PASSPORTS TO SUCCESS IN BPM

Is your BPM project set up for success or failure?

Knowing what your BPM success will look like before you even begin will help you achieve it. So will knowing what are the most common causes of failure. We learn more from failure than success, but it’s easier, cheaper and quicker to learn from others’ mistakes rather than go through the pain personally.

BPM projects fail more often as a result of missed expectations than inadequate technology. In this book you will learn how to create and present a credible business case and plan for success. The value of BPM is realized through planning and measurement, and the business case needs to be developed with transparent success criteria and “real-world” metrics.

REAL-WORLD, THEORY AND APPLICATIONS

In addition to the highly insightful and instructional white papers contributed by industry thought leaders, this book provides compelling award-winning case studies written by those who have been through the full BPM experience.

These case studies describe successful ROIs and competitive advantages gained through BPM and the writers also share solid advice on how to avoid the pitfalls they personally encountered—and overcame.

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• US, Department of Veterans Affairs

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Passports to Success in BPM
Real-World, Theory and Applications

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Published in association with the Workflow Management Coalition

Workflow Management Coalition

20 Years of Thought-Process Leadership
INTRODUCTION

This case study details the experience of transforming a highly political, over-burdened and mostly manual governmental claims processing system into a highly efficient and effective system via the application of world-class solution architecture and information technologies products. It examines the direct benefits of following a structured approach that effectively decomposes the business layer into a collection of requirements backed by BPMN 2.0 process models, followed by the subsequent composition of the solution through the application and technology layers.

An emphasis on correctly positioning layered architecture principles is crucial to the formation and evaluation of an appropriate solution architecture. Of particular importance, once a layered architectural perspective is adopted, it becomes possible to cleanly abstract a process layer, whose functionality can be fulfilled via model-driven execution. In this case, this functionality is provided by the Living Systems Process Suite (LSPS) from Whitestein Technologies, a recognized visionary product in Gartner’s intelligent Business Process Manage Suite (iBPMS) Magic Quadrant.

This case study is structured as follows – first, it provides necessary background which serve as a backdrop to the problem, revealing issues of size and scope. Next it provides insight into the initial BPM-focused analysis that was conducted. This discussion is followed by an examination of a collection of transitional solution architecture diagrams that illustrate the evolutionary approach taken to delivering the full capabilities of the automated claims processing solution. Finally, the last section presents both results and concludes with a summary of lessons learned.

BACKGROUND

Legislative and regulatory changes are typically passed without full consideration of their downstream impact regarding how they will be effectively implemented. This case study details how the US Department of Veterans Affairs (VA) staged and managed the implementation of the Post-9/11 Veterans Education Assistance Act of 2008, which expanded the educational benefits for military veterans who have served since September 11, 2001. The culmination of this implementation effort delivered world-class claims automation capabilities, while leveraging existing technologies and legacy assets. The capabilities delivered by this solution were recognized as a finalist for the prestigious PEX Awards in the Best BPM Project category for 2013.

One of the hallmarks of successful transformation initiatives is strong executive support and organizational recognition as to the importance of an initiative. The automated processing of veteran educational claims was performed in alignment with the VA’s strategic plan. The automation of GI Bill benefits was identified as one of the VA’s major initiatives and was denoted as a High
Priority Performance Goals (HPPG) program. The HPPG program was established by the White House as part of the US President’s Accountable Government Initiative. As a high stakes program, the VA was determined to achieve the key goals that were set for this program. This is important as it provides a means to tie the initiative and its associated measurable results back to organizational goals and strategies.

When the legislation was enacted, a short-term solution for claims processing was put in place. This featured the hiring and training of hundreds of Veterans Claims Examiners (VCEs) who work in four geographically dispersed offices. The rapid on-boarding of staff presented many training challenges related to VCE competency development. It proved difficult to quickly gain intimate knowledge of the details and application of a complex government benefits program, established by legislative decree. Although the VCE resources were all performing the same business role, differences in interpretation of business rules and workflow presented compliance issues. Thus, the short-term, manual processing solution was ineffective due to the hand calculation of benefits and a lack of standard operating procedures across the four Processing Offices (RPOs). In effect, the lack of a runway to launch the program created a large backlog of claims that could only be overcome in the last stages of the long-term solution (LTS) implementation.

