

Introduction

BPM Excellence in Practice 2010

Successful Process Implementation

Layna Fischer, Global Awards Executive Director

The prestigious annual **Global Excellence Awards for BPM and Workflow** are highly coveted by organizations that seek recognition for their achievements. Now evolved into their 18th year, originally starting with, and moving through, imaging, documentation, knowledge management and more, as our industry moved forward, these awards not only provide a spotlight for companies that truly deserve recognition, but provide tremendous insights for organizations wishing to emulate the winners' successes.

These winners are companies that successfully used BPM in gaining competitive advantage within their industries.

CRITERIA

The criteria for submitting an entry are fairly simple: the project should have been operational for six months prior to nomination, and have been installed within the past two years. The submission guidelines, however, are more detailed. To be recognized as winners, companies must address three critical areas: excellence in *innovation*, excellence in *implementation* and excellence in strategic *impact* to the organization. Details at www.bpmf.org.

Innovation

Innovation encompasses the innovative use of technology for strategic business objectives; the complexity of the underlying business process and IT architecture; the creative and successful deployment of advanced workflow and imaging concepts; and process innovations through business process reengineering and/or continuous improvements.

- Innovative use of BPM technology to solve unique problems
- Creative and successful implementation of advanced BPM concepts
- Level of integration with other technologies and legacy systems
- Degree of complexity in the business process and underlying IT architecture

Implementation

Hallmarks of a successful *implementation* include extensive user and line management involvement in the project while successfully managing change during the implementation process. Factors impacting the level of difficulty in achieving a successful implementation include the system complexity; integration with other advanced technologies; and the scope and scale of the implementation (e.g. size, geography, inter-company processes).

- Successful BPM and/or workflow implementation methodology
- Size, scope and quality of change management process
- Scope and scale of the implementation (e.g. size, geography, inter-and intra-company processes)

Impact

Impact is the bottom line, answering the question, "What benefit does BPM deliver to my business? Why should I care?"

- Extent and quantifiable impact of productivity improvements

- Significance of cost savings
- Level of increased revenues, product enhancements, customer service or quality improvements
- Impact of the system on competitive positioning in the marketplace
- Proven strategic importance to the organization's mission
- Degree to which the system enabled a culture change within the organization and methodology for achieving that change

Using BPM for Competitive Advantage

Examples of potential benefits include: productivity improvements; cost savings; increased revenues; product enhancements; improved customer service; improved quality; strategic impact to the organization's mission; enabling culture change; and—most importantly—changing the company's competitive position in the market. The visionary focus is now toward strategic benefits, in contrast to marginal cost savings and productivity enhancements.

While successes in these categories are prerequisites for winning a Global Excellence Award, it would reward all companies to focus on excelling in *innovation*, *implementation* and *impact* when installing BPM and workflow technologies. Companies must recognize that implementing innovative technology is useless unless the organization has a successful approach that delivers—and even surpasses—the anticipated benefits.

SUBMIT AN ENTRY

Submissions for the annual **Global Excellence Awards for BPM and Workflow** open in the September timeframe. The Awards program is managed by Future Strategies Inc., the Awards Director is Layna Fischer in collaboration with Derek Miers of BPM Focus.org, with sponsorship from WfMC, OMG and BPM.com.

General information and guidelines may be found at www.bpmf.org or contact:

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Contents and Chapter Abstracts

Guest Chapters:

PRIMITIVES AND STYLE: A COMMON VOCABULARY FOR BPM ACROSS THE ENTERPRISE

Dennis Wisnosky, Business Mission Area Chief Architect & CTO, ODCMO, US DoD and Linus Chow, Oracle, USA

The US Department of Defense (DoD) is leading the way in the Federal Government for Architecture-driven Business Operations Transformation. A vital tenet for success is ensuring that business process models are based on a standardized representation, thus enabling the analysis and comparison of end to end business processes. This will lead to the re-use of the most efficient and effective process patterns (Style Guide), comprised of elements (Primitives), throughout the DoD Business Mission Area (BMA).

TRANSFORM BUSINESS PROCESSES THROUGH BUSINESS ANALYTICS

Clay Richardson, Senior Analyst, Forrester Research, USA

If you're reading this, odds are you're either knee deep implementing an enterprise-wide BPM program, or you're exploring the potential impact and value of standing up a BPM program for your organization. If neither of these apply, then maybe you're just bored and figured, why not learn about a new and exciting topic. Regardless which bucket you fall into, at some point you'll come face-to-face with BPM's multiple-personality disorder.

This is a conversation I've been having more and more with business process professionals. Some define "business process management" as a management discipline, while others define BPM as a technology. And still, others define BPM as a capability for transforming the culture of an organization. Most BPM experts—including yours truly—agree that BPM is broad enough to house all three of these paradigms. However, I'm always amazed to see the knock-down, drag-out fights that take place over three simple words: "What is BPM?"

