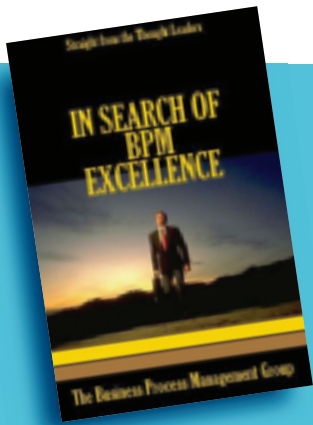


Business Process Management Conference Europe 2005

BPM in Practice



Register by 15 March 2005 and receive a FREE copy of this BPMG Book (the thoughts of the worlds BPM leading practitioners)!

- ▲ Choose from 42 Sessions
- ▲ Four Conference Tracks
- ▲ 5 Tutorials
- ▲ At Least 11 Case Studies
- ▲ Including Presentations from Microsoft, Oracle, Computer Associates and Ovum
- ▲ Opportunity to Network
- ▲ Access to Leaders in the Industry

Conference Chair & Keynotes



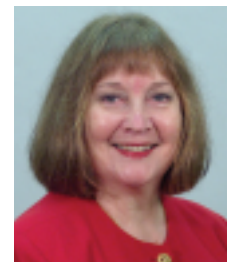
Roger Burlton
Process Renewal Group
& BPMG Council



Steve Towers
BPMG Chairman



Peter Fingar
Greystone Group



Nancy Lee Hutchin
General Dynamics
Network Systems

Conference Case Studies include:

- BMW
- Lloyds TSB
- Ealing Council
- Barclays Bank
- Taylor Woodrow
- British American Tobacco
- Standard Life Assurance Co
- Network Rail
- Yell Ltd
- Skyscape

Sponsors:



Endorsed by:



Media Sponsor: **CUTTER CONSORTIUM**

Produced by:



www.bpm2005.com

Conference Welcome

Business Process Management Group, Process Renewal Group and IRM UK are pleased to welcome you to **BPM 05**: the thirteenth annual BPMG Conference and Exposition for Business Process executives, practitioners and Business Technology professionals. This year's programme will build upon our previous years' successful events by emphasising the knowledge required to help you plan, design, develop and rollout BPM at any level of your enterprise.

The theme for this year's conference will be 'Business Process Management in Practice', with the emphasis on the 'pragmatic' aspects of managing the complete lifecycle of business processes at the strategic and tactical levels. This year we will feature a significant number of examples and case studies of proven business process solutions and practices from senior leaders from many of the world's most respected and successful organizations. These will be spread across all tracks of the conference. You will also be exposed to innovative methods from many of the world's great process luminaries in enterprise BPM, process alignment, breakthrough design techniques, technical BPMS research as well as project and program management approaches to assure effective rollout and control. **BPM 05** will also give you the opportunity to observe the latest techniques, tools and technologies for all aspects of BPM design, development, implementation and execution. **BPM 05** will help delegates learn how to visualize, design, implement, continuously improve and sell optimal business process solutions enabled by the latest human and technology capabilities.

The event has also been thoughtfully planned to encourage a high degree of peer-to-peer interaction as well as peer-to-faculty discussion in both formal and informal situations. If you are a BPMG member, this will be the chance to renew some old acquaintances. If you are not, you will have the opportunity to interact with those who have a lot of real BPM experience in a collaborative and open environment.

We are confident that this gathering will once more become the BPM event of the year that you cannot afford to miss.

Sincerely



Roger T. Burlton
Founder: Process Renewal Group
Council Member BPMG



Steve Towers
Chairman BPMG

Who Should Attend

- ▶ Business executives, strategists, 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.

Whether you are responsible for business or IT success, this conference will provide you with pragmatic tools for thinking, models and frameworks for analysis and decision making, and insight into the real world best practices of the most responsive organisations on earth.

Group Booking Discounts

3-4 delegates 10%, 5-9 delegates 20%, 10 plus delegates 25%

What You Will Learn

Consistent with the theme of practicality, the thirteenth annual BPMG conference will feature four focused tracks following the BPM lifecycle. These will be Planning, Analysis and Design, Development, and Solutions Roll-out. Each track features 'how to' case study examples. 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 you. 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
- To 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

In addition you will have six 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:

Planning; covering the organizational, human and strategic issues around building and sustaining a process-managed organization. It will also cover the main BPM methodological and human change challenges.

TRACK 2:

Analysis and Design; dealing with analytical and design techniques required and the emerging standards to support these as well as advances in modeling methods and supporting tools.

TRACK 3:

Development; delving into the automation strategies, tactics and opportunities for the introduction of BPM and service-oriented architectures, as well as BPMS and workflow solutions

TRACK 4:

Solutions Roll-out; presenting methods and real life case studies of what leading global organizations have done to succeed in their BPM and BPMS implementations and how they have done it: the good, the bad and the ugly.

Agenda

Group Booking Discounts Available

Monday 9 May 2005 - TUTORIALS

08:00-09:00 AM	Registration			
09:00-12:30	How to Apply Best Practice Principles of BPM in the Real World Mark McGregor & Steve Towers <i>BPMG Part 1</i>	Enterprise Business Architecture: Strategy, Process and Capability Alignment Roger Burlton, <i>Process Renewal Group</i>	Designing Intelligent Processes Using Business Rules Ron Ross, <i>Business Rule Solutions</i>	
13:45-17:15	How to Apply Best Practice Principles of BPM in the Real World Mark McGregor & Steve Towers <i>BPMG Part 2</i>	Translating Business Processes Needs into Requirements and Solutions Kathy Long, <i>Process Renewal Group</i>	Advanced BPM and BPMS Integration Concepts Derek Miers, <i>Enix Consulting</i> and <i>BPMI Board Member</i>	
Breaks: 10:30-11:00 (Tea & Coffee), 12:30-13:45 (Lunch), 15:15-15:45 (Tea & Coffee), 17:15-18:30 (Drinks Reception)				
17:15-18:30	DRINKS RECEPTION AND BPM COMMUNITIES ROUNDTABLE GROUPSHOPS			

