ☐ Yes ☐ No

9. Do you have an online community where team members can contribute and share information? ☐ Yes ☐ No

10. Do you have enhanced process community features like wikis and instant messaging to support team collaboration and interaction? ☐ Yes ☐ No

11. Can you get tasks delivered to email and mobile devices? ☐ Yes ☐ No

12. Can you extend your BPM system to incorporate suppliers, partners, customers, and other third parties that sit outside your corporate firewalls? ☐ Yes ☐ No

13. Do you have the capability to streamline, monitor, and measure performance across corporate boundaries? ☐ Yes ☐ No

14. Can you design and execute your process from any location? ☐ Yes ☐ No

15. Can you support the needs of multiple organizations for collaborative and secure access to your BPM system from the same multi-tenant infrastructure? ☐ Yes ☐ No

### Did It Make the Grade?

If you've answered Yes to all 15 questions, the Agile BPM solution you're evaluating is flexible and adaptable enough to mold itself to your organization's unique needs.

If you've answered Yes to 10 of the 15 questions, look carefully at the No answers. Is the solution able to support your knowledge worker's specific requirements? Will it scale with you as you grow and your needs change?

If you've answered Yes to fewer than 10 of the questions, you're likely considering a traditional BPM solution that simply won't be capable of automating key processes related to knowledge work — leaving you at an enormous competitive disadvantage in a dynamic marketplace.

### Why Fujitsu is the answer in Agile BPM

The Fujitsu Interstage® Business Process Manager (Interstage BPM) is one of the leading solutions for Agile BPM. Interstage BPM is a comprehensive, unified platform that spans functional units, cross-departmental value chains, trading partners, and general communities impacted by BPM.

Innovative Automated Process Discovery (APD) from Fujitsu provides evidence-based detection to ensure timely and accurate insight into processes affecting critical business tasks and activities. Its closed-loop process-mining identifies inefficiencies to fast-track continuous process optimization for better business performance.

Fujitsu Interstage BPM also allows organizations and knowledge workers to manage the full range of processes — from the routine and repeatable to those with cross-functional paths and steps that cannot be defined in advance. With social and collaborative capabilities, such as wikis and discussion threads to support decentralized communication and provide immediate updates, all team members are kept on the same page.

## Agile BPM in action

Let's take a closer look at how the right solution has transformed business processes in two of to-day's most pervasive use cases for Agile BPM: regulatory mandate compliance and enhancement of the customer experience.

**More power for EPCOR** — EPCOR, one of Canada's top electricity providers, was dealing with a highly regulated, yet constantly changing environment that was impacting the way it invoiced and informed its customers. After trying to manage with an in-house solution, EPCOR moved to a more powerful Agile BPM solution that provides the flexibility and adaptability to accurately bill customers and consistently comply with the Canadian version of Sarbanes-Oxley and other regulations.

**Banking on a more efficient new account flow** — One of the world's largest financial institutions chose Agile BPM to streamline the new account process in its wealth management division. The resulting decentralized, automated process — based on detailed discovery, analysis, and modeling — has dramatically shortened the time to open accounts by two-thirds and virtually eliminated the error rate — decreasing from 60% to 1% — for improved customer satisfaction and retention.

## Agile BPM makes people more productive

It's easy to overlook the fact that the purpose of BPM is to make people and processes more efficient and productive. The right Agile BPM solution will be flexible and adaptable enough to accommodate and support your organization's unique needs. It will enable you to keep a pulse on how your business is performing, reassign tasks as needed, and even analyze the impact of potential process scenarios before they become reality. The result will drive your business to new levels of success in the years ahead.

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