TRANSFORMING SECURITY THROUGH EA AND BPM

Christine Robinson, Christine Robinson & Associates, LLC, USA

This Enterprise Architecture (EA), Business Process Management (BPM), and security approach offers the potential to dramatically transform security on all levels, providing leadership and practitioners alike the tools to benefit from a strategic to a granular level. Security often suffers from cultural barriers, inadequate funding, insufficient attention, bolting it on the back end, lack of understanding, lack of uniformity, and many more ills. This approach enables organizations to plan and implement security throughout an enterprise and beyond using EA frameworks and integrated business process management (BPM) software as an enabler.

Section 1: Europe

FACULTY OF MANUFACTURING TECHNOLOGIES—TUKE, SLOVAKIA

Finalist, Europe. Nominated by Czestochowa University of Technology, Poland

Faculty of Manufacturing Technologies as part of Technical University of Košice has recently decided to modernize library services through the use of advanced technologies and methods of work with a focus on providing specialized information resources. In our solution we have integrated a commercial automated library system CLAVIUS with RFID technology that improves the flaws of the traditional paper card and the bar code. As known RFID tags embedded in books enable automatic management of library items within libraries, but other possibilities to automate workflows in a library are more or less uncovered. This study focuses on the process-based library service modularization at the conceptual stage of development and adoption of RFID technology for library process automation in the above mentioned project.

HOMELoAN MANAGEMENT LIMITED (HML), EUROPE

Silver Award, Europe. Nominated by Lombardi Software, Limited, UK.

HML is a financial outsourcing company and the UK's largest mortgage servicer, providing outsourced mortgage administration solutions to over 30 UK and Irish lenders, and operating out of four UK locations – Skipton (North Yorkshire – head office), Padiham (Lancashire), Londonderry (Northern Ireland) and Glasgow. The company was established in 1998 and is a wholly-owned subsidiary of Skipton Building Society. The client portfolio includes some of the largest players in the UK and US financial markets and currently the company is managing in excess of £50bn of assets.

SNS BANK, NETHERLANDS

Silver Award, Europe. Nominated by Red Hat, Netherlands

SNS Bank, Netherlands, has made a strategic decision to empower its customers on-line by fully automating its business processes. The ability to automate these service channels is achieved by applying Business Process Management (BPM) techniques to existing selling channels. Both the publicly available and internal processes are being revamped into full scale Straight Through Processing (STP) services. This extreme use of online STP is the trigger in a shift that is of crucial importance to cost-effective banking in an ever turbulent and changing financial world. The key elements used in implementing these goals continue to be Free

Open Source Software (FOSS), Service oriented architecture (SOA), and BPM. In this paper we will present an industrial application describing the efforts of the SNS Bank to make the change from traditional banking services to a full scale STP and BPM driven bank that can survive on the Financial Crisis front lines.

SWISSCARD AECS, SWITZERLAND

Gold Award, Europe. Nominated by Action Technologies Inc., USA

The liberalization of the credit card market in Switzerland in 1997 paved the way for American Express and Credit Suisse AG to establish the joint venture company Swisscard AECS AG and to merge their credit card activities. Swisscard ideally combines the complementary strengths of the founding companies, with American Express being the global leader in card management and Credit Suisse providing strong national sales channels. On behalf of Credit Suisse, Swisscard offers the world-famous American Express card within Switzerland. It is thus the sole issuer in Switzerland with all three major brands (American Express, MasterCard and Visa) in its product portfolio.

Section 2: Middle East and Africa

ABU DHABI COMMERCIAL BANK, UNITED ARAB EMIRATES

Finalist, Middle-East-Africa. Nominated by Newgen Software Technologies Ltd., India

Newgen provided the bank with a BPM-enabled workflow platform, which not only helped bank to automate its processes, but also allowed seamless integration of the BPM solution with its existing applications. Abu Dhabi Commercial Bank (ADCB), with a strong presence in Consumer and Corporate is a leading provider of technology-enabled services. In its objective towards complete automation of processes, the bank was in urgent need for a solution that would enable end-to-end automation of their key business processes and also provide integration with its existing applications. Newgen provided the bank with a BPM-enabled workflow platform, which not only helped bank to automate its processes, but also allowed seamless integration of the BPM solution with its existing applications.

NAFITH LOGISTICS PSC, MIDDLE EAST AND AFRICA.

Nominated by TraxAware Software LLC, Jordan.