The scale of this benefits program presents a key challenge to the development and transition to an automated solution. Since the Post-9/11 GI Bill rolled out in 2009, more than $35.6 billion in benefits to over 1.1 million individuals has been awarded. As recently as October of 2012, it was reported that the total number of unprocessed claims had not dipped below 100,000 since July of 2011. This of course is untenable and creates undue hardship on the veteran. Besides creating difficulties when registering for classes, the benefits include a housing allowance. Not getting paid in a timely manner creates dire consequences when veterans cannot pay their rent. Notably, the volume of claims continues to increase due to the troop draw down in Iraq and Afghanistan. In 2013 approximately 3.4 million claims were handled by the system.

**ANALYSIS**

The human-based paper-claims processing solution was the baseline system which was studied. This analysis took the form of understanding the existing and desired operating model, and an assessment of the efficiency (Lean) and effectiveness (Six Sigma) of business service delivery.

The operating model relates business and technology alignment. From the business perspective one can assess the level of business process standardization, whereas the technology perspective is represented by the level of business process integration. The short-term solution exhibited characteristics of a diversified operating model – each of the RPOs had some variation and localization of claims processing rules and since the workload was divided geographically, there was no perceived need to integrate backend IT systems like The Image Management System (TIMS), which was replicated at each RPO. Clearly this operating model had direct, undesirable impact on claims processing effectiveness.

When considering the efficiency of claims processing, Lean’s focus on waste identification provided useful guidance for targeting changes that could be made via IT enablement. The following five wastes were identified:

1. Transportation: paper forms and mail service
2. Inventory: backlog of claims on desks represents excessive WIP (Work In Process)
3. Defects: additional approval processes for awards above a certain threshold; necessary for detecting possible errors in calculation
4. Over Processing: human desk checks validating consistency between multiple VA systems
5. Human Capital: under-utilizing VCEs analytical capabilities due to routine work that could be automated

Given that the goal of Six Sigma is to reduce sources of error and minimize variability, the operating model needed to change to one that enforced standard operating procedures across RPOs. The effectiveness of the solution could also be increased by eliminating manual benefit calculations to further reduce error and insure consistency across VCEs and RPOs.

**SOLUTION DELIVERY**

The initial phase of the long-term solution design took into consideration the identified issues that were related to operating model, efficiency and effectiveness. This resulted in the delivery of a private cloud-based infrastructure that delivered a Software as a Service (SaaS) application to the VCEs via the browser on their desktop computers. This same application was now accessible and in use at each of the RPOs. Thus the software provided a common standard operating procedure for VCEs to process claims via the structured screen flow of the model-view-controller architected web application. One of the key architectural decisions made at this stage of solution delivery was externalizing and separating the claims processing rules and calculations from the web application itself.

Though this first phase addressed issues of business process standardization; the solution simply overlaid the on-premise IT assets rather than integrating them across RPOs. As such, the operating model was transitioned from one that was diversified, to one that was replicated. The level of efficiency was raised dramatically due to the fact that a parallel effort enabled the electronic submission of claims, as well as student verification notifications from academic institutions. These electronic interfaces greatly reduced the amount of physical paper that was being moved through the system. From an effectiveness perspective, benefit calculation is now performed by a rules engine, which not only ensures consistency; architecturally it helps the solution accommodate further legislative changes without having to re-code and deploy the entire application. Encapsulating and accessing a rules engine via a service call was the start of what would become a robust service inventory.

Although the rules service was cleanly separated, the business layer and application layer remained entangled by the traditional approach to web application development. Of course it was recognized that having a clean separation between the business functions and their satisfying application services would have been initially desirable, the development team responsible for the web application was driven by a sense of expediency, rather than architectural purity. In the technology layer, an application server platform was hosted by the private-cloud’s infrastructure to support the deployment of the SaaS delivered...
application. Figure one highlights key architectural dimensions of the solution delivered by the initial phase of development.

