

GLOBAL BUSINESS PROCESS FORUM 2004

ENTERPRISE BUSINESS PROCESS MANAGEMENT THE BPM EVENT OF 2004

The relentless pressure to do more with less and to continuously adapt in ever tightening business cycles have meant that business processes are at the forefront of both business and IT departments everywhere. This conference will uncover the successful strategies for maximising business performance and agility through business processes.

- **Four conference tracks** for both Business & IT Management - Enterprise Business Processes Management (EBPM); Real World BPM Business Solutions; Advanced Process Analysis and Design; BPMS Technologies and BP Tools
- **Eight half day tutorials** allowing in-depth examination of the most perplexing aspects of BPM and BPMS
- **Case study examples** throughout the conference including case studies from BP plc, British Telecom, Lloyds TSB, Swiss Mobiliar, Roche Pharmaceuticals, British American Tobacco, An Australian State Government and the National Assembly of Wales
- Opportunity to **network** with other delegates and trade 'war stories' with them
- Access to the undisputed **leaders in the industry** and learn what has worked well and what has not

Conference Chair & Keynotes



ROGER BURLTON



STEVE TOWERS



HOWARD SMITH



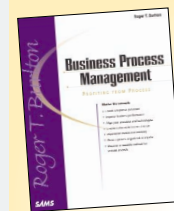
ANDREW SPANYI

10-12 May 2004

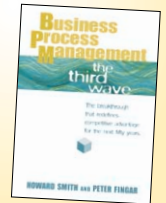
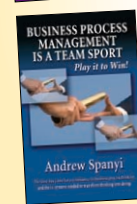
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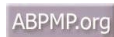
case studies include

- ▶ Lloyds TSB
- ▶ BT
- ▶ BP plc
- ▶ British American Tobacco
- ▶ Roche Pharmaceuticals
- ▶ Swiss Mobiliar
- ▶ National Assembly of Wales
- ▶ An Australian State Government

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BPMG - The Business Process Management Group (founded in 1992) is a global business club exchanging ideas and best practice around business process and change management. We currently have over 5,000 global members across all business sectors. Through case studies, seminars, research and now our accredited BPM training we support our members deriving real value for their organisations in improving business processes, supporting effective deployment and use of information technology and of course maximising the value from its people.

www.bpmg.org

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INTRODUCTION FROM THE CHAIRMAN

BUSINESS PROCESS MANAGEMENT: TIME TO CONNECT THE DOTS.

Although the ideas and semantics of processes have been with us for a long time now, the reality is that organizations, for the most part, have been lax in effective implementation of full Business Process Management across the enterprise. Many companies have collected a lot of low-level details about bits and pieces of what they do, but they typically fail to perform along complete process lines that are inextricably tied to external stakeholders and their ever-changing needs. They have collected the dots. Now is the time to connect them.

The good news is that the relentless pressure to do more with less and to continuously adapt in ever tightening business cycles is now manageable due to the advent of more mature process management methods and the availability of advanced analytical tools and implementation technologies. The result is that business processes are at the forefront both in businesses and in IT departments everywhere.

Business Process Management (BPM) must now become a fundamental that incorporates planning, designing, building, operating, maintaining, monitoring and improving the business processes of the enterprise as well as putting in place the enabling capabilities to make them work not just on a project by project basis but forever and for everyone. Business Processes are enterprise capabilities just as important as facilities, people and technology and like all assets must be managed from inception to retirement if organizations are to meet the needs of their markets and their stakeholders.

In support of enterprise BPM is a new class of technologies entitled Business Process Management Systems (BPMS) that enable all of the activities of BPM to be connected, supported and monitored electronically. They recognize triggering events, perform automated tasks based on business rules, pass control to humans for manual activity execution, navigate the entire flow of work across organizational and partner boundaries, provide access to tools in context of the business process, keep track of status and provide warnings and alarms, interface with existing technologies seamlessly, monitor performance data, and provide reports to stakeholders. These technologies have opened the door for enterprise-wide BPM (EBPM). However, they have also brought to the forefront a myriad of organizational, cultural, motivational, competency, environmental and governance issues that can stand in the way of success if not addressed effectively. Organizations that are well on their way to higher levels of BPM maturity take great care of and assign significant resources to all challenges.

This conference has been designed to help you deal with the multiple aspects of change required to enable a new style of organization. It deals with the managerial, technological and analytical aspects of what it will take to have all the dots connected to draw a successful picture.



ROGER BURLTON
CONFERENCE
CHAIRMAN
BPMG COUNCIL MEMBER



STEVE TOWERS
BPMG CHAIRMAN

Who Should Attend

- ▶ Business executives, strategists, consultants, managers and change agents involved in process-based transformation and operations and the establishment of process-managed organizations.
- ▶ CIO's, IT planners, architects and project managers responsible for enabling and supporting the process-based organization with process technologies.
- ▶ Business analysts and IT process modelers, analysts and designers looking for the latest techniques and standards for capturing and conveying process knowledge and specifications.

Organisations will benefit from sending multiple business and IT professionals to this conference. Group booking discounts are available. Please contact IRM for details.

What You Will Learn

The twelfth annual BPMG conference will feature four tracks. These will be Enterprise Business Processes Management (EBPM), Real World BPM Business Solutions, Advanced Process Analysis and Design and BPMS: Technologies and BP Tools. The key theme for the event is 'How to'. Case study examples will be a feature in all four streams. All tracks will emphasize the practical aspects of BPM. Speakers and facilitators have been selected on the basis of their experience and ability to show delegates 'how' and to engage in open dialogue as much as possible.

You will find experienced BPM and BPMS practitioners on the podium and in the audience. Ample time has been built-in for networking with other delegates in the midst of the same journey as yourself. You will be able to take advantage of access to the undisputed leaders in the industry who will be available to you to answer your questions and to impart their hard won wisdom.