Nafith Logistics Services is a company that delivers logistics support and trade facilitation services on a national and regional level, and one of the main branches of the company within Jordan is NAFITH-Aqaba. NAFITH-Aqaba is a 250 employee organization spread over 39 remote locations working on a 24/7 shift structure to manage and control all trucks going in and out of the city of Aqaba. The NAFITH Truck Control System (TCS) is a public private partnership project with a 10 year concession from the Aqaba Special Economic Zone Authority with the primary objectives of eliminating congestion, pollution, and increasing road safety. The purpose of this document is to layout the overall success elements of implementing the NAFITH Online Intranet Portal (NOIP) for the Nafith-Aqaba operation.

NOKIA SIEMENS NETWORKS, UAE

Gold Award, Middle East and Africa. Nominated by Appian, USA

Nokia Siemens Networks was created in 2007 through the merger of the former Networks Business Group of Nokia and the carrier-related businesses of Siemens. Today, NSN is one of the world's largest network communications companies – with 60,000 employees, a leading position in all key markets across the world, and total sales of more than €15 billion a year. The Consulting and Systems Integration (CSI) unit within NSN is an organization of 4,000 staff, with sales of over €500 million a year. CSI desperately needed to get an established set of processes in place very quickly because without end-to-end visibility, fast and effective decision-making to drive the business was hampered, if not impossible. CSI looked to BPM technology

to drive quick, highly-configurable, higher-value/lower cost process solutions to meet its business goals.

SOUTH AFRICAN POST OFFICE

Silver Award, Middle East and Africa. Nominated by Pétanque Consultancy, South Africa

The case study is about how key business processes were mapped to deliver on strategy, embracing the elements of strategy, people, process and IT, within the framework of innovation.

The South African Post Office (SAPO) needed change on a number of levels: a fresh strategy agreed to in 2007 resulted in a new business model. This strategy was driven by the need for the South African Post Office to respond to changing markets and re-position itself as a major player in the region. This required SAPO to become more accessible, more customer-focused, more innovative in generating revenue and finding new and better ways of providing services to the urban and rural communities it services. The new model needed the right processes and people to eventually deliver on strategy. Through VizPro®, an innovative approach to process documentation and improvement, a number of challenges were overcome and resulted in benefits ranging from enterprise wide buy-in through transparency and participation, role clarity on who needs to do what to bring about the changes needed, along with capturing immense volumes of corporate knowledge in process maps that reflect the *business* view of the step by step activities needed to ensure achievement of strategic goals in storyboard format process maps that are easy to use and easy to follow.

Section 3: North America

AMERISOURCEBERGEN, U.S. A.

Silver Award. Nominated by Metastorm, USA.

AmerisourceBergen is a global organization that has embraced BPM technology. As part of the competitive and complex pharmaceutical industry, the company was faced with critical challenges like maintaining high standards while managing growth, creating efficiencies, making better and faster decisions and ensuring regulatory and legal compliance. Company leaders recognized that BPM can help them meet these demands – while delivering extremely significant impact and ROI.

Today AmerisourceBergen has established a BPM Center of Excellence, having deployed and optimized nearly 200 processes through-out the enterprise with approximately 3,000 global users. Total annual benefits are in the tens of millions of dollars. This nomination will showcase AmerisourceBergen's enterprise-wide BPM success, with specific mention of one of its most innovative BPM implementations.

LINCOLN TRUST COMPANY, USA

Gold Award, North America. Nominated by Lincoln Trust Company, USA

This paper describes the experiences of implementing an enterprise wide BPM program at Lincoln Trust Company. The program was constituted in early 2007 with an initial goal of managing core processes related to physical paperwork and an ultimate goal of using BPM technology to manage all strategic processes of the organization. When the program began the company was receiving over 100,000 client documents each month with limited to no control over these instructions. Initial, overwhelming success with an enterprise wide implementation of BPM technology to workflow-enable document centric processes led to the strong desire of company management to move quickly to our next goals of understanding, improving, and automating other strategic processes. By doing so we've been able to open our back office process for collaboration with a strategic outsourcing partner, drive processes to the web, reduce costs and risks, improve customer satisfaction, and completely turn around a damaged relationship between IT and the business.

PINELLAS COUNTY CLERK OF THE CIRCUIT COURT, FLORIDA, USA

Finalist, North America. Nominated by Global 360, Inc. USA

Supporting the most densely populated county in the state of Florida with a population of nearly one million residents, the Pinellas County Clerk of the Circuit Court office needed a process and document management solution for the Probate Division of the Clerk's office. This solution needed to not only make all court files and their supporting documents electronically available to all Pinellas County judges, lawyers, office staff, the public, and the entire County judicial system, but provide improved court file workflow and create an improved audit trail within the system. Moreover, the Clerk's office wanted to position itself to be in compliance with the state's legislative mandate requiring them to support e-filing and make records publicly available via the Internet.