Figure one: Solution Architecture associated with the initial phase of development.

Although significant benefits were derived from the initial deployment of the SaaS application, educational were still being manual processed, albeit with software assistance. Thus an analysis activity was conducted for the purposes of exposing and capturing the business process found within the SaaS application. These process models served multiple purpose: they provided independent documentation of the process used for the adjudication of a claim, they were leveraged to identify candidate software services and ultimately via a process of continuous refinement they became executable artifacts within the LSPS platform.

Figure two presents a high level BPMN 2.0 diagram of the claims adjudication process.

Figure two: High-level Process Model for Claims Adjudication
The initial solution was insufficient at addressing the quickening pace of claims backlog growth. In an effort to enable future adoption of an automated claims-processing solution, an interim, transitional architecture was put in place. The changes leveraged industry leading practices to cleanly separate the business process activities and flow from the application services that implemented the required functionality. This change had spill-over onto the information and data architecture which evolved to support multiple layers and models:

- a logical model exposed to the web application (i.e., information objects),
- a physical model (i.e., data objects) written to the databases hosted by the infrastructure,
- and a mapping layer between the two provided by a collection of data services.

The creation of application and data services, along with models and mapping related to information and data objects required the establishment of a governance architecture. The governance of services and the capabilities they exposed is crucial, especially when the transformation follows an evolutionary trajectory across transitional architectures. Figure three illustrates the interim solution architecture as described.

The other major integration challenge was to establish the web services to external systems. These systems need to be integrated for the automated solution to be effective; in essence they provide access to information assets that VCEs manually check for consistency. Thus the complexion of the existing IT landscape and required integration of legacy assets demanded detailed planning and careful study. Figure four depicts the five major external systems that the LTS solution integrates.
Many integration and performance architecture decisions needed to be made during the establishment of the interim solution. A key requirement for the establishment of a service layer, is that it could not adversely impact the performance of the web application. As such, a hybrid services architecture was established that leveraged SOAP-based web services for external consumption and EJB-based component services for internal consumption. In this way, the best of both worlds could be obtained – vendor and implementation decoupling for external services via the open standards of XML, XSD, WSDL and SOAP and the desired performance via optimized local calls to EJBs from the web application.

It is important to note that the changes required to establish the interim solution architecture were thoroughly explored via the establishment of a Proof-of-Concept (POC) environment. As illustrated in Figure five, this environment was simplified by the fact that many of the supporting architectural layers were considered out of scope – for example performance and environmental architecture. This POC facilitated detailed planning of required work, to include methods and procedures for data migration, software developer skill-set acquisition, and early establishment of the process orchestration engine as a means to rapidly compose and test application and data services that were developed.
The POC phase began with an Analysis of Alternatives (AoA) for the selection of a process engine which would support model-driven execution and was compatible with the existing technology stack and experience base of the development team. The AoA compared both open source and commercially available technologies. Some of the driving considerations were cost, performance, capabilities and compatibility with the VA’s Technical Reference Model (TRM). It was determined that the LSPS was the best fit for the stated goals and objectives of the automated claims processing solution. The below list provides insight into some of the key advantages that are presented by the chosen platform:

- LSPS is BPMN model-driven and JAVA centric. It is Eclipse-based and developer friendly.
- LSPS leverages traditional source code control and maven build scripts making its integration into the continuous integration build pipeline possible.
- LSPS is compatible with Weblogic Application Server technology which is the VA’s standard app server as defined in their Technical Reference Model (TRM).
- LSPS developed applications deploy as a J2EE Enterprise Archive (EAR file) making it compatible with existing deployment scripts.
- It is easy to integrate LSPS Custom Tasks with internal EJB services or external SOAP-based service technology.
- LSPS has specific functionality that eases persistence concerns of Personally Identifiable Information (PII).
- The LSPS administration application, process management console and dashboard reporting functions are available to operators via a web browser, facilitating remote diagnostics.
- LSPS was integratable with the existing security used for operation-level authentication and authorization.
The security mechanisms for accessing the LSPS applications integrate out-of-the-box with active directory for authentication and identity management.