Specifically You Will Learn:

- Strategic, Tactical and Operational considerations of process thinking and planning
- What has worked well for industry leaders and what has not
- The essential difference between BPM and BPMS
- The latest perspectives and practices for BPM frameworks and methods
- How to sell the latest concepts to management in business and IT
- How to gain cross-organization acceptance and to get all people to change with less hassle

- The state of the art in process modeling, analysis and design techniques and tools
- The role of current enabling and future breakthrough technologies for process management systems
- BPM technologies and standards
- The state of the art from technology providers and services businesses
- Build & implement your BPM Master plan
- The essentials of model-driven approaches
- The essential role of business rules in a process world
- The integration of human competencies with process applications
- How to manage processes consistently
- How to define and manage a program of change
- How to establish alignment up and down and across the organization
- Perspectives and projections on the future of Business Process Management

In addition you will have eight Half-Day Workshops to choose from that allow in depth examination of some of the most perplexing aspects of BPM and BPMS for the novice and expert alike.

As part of the conference, informative, thought provoking keynote presentations will be supplemented by breakout sessions as well as networking and vendor sponsored activities and an opportunity to witness demonstrations of the latest in vendor offerings.

Sessions will be organised across the following general tracks:

TRACK 1: ENTERPRISE BUSINESS PROCESSES MANAGEMENT (EBPM)

Covering the organizational, human and strategic issues around building and sustaining a process-managed organization. It will also cover the main methodological challenges in getting BPM truly adopted.

TRACK 2: REAL WORLD BPM BUSINESS SOLUTIONS

Presenting real life case studies of what leading global organizations have done in their BPM and BPMS initiatives and how they have done it complete with warts.

TRACK 3: ADVANCED PROCESS ANALYSIS AND DESIGN

Dealing with analytical and design techniques required and the emerging standards to support these.

TRACK 4: BPMS TECHNOLOGIES AND BP TOOLS






Dealing with the automation strategies, tactics and opportunities for the introduction of BPMS and workflow solutions as well as analysis and design tools.

Monday, 10 May, 2004 - TUTORIALS & EXHIBITS







08:00-08:50	Registration			
09:00-12:30	Enterprise Business Architecture: Strategy, Process & Capability Alignment Roger Burlton, <i>Process Renewal Group</i>	Winning Hearts and Minds: The Human Factor in Change James Stokes, <i>Kitewest</i>	Process Modeling, Analysis and Design Fundamentals Kathy Long, <i>Process Renewal Group</i>	An Architecture & Roadmap for BPMS Implementation Derek Meirs <i>Enix</i>
13:45-17:15	The Corporate Business Process Audit Workshop Paul Harmon, <i>Business Process Trends</i>	Fun and Creative Thinking Facilitation Techniques Jane Hooper, <i>Step Change Training</i>	Running a Successful BPM Project - Become a BPM Professional David Lyneham-Brown, <i>BPMG</i> and Robin Eve, <i>BPMG</i>	Bpel and BPMN: Modeling Business requirements for BPMS Choreography: <i>BPMI representative</i>

Exhibit Hours: 10:30-11:00, 12:30-13:45 (Lunch), 15:15-15:45, 17:15-18:30 (Drinks Reception)

Tuesday, 11 May, 2004 CONFERENCE DAY 1 & EXHIBITS

08:00-09:00	Registration			
09:00-09:45	Chair Address: How do you "Do"?: Conference Introduction and BPM Challenges Roger Burlton, <i>Process Renewal Group</i>			
09:45-10:30	Keynote Address: BPM as a Team Sport: Leveraging Organisational Capability Andrew Spanyi, <i>Spanyi International Inc.</i>			
10:30-11:00	Networking, Breaks and Exhibits			
Tracks	Enterprise Business Process Management (EBPM)	Real World BPM Business Solutions	Advanced Process Analysis & Design	BPMS Technologies and BP Tools
11:00-12:00	From Workflow to BPM The Subtle Evolution Jon Pyke, <i>Staffware & WIMC</i>	Designing Business Processes in the context of the Information Architecture of Roche Pharmaceuticals A Salêtes, <i>Roche Pharmaceuticals</i> , T Frei, <i>First Consulting Group</i> CASE STUDY 	The Future of Business Process Modeling Kathy Long, <i>Process Renewal Group</i>	BPMS Technologies Outlook: Who's Who, Players & Strategies Katy Ring, <i>Ovum</i>
12:00-13:15	Lunch and Exhibits			
13:15-14:15	Building a Framework of Enterprise Business Process Stewardship Doug Kirkpatrick, <i>The Celestia Group</i> CASE STUDY 	Using BPM to develop the real-time / agile enterprise Likhith Wagle, <i>IBM</i>	Business Processes & Business Rules: Intelligent Process for Intelligent Business Ronald G Ross, <i>Business Rule Solutions</i>	Global Improvement and Consistency via Business Modelling Matthew Brown, <i>Winsoft</i>
14:20-15:20	Whole of Government Business Process Re-design Graeme Simson, <i>University of Melbourne</i> CASE STUDY 	Riding the Third Wave: Case studies in how stakeholder partnerships, agile teams, and, flexible practices create bottom-line process results Dennis J. Rohan, <i>Rohan and Associates</i> CASE STUDY 	Real World Application of Object Oriented Process Modeling at BP plc David Feineman, <i>BP plc</i> CASE STUDY 	A Hands on BP Approach (Focused on Quick Wins) Martin Sharp, <i>MEGA International</i>
15:20-15:50	Networking, Breaks and Exhibits			
15:50 -16:50	Panel Discussion: How Managers Perceive Business Process Change Paul Harmon, <i>Facilitator</i>			
16:50-18:30	Drinks Reception and Exhibits			