SAN FRANCISCO PUBLIC UTILITIES COMMISSION, USA

Finalist, North America. Nominated by Interfacing Technologies, Canada

The retirement of baby boomer workforce is putting companies' productivity and readiness to the test. How quickly and efficiently companies rearrange their operations to the generational swap will set their competitive edge in the next years. Creativity and determination are crucial to overcome the challenge. The San Francisco Public Utilities Commission (SFPUC) implemented a business process management and workflow solution to drive change efforts across its organizations. The SFPUC deployed innovative ways to capture the baby boomers' knowledge and transmit it to the new generation; without missing a step in service efficiency and quality, the SFPUC prepared itself for major challenges such as environmental preservation.

COUNTY OF SAN JOAQUIN, CALIFORNIA

Silver Award, North America. Nominated by Oracle USA

The County of San Joaquin Information Systems Division is the central IT organization serving the County of San Joaquin, which is a midsize California county with a population of more than 650,000. The county's information systems division supports its systems serving general government, human resources, law and justice, and health services. To better serve our county and support the California Administrative Office of Courts (AOC) modernization initiatives we initiated a modernization effort using Business Process Management (BPM) and Service Oriented Architecture (SOA) technologies.

In our first phase we have successfully added SOA, BPM/BPEL & BAM, an Application Development Framework (ADF), J2EE appserver/webserver, RAC and Databases to our Enterprise Architecture (EA). Furthermore, during this first 18 months we developed an application for local warrants which has 30 modules and local admin console integrated with LDAP, CUPS, ActiveX, CLETS, CJIS and CAD systems. The Law and Justice application for Warrants has been live for over 18 months and has accumulated 30 million transactions with the application supporting over 6,600 employees, 18 Law and Justice Agencies in County of San Joaquin and integration with CLETS and Police Mobile car units. This success has been recognized by the California AOC and is published as a best practice success on their website.

Section 4: Pacific Rim

AEGON RELIGARE LIFE INSURANCE CORPORATION, INDIA

Finalist, Pacific Rim. Nominated by DST Global Solutions, USA

AEGON Religare Life Insurance Company Ltd, is a joint venture between AEGON, one of the world's largest life insurance and pension companies, Religare, one of India's leading integrated financial services groups and Bennett and Coleman, India's largest media house.

The company was launched across pan-India with multi-channel operations in July 2008 with over 30 branches spread across India. The business philosophy for AEGON Religare is to help people plan their life better.

RELIANCE LIFE INSURANCE, INDIA

Silver Award, Pacific Rim. Nominated by Savvion Inc., USA

Life insurance is a hugely competitive industry in India. It is also seasonal with the bulk of policies purchased during the end of the year. Reliance Life Insurance (RLIC) is an associate of Reliance Capital Ltd. which ranks among the top 3 financial services firms in India. In just two years of operation, Reliance Life Insurance has exceeded 2 million policies and is among the country's fastest growing life insurance firms in new business premiums with a year-over-year growth rate of 195 percent.

However, its technology infrastructure systems were not keeping pace with its rapid rate of development, limiting its growth, proving to be a bottleneck and preventing the company from scaling fast enough. A number of processes were manual and resulted in lack of visibility into operations. The absence of automation was impacting productivity and the ability to book revenue in a timely manner. RLIC needed to find a solution that could improve process control, enhance visibility, reduce policy turn around time, as well as accelerate time to market and agility

SOUTH AUSTRALIA DEPARTMENT OF THE PREMIER AND CABINET, AUSTRALIA

Gold Award, Pacific Rim. Nominated by HandySoft, USA

The Department of the Premier and Cabinet (DPC) is the principal government agency in the state of South Australia responsible for strategic planning and policy development. Under the leadership of the Premier and Executive Council, these matters of state business require collaboration and negotiation across more than 20 directorates and agencies with more than 40,000 potential participants. The workload, as a result, became highly dynamic, heavily paper-based, and prone to security breaches.

Rolled out in 2009, the Electronic Cabinet Online (ECO) system is DPC's answer to streamlining business processes, improving the quality of work and ensuring information security. The fundamental purpose of ECO is to create a paperless government.

Section 5: South and Central America

QUALA SA, COLOMBIA

Gold Award, South and Central America. Nominated by PECTRA Technology, USA

Quala, a multinational mass-consumption corporation dedicated to the production and commercial distribution of food, implemented a technology plan which included the adoption of a process management philosophy and the incorporation of a BPM tool to gain agility in front of market changes and greater scalability in the operations of: logistics, human resources, promotions and prices, with the same organizational structure. The BPM project allowed for integration of all the members of the value chain associating tasks from over 500 users in six Core processes. Time reduction (-250%) and a productivity increase (145%) stand out among the main benefits in human resources processes and expense reduction in the purchase of materials (USD 55,000 monthly).

Section 6 Appendix

AWARD WINNERS AND NOMINATORS CONTACT DIRECTORY

FURTHER READING, ASSOCIATIONS,