LSPS supports standard J2EE container-based transaction management which was already being used by the LTS SaaS delivered Web App.

Figure six is a screen grab of the LSPS Process Development Environment. The top window in the figure shows the Goal-Oriented extension to BPMN, which drives the selection of plans that are specified in BPMN 2.0 based process models (bottom window). Goal-based modeling gives the platform enormous flexibility in regards to designing process models that execute with a high-level of dynamism.

**Figure six: Living Systems Process Suite’s process design environment**

In the final transitional phase, the LSPS product was introduced into the production system to fulfill the requirements for an automated claims processing engine. Naturally, the VA was cautious in rolling out automated claims processing; thus, they requested the ability to dynamically tune the claims processing. The tunable parameters became known as “knobs and switches” and serve to off-ramp claims from automation for manual processing by VCEs if a claim does not meet all conditions for automated handling. The switches allow settings to be enabled or disabled, whereas the knobs allow for dynamic thresholds to be established. An example switch is to off-ramp a claim if a change of student address is submitted by a school, whereas an example knob is a threshold that controls the maximum award size allowed to be automatically authorized. When the system was first deployed, conservative settings...
were used and 30% of the supplemental claims were fully automated. As comfort and familiarity with the capabilities of the system increased, changes were made to the tuning and by the six month mark, 53% of the claims were fully processed by automation.

In figure seven, the Process architecture block represents the automated claims processing channel. It is important to point out that both the automation engine and the web application are sharing the same inventory of services and rules engine. This is vital from a regulatory compliance perspective because it is provable that both application channels compute benefits using the same sets of computational assets; therefore, the results are consistent regardless of which channel is exercised.

![Process Architecture Diagram]

**Figure seven: Final architecture which supports automated claims processing.**

The automation capability served to promote the LTS database as the official authoritative source for information related to the processing of educational claims. As such, it facilitates an increased level of business process integration, moving toward a unified operating model. This will allow work to be more easily moved from one RPO to another based upon variations in workload and capacity. From an efficiency perspective, moving a full 50% of claims to hands-off, fully automated processing has eliminated the backlog. An added benefit was realized by reducing routine work, which allows VCEs to focus on claims that truly require more time and human judgment to process.

Figure eight depicts key architectural components of the two claims processing channels, manually processed claims leverage VCEs and the SaaS delivered web application, whereas, automated claims use the process engine. All supplemental claims are first directed to be processed in an automated
fashion; however, in the event they are off-ramped, they proceed to the software supported, VCE based processing channel.

**Conclusion**

The automated claims processing capabilities were deployed in September of 2012. In first 6 months of operation, 1.2 million supplemental claims were evaluated by the claims processing engine. Of these 560,000 were fully automated without human touch. Another 520,000 claims were partially automated before being off-ramped for VCE verification. Effectively, through automation, a virtual RPOs worth of claims processing capacity has been added to resource pool. Claims processing times have been reduced from nearly 3 weeks to 8 days on average.

Besides impressive raw performance numbers, this solution also met a key objective that was defined in the VA’s strategic plan. This objective was to use the LTS development to effectively create a model for future VA software systems development and acquisition. In other words, the Post-9/11 GI Bill LTS program defines an approach and technological foundation upon which the VA will build future systems and drive improvement across all programs. Lessons were learned from both technological and systems and software engineering perspectives. The two lists below highlight several key takeaways:

From a technological perspective:
• cloud-based infrastructure provided the underpinnings that allowed a change in the operating model
• the rules engine enabled the system to more readily adapt to policy and legislation changes
• the BPMS and its reliance on explicit process models helped increase the transparency of the solution to users
• using a shared inventory of services between the SaaS and Automation solutions ensures consistent claims processing
• finally, the approach of having configurable off-ramps to manual processing allowed the system to be tuned after deployment, allowing the VA to control that automation of claims to a level that they were comfortable with

Systems engineering and software development processes used during the creation of the solution that are influencing future software acquisition by the VA, are as follows:
• BPMN model-based development of system requirements allows requirements to be grounded within the context of a business process
• use of Application Lifecycle Management (ALM) tooling to support agile Scrum based software development at scale
• accelerated development via the use of a continuous integration build pipeline with automated regression testing
• the development and use of service governance processes to ensure the vitality and sustainability of the delivered solution

In closing, the success of this program was recognized in a recent press release from the VA (found here: http://1.usa.gov/1gu7w16) in which Under Secretary for Benefits Allison A. Hickey states that “This automation has not only improved education benefits processing, it has allowed us to shift resources to other priorities, like improving timeliness of disability compensation decisions. It’s a great example of how technology is helping us to transform the way we do business and better serve Veterans.”