Wednesday, 12 May, 2004 CONFERENCE DAY 2

08:00-08:50	BPM Communities Groupshops			
09:00-09:45	Keynote Address: IT Doesn't Matter: Business Processes Do Howard Smith, <i>BPMI.org & CSC</i>			
09:45-10:30	Keynote Address: Assessing your Maturity and readiness: The BPMG BP Maturity Model Steve Towers, <i>Chair, BPMG</i>			
10:30-10:45	Networking and Breaks			
10:45-11:45	Improving Process Performance through Knowledge Entrepreneurship Colin Coulson-Thomas	Process in BT: Implementing a Consistent Approach to Process Design in a Large Company Rob Davis, <i>BT</i> CASE STUDY 	Process Management Frameworks and Reference Models Joe Francis, <i>Design-Chain Council and Customer-Chain Council</i>	Smart Business Process Management (BPM) John Everhard, <i>Pega</i>
11:45-12:45	Is Business Process Outsourcing right for you? Mark McGregor, <i>BPMG & MEGA International</i>	Counting Sheep: Streamlining The Payment of EU Grants to Welsh Farmers Nick Lilley, <i>National Assembly for Wales</i> CASE STUDY 	OMG Standards for Business Process Metamodelling Andrew Watson, <i>OMG</i>	BPM Lifecycle: From Mapping to Automation C Bastard & J-J Snella, <i>C-Log International</i>
12:45-13:45	Lunch & BP Communities Networking Discussions			
13:45-14:45	Mission Impossible? Culture Change Panel Aneta Biernikowicz-Premceska and Adriana Debska-Gil PRG Poland, R Harling - <i>Atticus</i> , <i>Facilitator: Andrew Spanyi</i>	Customer at the Centre: Commitment-based Management for Collaborative Business Processes D Le Brocquy, <i>Vision Consulting & N Henderson, Lloyds TSB Scotland</i> CASE STUDY 	Process Management Frameworks and the Enterprise Process Repository Brett Champlin, <i>ABPMP & AllState Insurance</i>	BPM Analytics: Powerful Management Information Right Here, Right Now Doug Coombs, <i>FileNet Corporation</i>
14:45-15:45	Organisation Structures for the BPM Enterprise Marc de Goeij, <i>Adaptive, Inc</i>	BPM European Supply Chain Gary Bryant, <i>BAT</i> CASE STUDY 	Model based process management – measuring the meaning of process models: Andreas Dietzsch, <i>Swiss Mobiliar</i> CASE STUDY 	Session To Be Confirmed Visit www.irmuk.co.uk/GBPF2004 for details
15:45-16:00	Networking, Breaks and Exhibits			
16:00-16:55	The Complex Interactional Network Approach to BPM Dave Pultorak, <i>Fox IT</i>	Service Orientated Architecture: Case Study - Wholesale Banking Pascal Allouard, <i>City Practitioners</i> CASE STUDY 	Aligning business process and business Information Models: a semantic approach Zvi Schreiber, <i>Unicorn Solutions</i>	Session To Be Confirmed Visit www.irmuk.co.uk/GBPF2004 for details
17:00-17:30	Roundtable Wrap-Up with Spanyi, Smith, Harmon, Towers & Burlton and the Conference Delegates			

 www.mega.com	 www.staffware.com	 www.adaptive.com	 www.winsoft.co.uk	 www.c-log.com	 www.filenet.com	 www.pega.com	 www.workplains.com
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ENTERPRISE BUSINESS ARCHITECTURE: STRATEGY, PROCESS AND CAPABILITY ALIGNMENT,



Roger Burlton, Process Renewal Group

Due to fast-paced change and the fickle nature of customer expectations, organizations need a more adaptable link from strategy to the solutions to be delivered. They have discovered that IT architecture alone is often not aligned to business value and investments are wasted. It is now apparent that process-oriented Business Architecture's time has come to bridge the gap. This is intended to provide a complete approach for managing aligned Business Architecture components: Strategic Planning Methods, Stakeholder Analysis, Process Architecture, Knowledge Mapping, Organization Alignment, Governance and Performance, Competencies Definition, IT Capability Interaction, Program Prioritization and Architecture Modeling and Knowledge Access Technologies

- Drivers and Principles of Business Architecture
- Strategic Intent and Stakeholders (Why)
- Stakeholders and Relationships (Who and Why)
- Business Processes as Integrators (How)
- Alignment of Architectural Components
- Process Architectural Technologies

WINNING HEARTS AND MINDS: THE HUMAN FACTOR IN CHANGE

James Stokes, Kitewest



In today's fast moving business climate senior executives are developing coaching programs which support their key people within the business who want to stay ahead of the game. This dynamic and highly interactive session will feature an open discussion on coaching for change, focusing on how to ensure the success of Organisational Change and BPM by supporting senior executives throughout the process.

- Understanding the role of a coach, what it is and what is not.
- How you can elegantly use your skills to gain support for BPM.
- Use coaching as part of the core of a BPM project to help executives to 'get it' and 'do it'.
- Creating the right environment for successful coaching interactions.
- Effectively using the core principles of coaching to resolve even the most difficult situations in a simple and straight forward way.

PROCESS MODELING, ANALYSIS AND DESIGN FUNDAMENTALS



Kathy Long, Process Renewal Group

There is a critical need to shift organisation from the traditional functional perspective to a business process one. It will be those organisations that can manage and measure their business process performance that will excel in the dynamic environment of the present and future. In order to do this, people within the organization must be able to identify, model, analyze and design processes in an effective way. This fundamentals session will focus on the key aspects of business process modeling, analysis and design.

- Essentials of correctly identifying and defining business processes
- The steps in a Process Modeling project
- Tips and Techniques for avoiding common pitfalls in process improvement projects
- Practical process modeling and analysis and design techniques and notations
- Development of critical measures for evaluating business process performance
- Gaining buy-in for process change

AN ARCHITECTURE AND ROADMAP FOR BPMS IMPLEMENTATION



Derek Meirs, Enix

This session will explore the issues associated with planning for, and implementing a Business Process Management System – the engine that will drive your enterprise, integrating people with the applications they need and the rules that govern them. Our emphasis will be on enhancing business agility, defining best practice design constructs for implementation (where it is assumed that constant change and evolution are a fact of life) and lowering the Total Cost of Ownership for the system. We will touch on developments in the related standards and briefly explore the features and architectures of several of the leading products, ending on product evaluation strategies.

- Planning for BPMS Implementation
- Integration of Third Party Technologies
- Process Design for Change
- BPMS Product Evaluation

THE CORPORATE BUSINESS PROCESS AUDIT WORKSHOP



Paul Harmon, Business Process Trends

Most organizations are currently interested in implementing process-centric management strategies, undertaking process improvements, or automating business processes.

To manage process change effectively, companies need a business process architecture that provides managers with an overview of all company processes and the relationships among processes, management, measures and enabling resources of all kinds. Discover your options for creating such an architecture and provide a blueprint for conducting a business process audit.

- How to Organize for a Business Process Audit
- The Information to Gather & Review
- Business Process Analysis Considerations
- Business Process Methodologies Employed
- Human Performance Considerations
- IT Considerations
- Maturity Levels
- How to Document the Results of an Audit

FUN AND CREATIVE THINKING FACILITATION TECHNIQUES



Jane Hooper, Step Change Training

Can you say YES to any of these questions: Could the communication and co-operation between different teams within your organisation be improved? Have you found that not everyone shares your enthusiasm for the way forward? Have you ever needed to gain consensus from a group of people with different perspectives? Do you ever need to use the collective brainpower of many, to solve a difficult problem? This highly interactive Facilitation Skills seminar will enhance your ability to deal with such challenges and facilitate groups by providing new ideas, practical exercises and professional feedback.