Tuesday 10 May 2005 - CONFERENCE DAY 1 & EXHIBITS

Tracks	Planning	Analysis and Design	Development	Solutions Roll-out
08:00-09:00	Registration			
09:00-09:45	CHAIR ADDRESS: From Common Sense to Common Understanding to Common Practice Roger Burlton, <i>Process Renewal Group</i>			
09:45-10:30	KEYNOTE: The Great 21st Century Business Reformation Peter Fingar, <i>Greystone Group</i>			
10:30-11:00	Networking, Breaks and Exhibits			
11:00-12:00	Managing the Process-Based Organization: Isobel Brimelow, <i>Yell</i>	Architecture of Processes, an Event and Value Driven Model René Mandel, <i>Oresys</i>	BPMS - Selection by Business Value Terry Schurter, <i>BPMG</i>	Business Process Portfolio Management Brett Champlin, <i>ABPMP</i>
12:00-13:15	Lunch and Exhibits			
13:15-14:15	A Hands-On Approach To Process Prioritization Through KPI Hierarchy Jish Nath, <i>Microsoft</i>	Leveraging Your Business Process Model to Enhance Profitability Sharon L. Boyes-Schiller, <i>SkyScape Solutions Ltd</i>	Process Orchestration in Practice: Experiences, Standards and Tools in Aligning Processes Marc Kerremans, <i>BPM-Forum Belgium</i>	Rolling-out Process Implementations Andrew Elliott & Ian Johnson, <i>Taylor Woodrow</i>
14:20-15:20	Using BPM for Managing Compliance Peter Aggleton, <i>Secor Consulting Ltd</i>	Successful Process Management in a Globally Operating Enterprise Ulrich Nawrath, <i>BMW</i>	BPM Standards Panel Discussion Derek Miers, <i>BPMI</i> , Andrew Watson, <i>OMG</i> , Jon Pyke, <i>WfMC</i>	BPM On-track at Network Rail Andrew Manning, <i>Network Rail</i>
15:20-15:50	Networking, Breaks and Exhibits			
15:50-16:50	The BPMG 8 Omega Framework Mark McGregor, <i>BPMG</i>	Process Modelling for the Real World Martyn Ould, <i>Venice Consulting</i>	Real World BPM and Integration Experiences David Keene, <i>Oracle</i>	Deploying Process Based Applications At The Customer Frontline Jon Hodge, <i>Barclays Bank</i>
16:50-18:30	Drinks Reception and Exhibits			

Wednesday 11 May 2005 - CONFERENCE DAY 2 & EXHIBITS

09:00-09:45	KEYNOTE: Delivering Lower Costs, Better Margins, Greater Client Service - A Global Case for BPM Steve Towers, <i>BPMG</i>			
09:45-10:30	KEYNOTE: The Pentagon Phoenix Project: Process and People Respond to the Challenge Nancy Lee Hutchin, <i>General Dynamics Network Systems</i>			
10:30-11:00	Networking, Breaks and Exhibits			
11:00-12:00	Engaging Senior Leaders in Adopting Enterprise Business Process Management (EBPM) Andrew Spanyi, <i>Spanyi International</i>	The Future of Process Modeling is Now Kathy Long, <i>Process Renewal Group</i>	BPM Technology Trends and Maturity Assessment Laurent Lachal, <i>Ovum</i>	CASE STUDY to be confirmed visit www.bpm2005.com for further details
12:00-13:15	Lunch and Exhibits			
13:15-14:15	Managing Processes as Services Peter Haine, <i>Independent Consultant</i>	Evolving a Business Architecture for a Federated Enterprise Sadie Legard, <i>BAT & John Mayall</i> , <i>Enterprise Architecture Solutions</i>	Giving your Process a Brain: Implementing Process and Rule Solutions Peter O'Donoghue, <i>Splash Consulting</i>	CASE STUDY to be confirmed visit www.bpm2005.com for further details
14:20-15:20	Organization Change Strategies and Structures for Aligning People and Processes Dennis Rohan, <i>Rohan and Associates & Oksana Bardygula</i> , <i>The MYRA Group</i>	Service-Oriented Business Process Redesign Paul Allen, <i>Computer Associates</i>	Process Automation in A Multi-Channel Environment Stuart Murdoch, <i>Standard Life Assurance Co</i>	CASE STUDY to be confirmed visit www.bpm2005.com for further details
15:20-15:50	Networking, Breaks and Exhibits			
15:50-16:50	Process Frameworks for BP Management John Bentien, <i>Lloyds TSB</i>	Taking a Business Object View of a Business Process Jorge Coelho, <i>SisConsult</i>	Business Engineering Ealing Council John Anderson, <i>Ealing Council & Antony Page</i> , <i>InPhase Software (UK) Ltd</i>	CASE STUDY to be confirmed visit www.bpm2005.com for further details
16:50-17:30	Closing Panel: Roger Burlton and Steve Towers - Books Giveaway			



Full Day Tutorial 09:00 – 17:15

HOW TO APPLY BEST PRACTICE PRINCIPLES OF BPM IN THE REAL WORLD



Mark McGregor & Steve Towers, BPMG

This whole-day session will provide you with the foundation to reach your potential for successful BPM by preparing your organisation for results. Using the 8 Omega Framework for business process you will learn how to build into your organisation the natural ability to react to external pressures with fast, efficient and appropriate internal response.

The 8 Omega concept was born from the continued frustrations of large organisations that were becoming increasingly disillusioned by the closed or academic nature of BPM techniques and approaches. This is your opportunity to learn how to influence the four key perspectives critical to success - Strategy, People, Process and Systems - in a carefully balanced manner. The exercises and case studies used in this program come directly from real world scenarios.

Attend this session and learn what you need to know to deliver solid business results, fast!