TECHNOLOGY PROVIDERS

LSPS Goals provide amazing options for designing in intelligence and flexibility into applications. It allows for the alignment of a business’s strategic and operational policies with the processes themselves, providing governance and agility while optimizing process execution flow.

http://www.livingsystemstechnologies.com/

PAPER AUTHOR
Dr. Paul Buhler, Scientist at Modus21. See Appendix for full bio.

Founder Dan Neason, an innovator in Business Process Management, has spent more than 12 years implementing solutions for clients using BPM methods and technologies. This included experience developing methodologies, products, and implementing most of the major BPMS and related tools. He was introduced to LSPS while seeking a solution for a client’s requirements. The solution had to be powerful enough to create enterprise-strength applications; flexible enough to efficiently handle exception processing; based on robust, open standards; and, it had to enable smooth integration with existing applications. LSPS was that solution. In addition to the required power, flexibility, and integration capabilities it offered the only true goal-oriented approach to process modeling and execution.

LSPS Goals provide amazing options for designing in intelligence and flexibility into applications. It allows for the alignment of a business’s strategic and operational policies with the processes themselves, providing governance and agility while optimizing process execution flow.

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Introduction to the Complete Book

Passports to Success in BPM

Layna Fischer, Future Strategies Inc.

Is your BPM project set up for success or failure?

Knowing what your BPM success will look like before you even begin will help you achieve it. As will knowing what are the most common causes of failure. We learn more from failure than success, but it’s easier, cheaper and quicker to learn from others’ mistakes rather than go through the pain personally.

BPM projects fail more often as a result of missed expectations than inadequate technology. In this book you will learn how to create and present a credible business case and plan for success, starting with the chapter “BPM Success Manifesto.”

The value of BPM is realized through planning and measurement, and the business case needs to be developed with transparent success criteria and “real world” metrics.

In addition to the highly insightful and instructional white papers contributed by industry thought leaders, this book provides compelling award-winning case studies written by those who have been through the full BPM experience.

These case studies describe successful ROIs and competitive advantages gained through BPM and the writers also generously share solid advice on how to avoid the pitfalls they personally encountered– and overcame. These examples present great learning opportunities for you (and a lot more inside the book):

- Ensure representation from all relevant departments during process study and planning, including the IT department
- Don’t attempt to establish perfect specifications of a process without prototyping
- Removing paper doesn’t mean you have gone “paperless.” Make sure to capture data as well as routing data along with documents enables true workflow automation
- BPM is extremely fast and flexible which drives the business and IT to try to use BPM for solutions that aren’t true processes.
- Managing Demand – without a solid governance and prioritization process the BPM backlog can get unmanageable
- Don’t underestimate the true number of process steps (some may not be apparent in legacy world)
- Use an experienced Agile Coach: Projects which “try to be agile” may fail easily. Make sure you have enough experience and commitment of customers, business analysts and developers before you start.

BPM is essential to a company’s survival in today’s hyper-speed business environment. BPM done right empowers an enterprise to compete at the highest level in any marketplace. BPM done right delivers continuous business transformation.

So it is absolutely essential to understand how to avoid doing BPM wrong: in fact, your business depends on it.
INTRODUCTION: PASSPORTS TO SUCCESS IN BPM

Section 1: Understanding BPM

FOREWORD
Keith Swenson, WfMC Chair
Vice President of R&D, Fujitsu America Inc., USA
This year, a number of experts came together on line, and worked out a comprehensive definition for BPM. This definition is designed to be short enough to use regularly, without gratuitous words. Keith Swenson also offers substantial clarification on what BPM is – and is not.