- Facilitation stages
- Some systematic and creative techniques applicable at the different stages
- The dynamics of the facilitated group and the behaviours required
- Problem analysis, idea generation and reaching consensus
- Use of different behaviours to facilitate different groups

RUNNING A SUCCESSFUL BPM PROJECT - BECOME A BPM PROFESSIONAL



David Lyneham-Brown & Robin Eve, BPMG



We strongly believe in the development of a BPM framework that can deliver methodologies tailored to meet the needs of diverse sectors seeking radical business change. Linked to the framework is the need to develop the role and effectiveness of the process professional. We believe that a comprehensive training, development and qualification programme is an essential element in a process professional's career structure. In this tutorial we sample some of the professional training programme "The Core Skills of Business Process Analysis and Redesign with a "practical" session that:

- explores some of the key aspects of the core process skills
- experience some of the workshop sessions to review
- obtain an overview of the Core Skills module

This 1st Degree equivalent, non-examination qualification process is designed to be current and future focused, competence-based, flexible in content and encouraging of innovation. More information available at www.bpmg.org So whether you are new to BPM, or a practitioner, join us in this a Practical and Fun introduction to BPM Frameworks, Training and Certification as we seek to enhance the role and performance of BPM Professionals.

BPEL AND BPMN: MODELING BUSINESS REQUIREMENTS FOR BPMS CHOREOGRAPHY

BPMI representative

The promise of Business Process Management Systems (BPMS) is to fully synchronise, orchestrate or choreograph the execution of any business process that is conceivable regardless of whether the performers are systems, people or organizations. One challenge has been to define the language that could articulate such execution. The response from industry standards bodies has been languages such as BPEL from OASIS. In order to bridge the gap from business needs to such languages a new modeling notation has been evolving under the auspices of the Business Process Management Initiative (BPMI). This notation, known as the Business Process Modeling Notation (BPMN) is now available in some tools and some BPMS environments. More will be available soon. This session will describe the positioning and essential features of the BPMN notation.

- The challenge of BPMS specification
- Emerging standards such as BPEL
- A walkthrough of the BPMN notation
- What's next?

09:00 - 09:45

• Chair Address

How do you "Do"?: Conference Introduction and BPM Challenges

Roger Burlton, Process Renewal Group



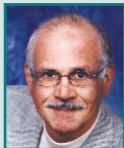
From a decade or more of successful and not-so-successful process transformation initiatives in diverse industries, countries and cultures using everything from sophisticated automation to none at all, we can learn a lot. Alternately we can ignore the painful lessons of the past and be doomed to continue to repeat it. This kickoff session will examine the challenges that we have dealt with and those we still face as well as the new opportunities before us. It will offer some insights into the simple elegance of enterprise BPM when done well. In light of this elegance it will challenge the delegates and ask 'How do you do?'

- Some lessons learned: ignore at your own peril
- Today's new BPM opportunities
- The simplistic start
- The realm of the complicated and complex: where projects go to die
- Finding Enterprise BPM elegance
- The Conference Roadmap

09:45 - 10:30

• KEYNOTE: BPM as a Team Sport: Leveraging Organisational Capability

Andrew Spanyi, Spanyi Intl



BPM at the enterprise level is not simply about technology. It is first and foremost about improving organisational performance. This requires transforming the executive team's mental models and behaviors to look at the business systemically from the customer's point of view, or outside-in, as well as the company's point of view. This session will reinforce that organisational capability can only be truly optimized once the leadership team appreciates that *systemic business process thinking* in the boardroom is *significantly different than systematic thinking at a technical or process level*. It will stress that the effective implementation of Enterprise Business Process Management [EBPM] requires that executives apply eight essential principles and cascade these throughout the organization. The session will examine these essential principles, emphasize the tight linkage between business strategy and execution, and illustrate what is needed to truly leverage organizational capability through business process thinking.

- The debilitating impact of traditional functional thinking on *enterprise business process management* (EBPM)
- The key changes needed in executive roles and behaviors to assure EBPM success
- The major issues and roadblocks that need to be addressed and overcome
- The key types of decisions which need to be made to leverage organizational capability

11:00 - 12:00 CONCURRENT SESSIONS

From Workflow to BPM – The Subtle Evolution

Jon Pyke, Staffware and WfMC

Business Software has long been used to support key business processes, there is nothing new in this notion. What has changed is the realization that the easiest way for organizations to be competitive, manage costs, be viable, flexible and responsive, is to understand and improve the structure and execution of their business processes. The key to achieving that is through deploying process based software. However, the approach shouldn't focus on stove-pipe solutions which are rigid in structure, difficult to maintain and costly to implement. BPM solutions need to address problems holistically to create a set of well defined and integrated processes.

- Where the differences lie when moving from workflow to BPM
- The importance of understanding Process Technology
- The impact of BPM on Web services and EAI technology
- The role of Standards



CASE STUDY

Designing Business Processes in the context of the Information Architecture at Roche Pharmaceuticals

Anne Salètes, Roche Pharmaceuticals, Thomas Frei, First Consulting Group

Gathering and managing complex information about products in a pharmaceutical company is essential to successfully market a drug. This includes initial laboratory studies and large clinical trials with thousands of patients. At the same time all regulatory constraints and evolving market conditions must be factored in. The Informatics function at Roche was given the task to define a Product Information Architecture to better understand this complexity.

- Defining a comprehensive process representation spanning the product lifecycle and business functions for the first time
- The set of 30 key business processes was defined, covering all the information processes in the lifecycle of a drug
- Mapping processes to critical events in the lifecycle, key information systems and roles in the organisation
- Reviewing the model with the business community to serve as the basis for a common understanding between Informatics and business teams
- Anticipated additional applications of this business process mapping

The Future of Business Process Modeling

Kathy Long, Process Renewal Group

Successful organizations today realize that one of the core competencies their resources must have is the ability to define, understand, analyze, improve and communicate knowledge about business in order to manage processes. The key is "communication". The challenge is the diversity of audiences that must understand process. It ranges from senior managers to technical implementers. One of the major communication mechanisms traditionally utilized is called "process modeling", a graphical representation of how the business operates. The issues facing everyone creating these graphical representations are standardization, consistency, usefulness to technologists and intuitiveness. With the implementation of business process management, is the requirement to create and communicate traceability of business operations from the Board Room to the end user. Process models can and should be one of the major mechanisms with which business fulfill this requirement. Standards surrounding these models must be developed.