- Considerations for Your BPM framework
- The Secrets of 8 Omega Success
- Making Change Happen!
- The 8 Omega Dimensions, Methods and Roles

Morning Tutorial 09:00 -12:30

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 responsive and adaptable link from strategy to the business solutions to be delivered. They have discovered that IT is often not aligned. It is now apparent that a process-oriented Business Architecture's time has come to bridge the gap to business value creation and investment optimization.

Based on over a decade of proven practical application and delivered by the acknowledged global expert in the field, this tutorial is intended to provide a complete approach for managing aligned Business Architecture components: Strategic Planning, Stakeholder Analysis, Process Architecture, Knowledge Mapping, Organization Alignment, Governance and Performance, Competencies Definition, IT Capabilities, and Transformation Program Prioritization and Management.

- Drivers and Principles of Process-led Business Architecture
- Strategic Intent and Stakeholders (Why)
- Relationship-based Decision Criteria (Who and Why)
- Business Process Architecture as Integrator (How)
- Alignment of Other Architectural Capabilities (IT, Human and Facilities)
- Designing an Appropriate Process-based Organization – Complexities and Practicalities
- Iteration, Learning and Continuing Refinement

Morning Tutorial 09:00 -12:30

DESIGNING INTELLIGENT PROCESSES USING BUSINESS RULES



Ronald G. Ross, Business Rule Solutions, LLC & Business Rules Journal

What would a business process that enabled working smarter look like? What new business opportunities 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. This produces significant benefits in terms of adaptability, consistency, and re-usability. The second step is to understand how business rules should be captured in the context of business process models through the use of patterns and template questions. The final step arises 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
- Pattern questions for business rule capture
- The how-to of real-time compliance, customization, and near-zero latency
- The anatomy of the Intelligent Process

Afternoon Tutorial 13:45 – 17:15

TRANSLATING BUSINESS PROCESS NEEDS INTO REQUIREMENTS AND SOLUTIONS



Kathy Long, Process Renewal Group

Organizations today often struggle moving forward with process improvement when it involves some type of technology support. Quite often, the issues related to effectively capturing and efficiently documenting functional requirements plague a project's progress and potential success later during its transition phase. It is essential that everything possible is done to ensure that rework and redundancies do not occur during this phase of process improvement implementation.

This fundamentals session will focus on the key aspects of understanding, documenting and communicating well defined functional requirements based on business processes. It will cover the following key issues:

- Bridging the gap between business and technology
- Considerations for being ready to move forward from the business process perspective to the technical perspective
- Knowing where to start looking for functional requirements
- The importance of understanding and documenting business rules for processes
- What a functional specification should contain
- Practical approach for documenting and communicating accurate requirements
- Making the transition to and implementation of process change successful

"Many of the best speakers on the topic plus many practitioners willing to share their experiences & insights. Top Notch Event."

Brett Champlin,
President, ABPMP

Afternoon Tutorial 13:45 – 17:15

ADVANCED BPM AND BPMS INTEGRATION CONCEPTS



Derek Miers, Enix Consulting BPMI Board Member

This tutorial will describe a reliable approach for process architecture and process modeling development – achieving a balance between effectively enabling business changes, yet still maintaining technical efficiency and control. It will also introduce advanced techniques for identifying and supporting the essential dynamics of processes and their interactions and modeling how the business truly operates rather than the silo-oriented functional breakdown inherent in most project-by-project implementations.

The workshop will incorporate a comprehensive discussion of the importance of and relationships among the emerging stack of BPM related standards (BPMN, UML, BPDM, XPDL, BPeL, ebXML, wf-XML) highlighting their relevance in service oriented architectures (SOA) and modern BPMS implementations.

- BPM initiative risks and pitfalls
- Guidelines for project success
- Process architecture options
- The state of the art in modeling standards
- Anticipated standards directions
- SOA and BPMS implementation options

17:15 – 18:30

DRINKS RECEPTION & BPM COMMUNITIES ROUNDTABLE 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 drink and in small roundtable discussions chat about any BPM topic of interest including the following: Process Organizations, BPM tools, BPMS Implementation, Resistance to Change, BPM Methodologies, Process Measurement and Balanced Scorecard, and Process Program Management. 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 close.

09:00-09:45 CHAIR ADDRESS

BPM: From Common Sense to Common Understanding to Common Practice



Roger Burlton, Founder, Process Renewal Group

With a decade and a half of process thinking under our belts, it seems that more of us should be doing better than we are. For those who are handling it well, BPM is no more than the application of common sense to logical business problems and opportunities. We should all be so fortunate, so how can we be? Our challenge will be to agree on what are the common sense principles for BPM and how can we convey this in a way that ensures that such logic and discipline will become common understanding and ultimately common practice across our enterprise, delivering ongoing business performance and an adaptive capability.

Your journey can only get on the right track if you know what questions to ask and what order to ask them and indoctrinate these as your enterprise discipline. That's what the conference is all about and what this chairman's opening is intended to do: get you pointed in the right direction and introduce you to how the conference can enable you to chart the right combination of sessions for you.

- Business performance pressures
- Learning from the past: what to keep and jettison
- A common sense approach based on practice and principles
- Communicating a common approach
- A method for establishing a common framework
- The conference agenda

09:45-10:30 KEYNOTE

The Great 21st Century Business Reformation



Peter Fingar, Executive Partner, Greystone Group

Business leaders want business results. What can BPM actually do for them? As long as the BPM conversation is restricted to technologists and Six Sigma, it's likely to become just another technique for incremental performance improvements. For some pioneers, where the conversation has reached the board room, BPM portends much more. Indeed, there is a Next Big Thing in business; it's about operational transformation, driven by the emergence of a wired, flat world. It's about the fusion of business operations and information technology to the point of unity. That transformation is well under way on a scale that can only be called the great 21st century business reformation.

- The process-managed real-time enterprise
- Enabling time-based competition, encompassing both response time and restructuring time
- Why BPM must span the entire value-chain, not just the enterprise (VC-BPM vs. EBPM)
- Beware the globalization of white-collar work... and innovation
- If innovation is indeed the secret sauce of success, the ability to 'execute on innovation' is even more important than the innovation itself

11:00-12:00 CONCURRENT SESSIONS

CASE STUDY

Managing the Process-Based Organization

Isobel Brimelow, Head of Process Management, Yell

With the aim to improve process capability over the long term, Yell established a small central team with the purpose of establishing a company wide process architecture which is aligned with its strategy and business objectives through simple process maps, improvement tools and on-line access for everyone.