THE TOP 5 REASONS WHY A BPM PROJECT FAILS
Peter Schooff, Managing Editor, BPM.com, USA
BPM is essential to a company’s survival in today’s hyper-speed business environment. But BPM often requires business transformation, and that’s really just another word for business change. Anyone with any business experience will tell you, anything that requires business change involves a high risk of failure. And the hard truth is, the greater the need for BPM in an organization, the greater the risk for failure. So why do projects fail? This chapter looks at the top five reasons.

THE BPM SUCCESS MANIFESTO
Nathaniel Palmer, BPM, Inc. (BPMI), USA
Business Process Management (BPM) is a discipline involving any combination of modeling, automation, execution, control, measurement and optimization of business activity flows, in support of enterprise goals, spanning systems, employees, customers and partners within and beyond the enterprise boundaries. This is the first consensus-led definition of BPM to emerge since it emerged as an identifiable software segment more than a decade ago. Yet it goes to the heart of what is driving interest in BPM today – the ability to improve and automate how we manage both our business processes and the information that supports them.

Nathaniel Palmer discusses impact of new technologies, the mandate for greater transparency, and how the ongoing aftershocks of globalization have collectively removed nearly any trace of predictability within the business environment. As a result, sustainable competitive advantage no longer comes from scale and efficiency but adaptability – the ability to process streams of information flows, make sense of these, and rapidly translate these into effective responses designed for precision rather repeatability.

HOW STRATEGIC ARE YOUR BPM INITIATIVES? 4 QUESTIONS TO ASK YOURSELF
Charles Farina, Essroc Cement Corp., USA
Gone are the days when process excellence was just about standardization, cost cutting, or quality. In today’s businesses, process is about enabling business strategy. So how sure are you that your BPM program stacks up?

One way to start addressing this question is to evaluate what you’re doing with respect to the characteristics of Strategic BPM. With these requirements in place, your BPM actions will be integrated with your company’s organizational objectives – resulting in strategic alignment!

The author emphasizes that BPM is not something that you do on top of everything else. It’s a key part of how you manage the business.

BPM EMPOWERS THE DIGITAL ENTERPRISE
Pedro Robledo, BPMteca.com, Spain
The Digital Economy, globalization, social and environmental problems, natural disasters, the threat of terrorism, migration waves... are conditioning companies to make urgent situation analysis exercises and strategic processes to be competitive and to maintain their companies with solvency. Aspects such as delinquency management, debt control, control margins, risk management... are highly relevant and priority processes.

Pedro Robledo reviews disruptive technologies arising from SMACT - Social, Mobile, Analytics, Cloud, Things - and details how organizations with a management approach should document, automate, analyze and monitor business processes, but not in terms of functions (marketing, sales, production, customer service...) but in terms of processes from start to finish and across all functional boundaries; understanding business processes as a sequence of activities to support the strategy, analyze operational effectiveness and facilitating the establishment of performance measures for continuous improvement.

EXPLOITING BUSINESS ARCHITECTURE FOR PROCESS EXCELLENCE

_Lloyd Dugan, BPM, Inc. (BPMI), USA_

Business Process Management (BPM) is a term that has regrettably come to mean too many different things to too many different but related practitioner communities, including process automation, process modeling, process improvement, business or enterprise architecture, etc. Worse still is that none of these communities fully and consistently define BPM as something that unifies and integrates its interdisciplinary nature. Instead, provincial interests have led some communities to balkanize (or fragment) what BPM means in order to assert methodological superiority or to gain market share or both.

Lloyd Dugan discusses, how, in many ways, BPM as a practice area is at a crossroads, wherein it, too, can give way to a successor concept (as BPM itself was to workflow) or it, as the preferred alternative, can evolve to be all of what it should have been in the first place, aka BPM 2.0.