- Requirements of a business process model

- What is a modeling "standard"
- Why modeling standards are important
- Current status of modeling standards
- Future direction of modeling standards

BPM Technologies Outlook: Who's Who, Players and Strategies

Katy Ring, Ovum

IT vendors are approaching BPM from two opposing perspectives

- A top-down revolutionary approach whereby BPM is seen as a brand new way of defining software architectures and applications
 - A bottom-up evolutionary approach whereby BPM is the next step in the maturity process of current software products. This is the 'marketing' view adopted by most existing software vendors
- In this session we will explore both approaches and offer advice on how to navigate this confusing technology maze.

13:15 - 14:15 CONCURRENT SESSIONS



CASE STUDY

Building a Framework of Enterprise Business Process Stewardship

Doug Kirkpatrick, The Celestia Group

Featuring a company that embraces enterprise business process stewardship, this session will highlight an effective model, which can be used to link critical processes to individual and collective performance. It will describe how to create a framework of negotiated and enforceable process stewardship agreements, which, in the context of a solid mission and vision, can drive sustained high performance throughout the enterprise without the need for management.

- Create clarity of vision through aligned individual mission statements
- Link key business processes to individual and collective organizational stewards
- Define decision-making and business process execution authority
- Embed meaningful performance measurements in business processes
- Create enforceable business process stewardship agreements
- Create and maintain a virtuous culture of business process excellence

Using BPM to Develop the Real-time / Agile Enterprise

Likhit Wagle, IBM

Business technology professionals are increasingly being held accountable for streamlining and optimising business processes within their company. The main reason for this is the external pressure of today's economic environment is driving business users to demand an agile enterprise. This requires greater efficiency, more automation and higher levels of performance from their business processes and the IT systems that support them.

- Understand the foundations underpinning the agile business and how market dynamics have changed
- Understand how to define and calculate a business process value assessment and what this means for your organisation
- Learn strategies for successful business process management of typical integration scenarios
- Understand the critical success factors from various industries through the use of real-life customer examples including the Dow Chemical Company, the healthcare company Wellpoint, Credit Lyonnais and the retail organisation Global CPG

Business Processes and Business Rules: Intelligent Process for Intelligent Business

Ronald G. Ross, Business Rule Solutions

What would it take to enable working smarter? What would a business process that enabled working smarter look like? What new business opportunities and challenges would a real solution create? The answer lies in the *Intelligent Process*, a powerful marriage of techniques for organizing business logic with those for organizing business process. The first step in understanding Intelligent Process is simply to recognize the fundamental difference between business logic and business process, and to see how they can be treated as separate-but-equal concerns. Business logic is built up in building-block fashion from three basic ingredients – terms, facts and rules. Such *business rules* must be managed, of course, but this produces significant benefits in terms of adaptability, consistency, and re-usability. The most important benefit arises, however, as the components of business process and business logic are interwoven by execution-time architectures. With the right mix of techniques, tools and vision, breakthrough business opportunities are now within reach of every company.

- Re-engineering business policies and their motivation
- Enterprise business logic management
- In-line knowledge for line workers
- The how-to of real-time compliance, mass customization, and near-zero latency
- The anatomy of the Intelligent Process

Global Improvement and Consistency via Business Modelling

Matthew Brown, Winsoft

Using Organisation, Location, Business Interaction, Workflow and Use Case diagram environments, this presentation will show how to create high-level "As-is" and "To-be" business models that will apply to all geographic locations in such a way as to allow each organizational territory to flesh-out their specific lower-level process requirements in more detail using 'templates' ProVision examples will be shown as an illustration of the concepts described in the session.

- The global management issues
- Model types to identify the current and future business requirements
- Handling uniqueness within the global 'templates'
- ProVision samples

14:20 – 15:20 CONCURRENT SESSIONS

CASE STUDY

Whole of Government Business Process Re-design – A Case Study

Graeme Simsion, University of Melbourne

In 1996, an Australian State government initiated a whole-of-government process re-design program, based on encouraging individual Departments to initiate and manage their own process improvement projects. Central to the initiative was an education program involving some 500 executives, including all of the Department heads. The program was preceded by substantial reductions in headcounts across the public sector.

- The challenges of re-design in any complex organization including the public sector
- Strategies for winning senior level support
- Factors affecting project success
- The role of information technology
- The design and impact of a formal education program

CASE STUDY

Riding the Third Wave: Case studies in how stakeholder partnerships, agile teams, and, flexible practices create bottom-line process results

Dennis J. Rohan, Rohan and Associates

This presentation will demonstrate how practical-tactical BP management tools can resolve the everyday challenges of managing business processes. The three cases in this session will illustrate how the application of state-of-art BP management systems and practices affect the bottom line. By using a few critical methods in advanced BP implementation and execution, managers in the examples were able to create sustainable process performance improvement results. A new BP management system dealing with stakeholders will be introduced to demonstrate how they can use the BPM solution throughout their organization to improve performance.

- Introduction to an agile, self-renewing, actionable data-driven BP management system (TPDS)
- Using natural strengths-based BP Project Teams to drive change, align processes and manage business processes
- Using committed stakeholder networks to manage business processes
- Using an adaptive management and flexible culture organization practices to align and enhance BP outcomes
- Using collaborative practices to achieve bottom line BP outcomes
- Creating a collaborative process support culture to enhance BP performance outcomes

CASE STUDY

Real World Application of Object Oriented Process Modeling at BP plc

David Feineman, BP plc

This session will deal with using an analysis and design approach that explicitly features real-world objects in a process model to make it more comprehensible to business stakeholders. By reducing the semantic gaps and modeling abstractions normally associated with BPM notations, BP plc (one of the world's leading oil, gas, and energy businesses) was able to understand the impact of moving to remote facilities shutdown, a business capability that would reduce business risk and generate profits significantly for its manned oil production platforms in the deepwater Gulf of Mexico. Faced with periodic hurricanes, the current practice is to stop production and evacuate staff well in advance of the storms. A significant financial prize is associated with transferring operational control to onshore control centers, and triggering facility shutdown remotely closer to the storm arrival.