Yell's practical approach provides value via 5 inter-related strands demonstrated in this case study:

- Process Improvement information and structure for Process Reviews, Change Projects and Six Sigma
- Managing process-related risks in business projects
- Improving Knowledge - Training and Induction, Business-Wide Awareness
- Operational Management integrated with Scorecard
- Business Excellence and standards e.g. EFQM, ITIL, ISO 9000:2000

Architecture of Processes, an Event and Value Driven Model

René Mandel, CEO, Oresys

Enterprises have different processes for each type of outside stakeholder and each type of resource to be managed. All of these processes are linked in an architecture that should be modeled. The resultant model is not organizational but will help with later organization design. The best way to do this is through an event and value driven approach that follows some simple principles:

- The various borders where the events occur are sources and destinations of processes
- The business is composed of different transformation logics or "universes" initiated when these events occur
- Each universe applies its transformation from one or between two borders
- In each universe a typical architecture of the value chain and process architecture will co-exist
- Integration processes link the different universes

BPMS - Selection by Business Value

Terry Schurter, Chief Analyst, BPMG

The BPMS market is characterized by a dearth of advanced, feature-rich products. Applied technologies are diverse with a variety of approaches employed to simplify development, deployment and system management. There is a product for every application scenario but not all products are best applied to every application. How do you choose the right BPMS? This session focuses on BPMS evaluation by business value as an applied approach to selecting the right BPMS for each situation.

- BPMS selection must be preceded by BPM
- Assess business complexity on each of the 8 key areas of BPM product capability
- Determine which of the key areas has the greatest potential ROI from BPMS features/functions
- Evaluate products against complexity and ROI potential with an open mind

Business Process Portfolio Management

Brett Champlin, President, Association of BPM Professionals

Over the last 20 years, managers have realized that portfolio management techniques can be applied to make better quality decisions and manage risk for many aspects of business. Some companies are finding that a very effective way of gaining senior management awareness and alignment to BPM concepts is to make business process portfolio management a key component of a BPM/S strategy. This talk will discuss how to build a process portfolio, how it fits into a BPM program, and how to use it to communicate to your senior management.

- The basics of portfolio management
- How to build a business process portfolio
- How to use the business process portfolio to prioritize business decisions
- How to use the process portfolio to educate senior management about BPM

13:15 -14:15 CONCURRENT SESSIONS

A Hands-On Approach to Process Prioritization Through KPI Hierarchy

Jish Nath, Senior Program Manager, Microsoft Corporation

At the core of every BPM initiative is aligning KPIs to business strategies. Following development of proper KPIs, businesses can "deep-dive" into rest of the process management cycle. So, identifying proper KPIs is crucial in helping executives prioritize processes to obtain maximum impact. However, for large corporations, even within a balanced scorecard framework, this task can be quite daunting since there could be an overwhelming number of, often inter-dependent, KPIs – all seeking attention at the same time.

- How KPIs can form a cascaded relational pattern across an organization
- What is the "uber" process of managing KPIs, given such pattern
- How does such a hierarchy help us select processes for BPM candidates in an optimized way?

CASE STUDY

Leveraging Your Business Process Model to Enhance Profitability

Sharon L. Boyes-Schiller, Managing Director, SkyScape Solutions Ltd.

This session will look at the impact of business profitability improvement through the development and implementation of business process modelling. The ability to leverage dynamic change within organisations, and the opportunities to expand the implementation beyond the normal uses of business process modelling will be reviewed. Through the use of a case study involving a logistics business, the overall effect of the change from a standard Quality Management System to a dynamic, workflow-driven business modelling environment will be examined.

- Demonstrating Return on Investment in business process modelling and workflow technology
- Increasing the opportunities for ROI through the BPM environment
- Decreasing the risk in implementing a BPM environment

- A Case Study: Proving the value of integrated workflow environments with an emphasis on supply chain transformation

Process Orchestration in Practice: Experiences, Standards and Tools in Aligning Processes

Marc Kerremans, Chairman, BPM-Forum Belgium

One process may be an ideal candidate to be automated by a workflow tool or by a BPMS if cross-process integration is an important requirement. But the alignment among different processes has its own characteristics above and beyond. What are the problems involved and how well fitted are the tools that are available today in solving these larger problems? Are the standards that currently are underway really offering us support? How will this concert be perceived? These questions will be answered based on a practical example from a BPM solution point of view and illustrated by some case studies where a solution has been successfully implemented.

- Practice example of process alignment
- BPM "hurdles" to take
- Tools available and "hurdle" performance
- Do BPM standards help?
- The concert

CASE STUDY

Rolling-out Process Implementations

Andrew Elliott, Head of Business Assurance
Ian Johnson, Head of Group Process Review & Audit, Taylor Woodrow plc

TW plc has acquired a number of companies in the past few years. During this time it also embarked on an internal reorganisation that brought together a top UK housebuilder, an established commercial property developer and a world-renowned contractor. It was recognised that the business needed to challenge the environment of well-established, local practices, long-standing relationships and a highly fractured and diverse supplier base. Consequently, TW set about a wholesale process review, designed, built and implemented a single way of working across its entire UK team of 5000 people, to deliver efficiencies and scale benefits.

- Obtaining real Business Commitment – High level sponsorship
- Design - Establishing a single framework
- Ownership – Process development
- Responsibilities – Process adoption
- Communication: Objectives, accessibility and processes

14:20 - 15:20 CONCURRENT SESSIONS

Using BPM for Managing Compliance

Peter Aggleton, Managing Director, SECOR Consulting Limited

Many companies globally will have to provide information/evidence to support their Sarbanes Oxley and a rising number of other compliance statements. Compliance against the governing acts is ongoing and cannot be solved by a one-off spurt of activity and then forgotten. The need for constant process monitoring and continuous improvement is here to stay. For some, the use of BPM data and tools has significantly helped in meeting these requirements.