USING ANALYTICS TO IDENTIFY PROCESS OPPORTUNITIES

_Frank F. Kowalkowski, Knowledge Consultants, Inc., USA_

Because processes are critical to business execution, process performance management and improvement have become two key aspects of BPM for improving business performance. These two key process approaches form the basis of enterprise transformation, integration and consolidation within the enterprise. They also support integration across enterprises and form the foundation for e-commerce, e-government and enterprise excellence. Organizations are good at assessing due diligence regarding financial, market and legal issues. However, studies (Michael Porter and others) show that most structural changes requiring integration fail due to operational (read process) and/or cultural incompatibilities. Both of these issues can be addressed with some core process and cultural analytics.

Frank Kowalkowski shows how all this leads to a need for process management that achieves a lean, compliant and more flexible enterprise. Process management and process methodology can provide process analytics at specific points in the methodology to reduce the failure rate. Management of processes should also include analytics that form the basis of monitoring continuous improvement of the enterprise as well as the processes through a process performance reporting system, often via business intelligence tools.
LEARNING FROM THE LEADERS

Prof. Mark von Rosing, Maria Hove, Henrik von Scheel

When you take the time to compare your own knowledge to that of others, you become better at learning. This is not a new phenomenon or concept; this is a basic reason why so many organizations want their employees to work together, to collaborate, and/or to create the circumstances for them to share knowledge. The growing amount of software that supports collaboration to enable effective mutual learning is a confirmation of this trend. This chapter looks at why it’s important to read the BPM case studies in this book, what we can learn from them and how we can take the most of them.

Section 2: Using BPM

BANK DHOFAR

Award: Banking and Financial Services: Loan Origination

Nominated by Newgen Software Technologies Limited, India

Established in 1990, Bank Dhofar commenced operations with two branches, in Muscat and Salalah. Today it is one of the fastest growing Banks in the Sultanate of Oman, with a strong presence in Corporate Banking, Consumer Banking, Treasury Banking and Project Finance. The bank realized that to facilitate and manage the growth of its retail assets, it needed to enhance its operational capacity, productivity, and ability to scale-up operations. Automation of key business processes was identified as a key imperative. The bank decided to automate two of its key business processes, Retail Loan Origination (covering Home Loan & Personal Loan), and Credit Card Processing.

The Loan Origination process is highly regulated and data-intensive, requiring input and feedback at multiple steps throughout the loan cycle. The bank realized that there was a strong need for a solution that could effectively digitize and handle the effective flow of the documents from across the process life-cycle. Further, to keep up with the demands of the ever-increasing customer-base, the bank needed a solution for end-to-end automation and centralization of its credit card processing and approval systems.

After evaluating a host of solutions, Bank Dhofar decided to go with a solution comprising a proven Business Process Management (BPM) platform, an Enterprise Content Management (ECM) platform, and a Scanning and Digitization suite, for end-to-end automation of its Retail Loan Origination and Credit Card Approval processes. The solution offered enhanced business flexibility, better credit risk management, and rules-based processing, resulting in improved business performance for the bank.

HCL IBS, UNITED KINGDOM

Banking and Financial Services, Back Office Optimization

Nominated by Corporate Modelling, UK

HCL IBS is an outsourcer carrying out policy administration and affiliated services in the UK closed book Life Assurance and Pensions market place. We deliver those services to demanding commercial SLAs, cheaper than the insurance companies with whom we contract. Our client contracts are on a “per policy” basis so revenue from those contracts reduces year on year in line with the attrition of each book of
business. HCL IBS also have to meet stringent and emerging UK regulatory require-
mements. In 2009, as a response to this challenge we began a journey to deliver im-
mediate reductions in operations costs (c.30%) and ongoing ability to control costs
whilst improving people productivity.

We have benefited from more than a 15% increase in the number of transactions
processed per person (FTE). This has been a key enabler to delivering more for less.
Within the first year, we also realized a progressive reduction in overall operating
costs of c. 15%. These savings have enhanced our competitive standing and reputa-
tion allowing us to profile new opportunities to gain market share. In addition,
upcoming releases and implementation of improved and additional workflow func-
tionality will cause further savings putting us well on track for our targeted 30%
reductions.