- Modeling an example BP plc offshore oil production facility shutdown scenario (where the emergency shutdown business process is an example of an anomalous business process)
- Exploring an object oriented process modeling approach
- Using business objects to understand the impact of moving to remote facility control from a manual one
- Designing and validating the new approach
- Dealing with high priority role re-assignments in exceptional scenarios

A Hands on BP Approach (focussed on Quick Wins)

Martin Sharp, MEGA International

Process Improvement initiatives are happening with increasing frequency in both large and small organisations. Having a structured approach supported by appropriate tools is one of the critical success factors. MEGA International has developed such an approach and has used it to deliver many thousands of consulting days in support of literally hundreds of projects for clients all over the Globe.

- Where should you start with your Business Process Project?
- Who needs to be involved?
- How do you control the project?
- How to get the quick wins that keep everyone on side

15:50 – 16:50

Panel Discussion

How Managers Perceive Business Process Change

Paul Harmon, Facilitator

A wide variety of managers are involved in business process change today. Their perspectives range from very High-Tech to Very High Touch and sometimes it seems they speak different languages. These change agents include those in strategy groups, business process analysis and design teams, Six Sigma blackbelts, IT process specification professionals, BPMS developers and human resource facilitators to name just a few. This panel will discuss the drivers and success factors of business process change in companies the panelists have worked with. The participants and the delegates will also consider how different groups within an organization can coordinate their efforts and create a common language.



"I enjoyed my participation and have been impressed by the dedication for this professional cause, and hope to see you again next year!"

Senior Director - Confectionary company

"I really enjoyed the meeting, the people, the setting. It was great."

CEO - Major software company

Exhibit Hours 10-11 May

This is an ideal opportunity for delegates to network with leading vendors in the area of Business Process Management. Exhibit hours are as follows:

10 May

10:30 - 11:00
12:30 - 13:45
15:15 - 15:45
17:15 - 18:30

11 May

10:30 - 11:00
12:00 - 13:15
15:20 - 15:50
16:50 - 18:30

08:00 – 08:50 BPM Communities Networking “Groupshops”

Join your fellow delegates and other conference participants in peer-to-peer discussions on the hot topics of interest to the BPM community. Pick up your coffee and pastries and chat about any topic that has been pre-selected from advanced BPMG surveys in small table discussions. You can also form your own topic at the event and we will set a table for it. Find out what others like yourself are thinking and are doing and create some relationships for knowledge sharing that will last long after the event has come to a close.

09:00 – 09:45

KEYNOTE: IT Doesn't Matter: Business Processes Do

Howard Smith, BPMI.org & CSC



Based on a critical review of the “IT Doesn't Matter” article published in the Harvard Business Review in May 2003, Howard Smith, co-author of two books on business processes (*IT Doesn't Matter-Business Processes Do* and *Business Process Management: The Third Wave*) will explain how companies are benefiting from BPM today and how the approach differs from packaged solutions such as CRM and ERP. Howard will show that for IT to matter it must address business processes throughout their entire lifecycle, from discovery, to design, to deployment, execution, operations, optimization and analysis. He will show how BPM, done properly, is process innovation under business control.

- The world is full of different technologies. Unless they can be brought together in a way that supports the objectives of the enterprise, they make no sense at all. They become nothing more than a cost.
- BPM makes sense of the technology landscape and puts tools into the hand of end users that allow them to take control of their own business processes. Business processes and their management define the value customers are seeking.
- Unlike packages that engrain “concrete” processes across multiple end users organizations (“copy cat”) thereby offering little competitive advantage, BPM creates a standard environment in which businesses can innovate and define their own distinct process models.
- BPM aligns and combines the use of disparate best of breed and legacy technologies to support business processes.
- Above all, BPM supports well defined, explicit, business processes that the customer can have a full stake in managing when technology professionals are long gone and when applications and processes change.

09:45 – 10:30

KEYNOTE: Assessing Your Maturity and Readiness: The BPMG BP Maturity Model

Steve Towers, Business Process Management Group



Each Organization has a unique set of Circumstances as they face the challenge of effectively implementing Business Process Management approaches, thinking and technologies. Issues range across the entire enterprise and include people, systems, strategy, customer/client relationships and processes themselves. How do you understand where you are and how far you have to go on the journey of BPM? How can you develop a consensus around the real and key issues from the boardroom to the front line? What should you focus on as you implement BPM to achieve the best and most sustainable results?

Utilizing an approach developed from direct experience on a global scale the BPMG have developed over the last decade a Business Process Maturity Model that provides a framework for organizations seeking to successfully implement BPM against a backdrop of changing and competing organizational demands.

- Understand real BPM capability
- Identify objective and achievable tactical and strategic opportunities
- Leverage best practices
- Implement powerful and inclusive approach to achieving complete BPM success.
- Develop an immediate and sustainable roadmap for BPM success

10:45 – 11:45 CONCURRENT SESSIONS

Improving Process Performance through Knowledge Entrepreneurship Colin Coulson-Thomas

Many ‘knowledge management’ processes focus upon the packaging of existing knowledge. Little effort is devoted to creating know-how needed to innovate, generate additional customer and shareholder value, or equip key work groups with the knowledge, skills and tools they need to do a better job. Knowledge managers must become knowledge entrepreneurs who transform individual, process and corporate performance.

- Enormous opportunity for process entrepreneurship and transformation
- Identifying critical success-factors for key corporate activities
- Capturing winner and superstar behaviours
- Creating and using knowledge-based job-support tools
- Mini-case studies and lessons learned

CASE STUDY

Process in BT: Implementing a Consistent Approach to Process Design in a Large Company

Rob Davis, BT

BT has a process modelling design community of well over 1000 people, more than 500 of which are trained to use the corporate standard modelling tool, ARIS. Establishing a rigorous and consistent approach to modelling in a large organisation is no easy feat. Rob Davis describes how a consistent approach and support environment were introduced into BT, the standards that had to be put in place and the benefits from using a single tool. Modelling tools alone are not enough, however, and Rob goes on to describe the need for an architectural framework, process

ownership, management and a process training and career structure. The future for process in BT is seen as having a tight coupling to component-based system design. Rob will discuss whether the tools are available yet?