- BPM tools to enable process rules and controls to be pre-set
- Tracking and monitoring both manual and automated steps across end-to-end processes
- Enabling real-time monitoring/reporting and complete activity audit trails
- Designing processes to enabling rapid change and continuous improvement and the retention of compliance

CASE STUDY

Successful Process Management in a Globally Operating Enterprise

Ulrich Nawrath, BMW Group

In this presentation the philosophy and key factors for successful process management in a global operating company will be explored. Process management experiences from the last three years in the different departments and process chains of the BMW Group worldwide will be addressed and several project examples will be cited. The notations used for process modelling on different abstraction levels and the principles applied to the process architecture will be shown. The session leader will also discuss the role of objectives, procedures and motivation factors in achieving success. Finally an outlook for further potential in the sectors, value chain network and business development areas will be given.

- Process Modelling: Notation and Architecture
- Modelling Examples
- Success Factors
- Business Network Collaboration
- Outlook

BPM Standards Panel Discussion

Derek Miers, BPMI, Andrew Watson, OMG, Jon Pyke, WfMC

For BPM to mature into a genuine cross-functional and enterprise-wide capability, knowledge sharing and clear communication among the participants and the capability-enabling professionals as well as business managers is required. Traceability, alignment and consistency of semantics and content are a mandatory for integrity to occur. All players in the industry seem to hold this true. So, where are we today and what does the future hold? This session will feature a no-holds-barred discussion among influential members of the world's process standards setting bodies regarding the state and future of process standards.

- Model representation and knowledge needs
- The need for standards (redux)
- Assessment of standards in the modeling and tool space
- Assessment of standards in the automation technology space
- Prognostication for the next one to three years

CASE STUDY

BPM On-track at Network Rail

Andrew Manning, Enterprise Architect, Network Rail

Network Rail is undergoing significant change to enable improvements to the rail infrastructure. An integrated view of people, process, content and technology is required to support effective change.

This session will outline Network Rail's vision & roadmap for ensuring the reuse, integration and implementation of business processes. It will outline the organisational changes that have been necessary to support Business Process Management; the technology choices; overlap with quality initiatives (Six Sigma); use of a role based portal; support for process automation; measurement and change management.

- BPM Vision & Roadmap
- Framework for reuse, integration, communication, implementation, change control and measurement
- People issues encountered
- Technology choices addressed
- Lessons Learned

15:50 - 16:50 CONCURRENT SESSIONS

The BPMG 8 Omega Framework

Mark McGregor, BPMG

Process Frameworks have received much coverage over the past 12 months. But how can you select an appropriate approach for your organisation? What relevance does the CMM approach have for those interested in measuring process performance. How does the BPMG 8 Omega Framework relate to this and the other Frameworks being talked of in the market today? These and other key issues such as why use a framework at all will be addressed in this short, fast paced session.

- Overview of Frameworks and Maturity Models
- The BPMG Approach
- Conducting a BPM Audit
- Understanding the Gap Analysis
- The 8 Omega Framework for Business Process
- Using 8 Omega to drive your process project

Process Modelling for the Real World

Martyn Ould, Consultant, Author and Lecturer, Venice Consulting

The new breed of Business Process Management Systems step well beyond the world of information and workflow systems in the way they actively support business processes. The demands on our modelling techniques become greater: traditional simplistic pictures are no longer enough - we now need in-depth understanding of the dynamics of our processes and the organisation.

Martyn Ould's newly-published approach throws away wall-to-wall charts and arcane application logic, and sees processes as participatory, concurrent, and mobile.

With the resulting in-depth understanding, you have the leverage to innovate to meet the demands of tomorrow's market.

- Why traditional approaches are no longer enough
- How to understand an organisation and its processes
- How to understand a process as dynamic collaboration
- Designing processes for BPMSs

Real World Business Process Management and Integration Experiences

David Keene, Director of Product Management, EMEA, Oracle

This session will detail how customers are adopting BPM technologies today within strategic and traditional integration spaces and how this can improve competitive advantage and enable a more adaptive business style.

It will deal with the role traditional Enterprise Application Integration (EAI) technologies play with BPM initiatives as well as how Service Oriented Architectures (SOA) are used as backbones to BPM solutions. It will look broadly at BPM technology components ranging from pure Process Management and Human Process Flow through to Business Activity Monitoring (BAM) and Rules Engines. Finally David will discuss his candid observations of the early standards-driven approach taken with Business Process Execution Language (BPEL).

- Real-world examples of companies that have used BPM technology
- Lessons learned so far
- How BPM fits with SOA architecture and EAI solutions

CASE STUDY Deploying Process Based Applications At The Customer Frontline

Jon Hodge, Head of Business Change Capability, UK Bank ADIR Programme, Personal and Small Business Customers, Barclays Bank

Barclays UK Banking division, made up of 1,500 branches and 7,500 staff, today serves a customer base of between 10 and 14 million people. In order to respond to the ever changing demands of its customers, it is essential that business processes are integrated throughout the organisation to ensure complete visibility and control. The session will look at how Barclays has deployed a set of process based applications to frontline customer facing staff and the experiences and benefits encountered. The rationale for choosing a process based approach to such a crucial customer engagement will also be discussed and the overall objectives of the program to replace and reengineer customer facing applications.

- Managing customer needs directly
- Building a process based approach
- Objectives of the reengineering program
- Improving customer and employee satisfaction

"Very useful event - gained a lot of information on key topics that are of immediate relevance to me."

Rob Davis, Principal Consultant, BT

09:00-09:45 KEYNOTE

Delivering Lower Costs, Better Margins, Greater Client Service - A Global Case for BPM



Steve Towers, Chairman BPMG

Your role in the organization is critical to its success. So what processes should you, your team and your business excel? BPM can give your business stability in a dynamic world. But, in the reality of your day-to-day business processes, what does this actually mean? Learn how organizations across the globe are saving money, saving time and adding value, using principles of BPM and enabling it effectively.

- BPM is critical to business success
- BPM delivers at least TEN key business benefits
- BPM and a proven framework for achieving success
- Recent Case Study examples

09:45-10:30 KEYNOTE

The Pentagon Phoenix Project: Process and People Respond to the Challenge



Nancy Lee Hutchin, Capture Alliance Manager, General Dynamics Network Systems

The Phoenix Project, which renovated the Pentagon after 9/11, had all the qualities which meld outstanding process, project and program management with driving personal commitment from each team member. Recently awarded the PMI Project of the year in the United States, this initiative was composed of multiple components including 30,000 activities, and 3,000 members. Clearly anyone would tag this as a potentially high-risk endeavor. But the Phoenix Project came in 28 days ahead of schedule, and \$194 million under budget. How did the catastrophic impact of 9/11 drive the development and implementation of a flexible process structure for the Pentagon Renovation Program, thereby enabling this stunning accomplishment? Ms. Hutchin will bring her background in process engineering and change management to this question and provide hands-on insight into this truly moving and award-winning effort by discussing the following topics:

- Building the relationship - flexible contract vehicles and appropriate incentives
- Scoping the project - "ultra-fast track" scheduling
- People - integrated process teams and personal commitment
- Metrics - clear goal and step identification
- Leadership - present from the top down!
- The two keys - people and processes

11:00 -12:00 CONCURRENT SESSIONS

Engaging Senior Leaders in Adopting Enterprise Business Process Management (EBPM)

Andrew Spanyi, Managing Director, Spanyi International Inc.

BPM initiatives will only deliver what most senior leaders want if they are fully engaged in applying BPM principles and practices at the enterprise level. Yet, many of us have learned that transforming the executive team's traditional thought models and behaviors to look at the business systemically is easier said than done. This session will examine what is needed to create executive engagement and enthusiasm around the application of eight essential principles, and illustrate what actions are needed to achieve business process thinking at all levels.

- The major BPM linkages; strategy, culture, innovation
- The key changes needed in executive roles and behaviors to assure EBPM success
- Major issues and roadblocks that need to be addressed and overcome
- The key types of decisions which need to be made

The Future of Process Modeling is Now

Kathy Long, Consultant, Process Renewal Group

Discovering and communicating knowledge about a business and its processes can be a major contributor or a barrier to BPM success. The challenge arises from the diversity of audiences, ranging from senior managers to technical implementers, which must understand different aspects about the same processes. The predominant communication mechanisms traditionally utilized is graphical "process modeling". The issues facing the creators of these graphical representations are the desire for standardization, consistency, usefulness to downstream users, reusability and intuitiveness to various reviewers. Standards surrounding these models must be developed with all audiences in mind. This session will focus on the key aspects of the future direction of process modeling.

- Why modeling standards are important
- Current status and direction of modeling standards
- What progress has been made in the last twelve months

BPM Technology Trends and Maturity Assessment

Laurent Lachal, Senior Analyst, Ovum Ltd

This presentation will provide an overview of how workflow has grown into BPM (Business process management). It will look at the advantages, shortcomings and maturity level of this evolution from both supply and demand points of view. In doing so it will look at the way BPM relates to other IT domains such as application development, integration, business intelligence (the 'other BPM: business performance management) and IT service provision.

The presentation will help you

- understand the role of BPM in their IT architecture landscape
- understand what BPM software vendors can and cannot deliver
- interact with current and would be BPM suppliers in order to get the most of this interaction

CASE STUDY to be confirmed
visit www.bpm2005.com for further details



13:15 -14:15 CONCURRENT SESSIONS

Managing Processes as Services

Peter Haine, Independent Consultant

Many process re-design exercises fail at the point of implementation because the practical aspects of stakeholder engagement and trouble-shooting haven't been thought through and managed. Delivering the process within the framework of a managed service enables service management principles to be applied in assuring the early and ongoing success of the process. In his work with the IT department of a major global corporation, Peter Haine has had the opportunity to experience first hand the benefits of applying service thinking to successfully implementing global processes.

- Thinking holistically – embedding processes within an operational service
- Why services are easier to implement than processes
- Stakeholders as customers
- Driving behaviour through metrics
- Driving ROI through shared services

CASE STUDY

Evolving a Business Architecture for a Federated Enterprise

Sadie Legard, Global Architecture

Methodology Manager, BAT

John Mayall, Senior Consultant, Enterprise Architecture Solutions

In a global business, divergent processes lead to inefficiency and confusion. BAT has used enterprise architecture to define common methods for processes definition, and ensure that the implications of divergence are fully understood. These methods have been rolled out globally and are a key part of an overall enterprise strategy to align business and IT.

The session will cover how the enterprise architecture supports the business processes, how global alignment of processes to the architecture is managed, the implications for BAT of not doing this, and why alignment of processes to the enterprise architecture is important.

- Global processes vs local processes
- Using the enterprise architecture to identify process issues
- Implementing global methods
- 'Carrots or sticks', the role that governance plays

Giving your Process a Brain: Implementing Process and Rule Solutions

Peter O'Donoghue, Principal, Splash Consulting

Enterprise processes are the vehicles by which organizations deliver value to their customers. A key value proposition of Business Process Management Systems (BPMS) is to bridge the IT-Business divide and facilitate the business taking ownership of their processes. For those seeking adaptive processes, business rule agility is a must. In this role, processes act as integrators; orchestrating humans, systems, and business rules. A BPMS solution that facilitates the orchestration of people and systems alone is incomplete. To round out the perfect BPMS offering, a robust Business Rule capability is paramount.

- Learn the importance of Business Rules to Business Processes
- Gain insight into the agility of a Rules Enhanced BPMS
- Understand your BPMS/Business Rule architectural options
- Avoid having too many applications to manage your business processes

CASE STUDY to be confirmed
visit www.bpm2005.com for further details



"Eclectic yet good blend of topics, speakers and approaches. Highly educational and interactive."