- Process Centred Organisation
- Using a common modelling tool
- Standards are the key
- Ownership and management
- The future for process

Process Management Frameworks and Reference Models

Joe Francis, Design-Chain Council and Customer-Chain Council

Standard Operations Reference Models make it possible for an organization to optimize service offerings through the identification of best practices, common (key) infrastructure components, systems analysis processes and training, with a consequent improvement in bottom line performance. Reference models such as SCOR™ (Supply Chain Operations Reference Model), developed by the Supply-Chain Council, have proven commercial value.

- Learn how these two new reference models can be applied at your company
- Learn how these two new Councils are involving industry leaders to develop the reference models
- Learn about the strategy to evangelize the DCOR and CCOR models so that they become adopted cross-industry as the standard in managing business processes

Smart Business Process Management (BPM)

John Everhard, Pega

It's the emerging vehicle of choice for global enterprises striving to meet today's business challenges. By adopting this enterprise-wide process and practice automation technology, these organizations optimize daily operations, realize significant cost savings, increase customer loyalty, and ensure compliance with evolving government regulations—all with minimal effort. With Smart BPM, organizations gain control over vital operations and focus on the critical success factors: Achieving success in these areas requires empowerment—of your employees, your managers, your customers and your partners. It requires a single point of orchestration. It requires pragmatism. It requires Smart BPM.

- What is Smart BPM
- Why is it different
- What results does it achieve
- Where are those results being achieved

11:45 – 12:45 CONCURRENT SESSIONS

Is Business Process Outsourcing right for you?

Mark McGregor, BPMG & MEGA International

Business Processing Outsourcing has received a great deal of press and analyst coverage, some positive some negative. But, what exactly is BPO anyway? And is it right for your organisation? The answers to these two questions can have a far reaching impact on both your bottom line results and your ability to do business in the future. Once we understand “What” it is and “Why” we might consider it, we can start to address the issues of “How” we go about it and “Where” we might do it.

- What are the different types of BPO that people talk about?
- What aspects of your business should you consider outsourcing?
- How to approach BPO and still own your business!
- How to ensure that BPO delivers beyond the contract

“Quite simply the best! This exceeded my expectations. Book me in for next year! Thank you!”

Programme Manager - Office of the Deputy Prime Minister

CASE STUDY

Counting Sheep: Streamlining the payment of EU grants to Welsh Farmers Nick Lilley, National Assembly For Wales

BPM technology has enabled the NafW to automate the complex process of handling annual claims worth over £250 million in EU farming grants and subsidies. Faced with a growing claims workload for farmers, a clerical process that could not cope, and frequent changes in EU regulations, the NafW realized it had to do something different to keep pace. It decided to opt for a new business process and a new automated claims system. Following the deployment of the resulting BPM-based system, the majority of claims are now processed automatically, without human-intervention, while changes to EU regulations are incorporated into the system with minutes. Meanwhile, all claims-related documentation is automatically routed to the appropriate location, with alarms flagging up any that are at risk of falling behind schedule.

- The value of eliminating errors and inaccuracies
- The benefits to NafW stakeholders
- Handling compliance with changes to EU regulations and with data audit requirements
- The use of an integrated geographical information system to support payment calculations and the payment process

OMG Standards for Business Process Metamodelling

Andrew Watson, OMG

OMG's meta-data standards and Model-Driven Architecture (MDA) design approach are being applied to the problems of creating common meta-models for diverse business process languages and defining the run-time interfaces to individual business process components. These standards are complimentary to, and designed to work with, the languages being specified by OASIS, W3C, BPMI and ebXML, as well as the many proprietary business process definition notations in use today. Defining a common metamodel based on OMG's Meta-Object Facility (MOF) standards allows different graphical and textual notations to be used together when defining business processes.

- Describe the benefits of standardised, syntax-independent metamodels
- Discuss the relationship between OMG standards and those from BPMI, OASIS, W3C and others
- Describe the benefits of model-driven design approaches

BPM Lifecycle: From Mapping to Automation

Christophe Bastard & Jean-Jacques Snella, C-Log International

The presentation will focus on our Ossad/Workey framework, developed by C-Log International, which supports the whole process lifecycle in a uniform and consistent manner. At the design level, business process modelling and documentation is made through OSSAD - a "public" graphic representation originated from an EU ESPRIT project. At the implementation level, workflows are automatically generated and executed through Workey engine (Notes/Domino and J2EE environments) responsible for the proper execution of different aspects such as: sub-process management, parallelism & synchronisation, delay-notification-reminder, hierarchy and delegation, tracability. To illustrate these different features a real scenario in Quality Management will be presented with a particular emphasis to demonstrate the uniformity and cohesion between the modelling level and the workflow level.

- Uniform approach for BPM lifecycle management
- "Public" graphical representation: OSSAD (EU Esprit Project)
- Powerful workflow engine (Notes/Domino and J2EE)
- Quality Management illustration

13:45 – 14:45 CONCURRENT SESSIONS

Mission Impossible? Culture Change Panel

Aneta Biernikowicz-Premceska and Adriana Debska-Gil - PRG Poland, Ross Harling - Atticus, Andrew Spanyol, Facilitator

Traditional 'silo' thinking, lack of sound knowledge and passion around end-to-end business process improvement and management, internal political games and lack of management support. Do these sound familiar to you? It does to our global panelists. Where should you start to address these issues? Their experience shows that if you cannot do it all, you can always do "something" smart. If you have a strong vision for your project, there are a number of actions you may take in order to prepare your organization to adopt real process thinking some time in the future. Opportunities are everywhere - projects, management models, IT systems and applications - where some end-to-end, cross functional way of thinking is present and can be nurtured. Even high level politics can be sometimes used to your advantage. This session will focus on the lessons learned in implementing BPM approaches in the panelists own organisations.

- Recognizing the degree of corporate cultural change required
- Successful politics neutralizers which can be used
- Phased approaches that build
- BPMS - your opportunity or your threat

CASE STUDY

Customer At The Centre: Commitment Based Management for Collaborative Business Processes

D Le Brocq, Vision Consulting & N Henderson, Lloyds TSB Scotland

In a marketplace increasingly dominated by commoditized products, companies are finding it difficult to increase market share without threatening margins. The Commitment Based Management (CBM) approach has brought consistent revenue and bottom-line results through making the commitment to the customer central in designing processes, roles and tools across the supply chain. Using a Lloyds TSB case study, this session will introduce CBM and process design as a powerful approach to BPM. The case study will show how CBM, and the processes that grow from it, enabled Lloyds TSB to use a service-based proposition and a collaborative supply chain to grow their top and bottom lines. In the case study institution, its top-line grew five-fold in about 18 months, whilst its cost of and quality of sales held constant, thus generating a major contribution to the bottom line. The business case was proven within 10 weeks of project start.

- Introducing Commitment Based Management
- Designing the Proposition
- The Collaborative Supply Chain (Mortgage case study)
- Designing to create a win for all the stakeholders
- IT Architectures - the Coordination layer
- Mobilisation - securing the business benefits
- The case study project; highlights, milestones and results

Process Management Frameworks And The Enterprise Process Repository

Brett Champlin, ABPMP and AllState Insurance

Are you doing business process design? Are you implementing workflow for operational optimization? What are your core processes? How does a business rule relate to a policy - or a standard? How can we map information needs to our business operations? How can we align our technology strategy with our business strategy? Where do we put all of those process models and designs that we create for nearly every project that we take on? Do any of these questions hit home for you? A process framework can be used to organize and structure the process concepts and artifacts so that everyone is talking about the same things. But it is more than just a tool for clear communication; it can be the roadmap for strategy and management of your whole process environment.

- What is business process architecture?
- How to build your own process architecture framework
- How to use the business process architecture framework
- How to use the framework to manage your process portfolio
- The requirements for a process knowledge repository

BPM Analytics: Powerful Management Information Right Here, Right Now

Doug Coombs, FileNet Corporation

Finally BPM is delivering on the promise of management information and control! Using easy-to-understand examples, the presenter will explain how state-of-the-art BPM systems can now provide built-in, advanced analytics features. Rather than being an afterthought, reporting should now be an integral part of requirements and process design phases.

- An overview of a BPM analysis architecture
- The BPM Cycle with Analytics providing feedback for improvement
- The role of forecasting and simulation
- Concrete examples of reports and valuable management information

14:45 – 15:45 CONCURRENT SESSIONS

Organisation Structures for the BPM Enterprise

Marc de Goeij, Adaptive

How to best organize remains one of the major challenges for organizations in both the public and private sectors. Many companies and government agencies have traditionally organized around functional capability, e.g., marketing, engineering, IT, legal, etc. Increasingly, enterprises are organizing around business processes as part of business transformation programs, since they realize this is a far better coordination mechanism.

- What is a process managed organization?
- How does it differ from other organizational models?
- How to design a process organization?
- How to effectively manage a process organization?

 CASE STUDY

BPM European Supply Chain

Gary Bryant, BAT

Please visit our website

www.irmuk.co.uk/GBPF2004 for details

 CASE STUDY

Model Based Process Management - Measuring The Meaning Of Process Models

Andreas Dietzsch, Swiss Mobiliar

In 1999 Swiss Mobiliar's organizational structure was augmented by elements of a process organization. Since then a broad base of process models has been continuously developed. Today this documentation of Mobiliar's core business processes contains over 65 sub processes mainly described using UML activity diagrams.

- Swiss Mobiliar's approach to process management
- Mobiliar's process maturity model
- The methodology for process documentation and assessment
- The process management driven changes to UML activity models
- The fundamentals of process analysis based on (semi)formal process models
- The experiences in model based process management

Session To Be Confirmed

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16:00 – 16:55 CONCURRENT SESSIONS

The Complex Interactional Network Approach to BPM

Dave Pultorak, Fox IT

Process management approaches tend to focus on getting the parts of processes right, rather than focusing on the interaction of those parts. This tendency seems to be rooted in the presupposition that processes can or should be like deterministic machines-with rigid, bounded parts, sequenced properly, serially reenterable ('repeatable') and with predictable inputs and outputs. In a growing number of instances, this may be the wrong focus or the wrong scope of focus.

- IT-enabled service processes are human networks supported by IT network, not machines
- Adopting this model entails very different approaches and techniques for process design and improvement than those that are widely used today
- The main shift in concept required is to abandon the view of processes as designed abstractions inserted in organizations into their "noise", and instead, view the "noise" as the fabric of the process
- The main shift required is to enter the "door" to process improvement by focusing on interactions in Moments of Truth

 CASE STUDY

Service Orientated Architecture: Case Study - Wholesale Banking

Pascal Allouard, City Practitioners

In this session a real-life example of a service oriented architecture for a major retail bank in the UK will be

featured. The service oriented approach that mapped business processes to underlying systems through a web service architecture will be shown to be a powerful tool and implementation strategy. The presenter will take delegates through the journey that dealt with the demands of external governance including Basel II compliance.

- Business design involving the core banking processes
- Translation of processes into a workflow design for service optimisation
- Linking workflow to services information needs to business requirements using a service matrix
- Applications and the middleware layer
- Re-usability strategy for underlying services
- Flexible architecture and centralised data management

Aligning Business Process and Business Information Models: A Semantic Approach

Zvi Schreiber, Unicorn Solutions

Information management and business process management are critically intertwined. An information model describing the business' entities and the relationships between them is a prerequisite to a full business process model. A process model after all describes the processes in which the business entities engage and the information exchanged between them. When realizing business processes, the information model is realized as data and the business process models are realized as applications. This session will explain how the business vision of the agile enterprise requires business-owned information models and business-owned business process models, all of which are linked.

- The relationship between information management and business process management and how they combine to deliver an agile enterprise
- How to tie information models to business process models
- A semantic approach to tying information and business process models to their IT realization as data and applications
- The need for appropriate semantic enterprise repository tool support

Session To Be Confirmed

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17:00 – 17:30: Roundtable Wrap-Up with Spanyol, Smith, Harmon, Towers and Burlton and the Conference Delegates

Join the conference keynote presenters and facilitators for a quick review of the key messages of the conference and let them know your thoughts on the future of BPM. By attending you will be eligible for book draws.

Group Bookings Discounts

- 3-4 delegates 10% Discount
- 5-10 delegates 20% Discount
- 10 Plus delegates 25% Discount

Conference Producers:

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