*Doug Kirkpatrick,
The Celestia Group*

14:20 -15:20 CONCURRENT SESSIONS

Organization Change Strategies and Structures for Aligning People and Processes

Dennis Rohan, CEO, Rohan and Associates

Oksana Barydula, CEO, The MYRA Group

Understanding and applying new change strategies and structures to ally people with processes poses stimulating leadership opportunities for managers. The act of altering processes, even minor adjustments, can send aftershocks throughout the organization culture. Misalignments between people and processes can seriously disrupt implementation strategies. However, new methods have emerged that allow BP managers to manage change by blending individuals, teams and technology into an ongoing cohesive force to improve process performance.

- Change management leadership insights
- Aligning the right people to the right process
- Selecting and staging the best team building methodology for aligning people with processes
- Practical methods for building BPM team stakeholder buy-in and teamwork
- Creatively blending existing internally developed processes with leading-edge BPM methodologies to create a new culture

Service-Oriented Business Process Redesign

Paul Allen, Author and Business-IT Strategist, Computer Associates

Service-orientation is a business model concerned with the buying and selling of services to achieve commercial advantage and adaptability. This is in sharp contrast to seeing the organization as a production line. To get there, the need is for stepwise process redesign exploiting services where possible to deliver "quick wins". At the same time the challenge is to evolve a full set of services, which are offered to the business processes. Paul lays out the ground for achieving this balance in terms of a service-oriented redesign pattern together with real world examples.

- What makes service-orientation different
- A service-oriented business process redesign pattern
- Incremental process redesign and service-oriented architecture
- Enabling technologies
- Achieving business value: execution strategies and examples

CASE STUDY

Process Automation in A Multi-Channel Environment

Stuart Murdoch, Development Manager, Standard Life Assurance Co

One of Standard Life's objectives has been to leverage its extensive user base (>2000 seats) equipped with workflow and image technology by extending the automation of business processes.

Innovatively combining package technology and in-house custom development, immediate savings and high levels of accuracy and reliability have been realized by focusing on manual intervention only in exceptional cases.

By using new development methods based on "lean/agile programming" techniques and small self directed teams, response time for new solutions has been dramatically reduced and implementation risks mitigated.

- Leveraging investment in BPM to create savings through straight through processing
- Automating customer request processing originating from multiple channels
- Developing automation solutions using lean/agile techniques
- Managing the risks of introducing highly automated solutions

CASE STUDY to be confirmed
visit www.bpm2005.com for
further details



15:50 - 16:50 CONCURRENT SESSIONS

CASE STUDY

Process Frameworks for BP Management

*John Bentien, Senior Manager – Continuous
Improvement, Lloyds TSB*

A process framework is the foundation for sustainable process management. The contextual application of defined business activities is a key requirement for the coordination and prioritisation of improvement initiatives.

This session will outline the development of the process management infrastructure within Lloyds TSB. It will show how the process framework has evolved and been used as a basis for defining process ownership, developing management information, and determining improvement and re-engineering proposals.

- Theoretical concepts behind the development of a process framework
- The need for compromise to embrace the existing functional organisation
- Using the framework to drive improvement through process owner teams
- Developing process based management through activity based information

Taking a Business Object View of a Business Process

Jorge Coelho; Managing Partner, SisConsult

This presentation will show a method that adopts an integrated and systemic business process approach from the top level to the task level that delivers results that comply with ISO9001. The information needs are specified in terms of services and objects in interactive sessions that design and validate findings in real time. All the modeling is done without knowing who, how and what department does the job.

- From enterprise architecture to balanced scorecard
- The need for a unique repository
- Using the process architecture to achieve consensus and change
- Running the Workshops
- Aligning IS and Business Strategy

"I appreciated the number of case studies and the knowledge sharing that took place."

**Anne Salates,
F Hoffman La Roche**

CASE STUDY

Business Engineering Ealing Council

*John Anderson, Business Architect, Ealing Council
Antony Page, Director of Consulting, InPhase Software
(UK) Ltd*

Ealing Council is re-engineering the Council from a traditional silo service focussed operation to a single customer facing business. By December 2005 Ealing Council will be the leading edge council for the UK and will be a market leader in the fields of Business Process Re-engineering and knowledge management. In Ealing's approach to re-organising service products to focus on the customer they have developed traditional approaches to BPR to incorporate the deployment of universal ICT system capabilities. Conservatively, the Council can expect an increase of efficiency of 15% against addressable spend.

While they have used external support as required, the change and benefit realisation has been delivered internally from a Change Management Team.

- Learning from business process re-engineering
- Moving from business process re-engineering to business engineering
- Incorporating business design, universal systems (CRM/ERDMS) and line of business systems, knowledge management, management information, business continuity
- Making delivery happen and getting the benefits

CASE STUDY to be confirmed
visit www.bpm2005.com for
further details



16:50-17:30 CLOSING PANEL

Roger Burlton and Steve Towers

To close the conference the Conference Chair and the Chair of BPMG will review the highlights and take-aways of the conference and look forward to next year in the spirit of continuous process improvement. An added feature will be some prognostications on the directions that BPM may take in the near future. The session will close with a draw for books and other valuable rewards from some of the numerous authors and companies at the conference.

Group Booking Discounts

- 3-4 delegates 10%
- 5-9 delegates 20%
- 10 plus delegates 25%

Conference Producers:



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 10,000 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 an use of information technology and of course maximising the value from its people.
www.bpmg.org



IRM UK - IRM UK is an international organisation that specialises in strategic training for IT & business professionals and managers. Our presenters have superior technical knowledge, teaching skills and a wide range of practical business experience. They are some of the most influential technologists, methodologists and original thinkers in IT and business today. Noted for the participation of top level decision makers from both the corporate, user and vendor communities, and the lucid analysis of critical strategic and management issues, our events are condensed and rigorous combining technical explanations with management advice and discussions of future directions. Our world class speakers include Roger Burlton, Kathy Long, John Zachman, Graeme Simson, Larry English, Chris Date and Suzanne Robertson. www.irmuk.co.uk



Process Renewal Group - The Process Renewal Group is a consulting organization committed to helping its clients successfully manage business change. Our mission is to help dramatically improve our client's performance through the renewal of business strategies and business processes as well as the innovative application of information technologies. Our challenge is to make a lasting difference in our clients' effectiveness by helping them to deliver creative and pragmatic business approaches and solutions. We gauge our success by our clients' success.
www.processrenewal.com

Business Process Management Conference Europe 2005

BPM in Practice

Registration Fees:

Full payment or a purchase order is due prior to the conference. Payment may be made in Sterling (£) or Euros. If paying in Euros the prevailing exchange rate of the country of the delegate or delegates' company is to be used. The total Euros remitted should be the amount required to purchase the sterling pound cost of the event on the day of payment. All delegates must add VAT (17.5%) to their total conference fees. VAT may be reclaimed by delegates from the tax authorities after the event.

Registration Fees

Entire Event (9-11 May)
 FEE: £1,295+ VAT (£226.63) = £1,521.63

Conference Only (10-11 May)
 FEE: £995+ VAT (£174.13) = £1,169.13

Tutorials Only (9 May)
 FEE: £545+ VAT (£95.38) = £640.38

BPMG Member Fees

Entire Event (9-11 May)
 FEE: £1,195 + VAT (£209.13) = £1,404.13

Conference Only (10-11 May)
 FEE: £895 + VAT (£156.63) = £1,051.63

Tutorials Only (9 May)
 FEE: £495+ VAT (£86.63) = £581.63

Printed Version of Documentation: Event proceedings will be provided to all delegates on CD Rom. If you would also like to receive a printed version of the documentation on registration the cost will be £75.

If you are unable to attend you will be able to purchase a set of the proceedings on CD Rom for £250.

DISCOUNTS are available for group bookings of 3 or more delegates – please contact IRM UK for details

The registration fee includes the conference lectures, documentation on CD ROM, refreshment breaks and lunch on each day of the conference. The cost of hotel accommodation is not included in the conference fee.

UK Delegates: Expenses of travel, accommodation and subsistence incurred whilst attending this IRM UK conference will be fully tax deductible by the employer company if attendance is undertaken to maintain professional skills of the employee attending. Non-UK Delegates: Please check with your local tax authorities.

Cancellation Policy:

Cancellations must be received in writing at least two weeks before the commencement of the conference and will be subject to a 10% administration fee. It is regretted that cancellations received within two weeks of the conference date will be liable for the full conference fee. Substitutions can be made at any time.

Cancellation Liability:

In the unlikely event of cancellation of the conference for any reason, IRM UK's liability is limited to the return of the registration fee only. IRM UK will not reimburse delegates for any travel or hotel cancellation fees or penalties. It may be necessary, for reasons beyond the control of IRM UK, to change the content, timings, speakers, date and venue of the conference.

Conference Location:

Radisson SAS Portman Hotel
 22 Portman Square
 London, W1H 7BG, UK
 Tel +44 (0)20 7208 6000
 Fax +44 (0)20 7208 6001
 www.radissonsas.com

Hotel Accommodation Details:

IRM UK in association with JP Events have arranged special discounted hotel rates at the venue above and at other hotels nearby.

Email: Enquiries@jpeventsltd.com

Tel +44 (0)20 7428 9911

Fax +44 (0)20 7428 9966

www.jpeventsltd.com

Registration Form

Organisation.....
 Address.....
 City..... Postcode.....
 Country.....
 Telephone..... Fax.....
 e-mail.....
 Booking made by.....
 Approving Manager..... Position.....
 Please tick here if this completed form confirms your telephone registration.

Delegate Details

1. Surname..... Mr/Ms/Mrs/Dr
 First Name.....
 Job Title.....
 Direct e-mail..... Direct tel:.....
 2. Surname..... Mr/Ms/Mrs/Dr
 First Name.....
 Job Title.....
 Direct e-mail..... Direct tel:.....
 Billing address if different from above.....

Please quote this booking code when registering:

BOOKING CODE = WBD

Please register me for

- Entire Event 9-11 May 2005
 Conference Only 10-11 May 2005 Tutorials Only 9 May 2005
 I am a BPMG member and am therefore entitled to the discounted fee. Please include your BPMG Number/User Name:.....
 Apart from receiving the event proceedings on CD ROM, I would also like to receive a printed version of the documentation on registration. I understand that the cost for this will be £75.
 I am unable to attend the event but I would like to purchase a copy of the proceedings on CD ROM for a cost of £250.

Payment Details:

Please note that full payment or a purchase order is due prior to commencement of the conference
 Please tick appropriate method of payment:
 Cheque, drawn on a UK bank, enclosed for £..... made payable to IRM UK Strategic IT Training Ltd
 Purchase Order Number.....
 Bank Transfer (Please attach a copy of your bank transfer order to this booking) Contact IRM UK for our bank details on +44 (0)20 8866 8366. When paying by bank transfer, please ensure that the order includes the following details: the Conference Title, the Delegate Name, and your Company Name. Please ensure the full amount is paid, including VAT.
 Credit Card
 American Express Visa Mastercard Eurocard Delta
 Please charge £..... to my account
 Name on credit card (please print).....
 Cardholder's Signature..... Date.....
 Account Number
 Expiry Date
 Credit card Billing Address if Different from above.....

Please send information about sponsoring and/or exhibiting at the conference

- I am unable to attend this event, but please add my details to the IRM UK Mailing list
 Data Protection: The personal information that you provide will be held on a database by IRM UK. We may occasionally release your details to other reputable companies. If you prefer not to be included in this service please tick the box

How to Register



e-mail: customerservice@irmuk.co.uk



website: www.bpm2005.com



Fax: +44 (0)20 8866 7966



Phone: +44 (0)20 8866 8366



Post: IRM UK, Bishops Walk House,
 19-23 High Street, Pinner, Middlesex HA5 5PJ, UK