HML, UK

Finalist: Financial Services

**Nominated by IBM, UK**

HML responds faster to customer communications, streamlining workflows for in-
coming correspondence with IBM Business Process Manager. When your business
depends on your clients’ trust, you need to make sure that you meet their expecta-
tions, not just most of the time, but all the time. To ensure that it is serving cus-
tomers effectively, HML works to strict service level agreements (SLAs), which are
agreed individually with each client. The company constantly looks to improve its
performance in this area. HML receives up to 30,000 letters, 50,000 emails and
5,000 faxes from customers or a diverse range of third parties each month. Each
item of correspondence will initiate one of 80 corresponding processes, depending
on the type of request received.

Customer correspondence is now processed in an efficient manner allowing for im-
proved response times. Saved £400,000 from reduced manual processing and
£150,000 from consolidating processing onto a single platform. Flexible solution
enables new functionality to be developed quickly, with no need to invest in addi-
tional software.

LIBERTY UNIVERSITY, USA

Finalist: Education

**Nominated by BizFlow, USA**

Liberty University is the largest private, nonprofit university in the United States. It
has grown more than 1000% since 2003 and 100% since 2010. In order to both
enable and support such growth, Liberty has invested heavily in technology infra-
structure and automation. Liberty uses BPM to continually improve process effi-
ciences, user effectiveness, and overall customer services with students and staff.

In this paper, Liberty describes how it started with BPM and BPM Suites and where
it has implemented BPM beginning with Student Financial Aid. To date, Liberty has
reduced Verification record processing 42% from 12 minutes per record to 7
minutes per record while increasing the number of records processed by 25%
(13,826 to 18,349 records). More than 10 other processes have been fully auto-
mated.

PRINCE SULTAN MILITARY MEDICAL CITY, SAUDI ARABIA

Finalist: Healthcare and Medical

**Nominated by Bizagi, UK**
Prince Sultan Military Medical City (PSMMC) formerly known as The Riyadh Military Hospital (RMH) is located in Riyadh City and considered as one of the most advanced medical centres in the Middle East. PSMMC is the Medical Services Department (MSD) for the Ministry of Defense (MOD). The hospital now has a capacity of more than 1,400 beds and employs over 12,000 staff.

Key challenges faced by the hospital were related to patient safety. These included identifying the right patient, providing the right treatment to the right patient and preventing identification fraud and misuse of medical services by patients.

Existing legacy system used by the Patient Affairs department could not address these challenges. A BPM system was introduced to streamline and manage the improved processes of various departments associated with Patient Affairs. PSMMC has already had a positive experience after the Family and Community Department, Al-Wazarat Health Centre (WHC), was automated with over 70 processes last year. The system delivered end to end patient care for over 2,000 outpatients. The success of the first BPM initiative encouraged the PSMMC management team to consider the same BPM solution for this much larger initiative which required the end-to-end automation of a 1400 bed hospital, serving the big part of the city.

Key drivers for both projects was to deliver a highly intuitive system that medical professionals can use daily and easily and that helps to improve patients care and reduce costs.

**PSCU, UNITED STATES**

**Award:** Banking and Financial Services, Service Request Management

*Nomination by OpenText, Canada*

PSCU is one of the largest credit union services organizations in the U.S., representing close to 700 credit unions. PSCU implemented OpenText Assure in 90 days, enabling them to realize significant cost savings, improve customer service and satisfaction, and increase efficiencies. The Assure application factory provides out-of-box, industry best practice components to ensure a quick time-to-value and continuous process improvement. PSCU Customer Service Agents use the Assure Work Center to manage requests and resolve issues very quickly. The PSCU customers at the credit unions use the self-service portal to log requests and monitor the status of requests in real-time.

The BPM CoE team was instrumental in delivering a successful solution in such a short time frame. This team combined BPM and Six Sigma specialists to bridge the gap between IT and the business and build trust and collaboration, which was a huge advantage. After implementing Assure, PSCU was able to increase customer satisfaction levels as was noted in recent customer surveys, and by using the out-of-the-box reporting tools, they can now identify trends, predict issues, and proactively identify new service needs. Assure allows PSCU to respond faster and more efficiently to customer requests, process double the amount of requests with the same amount of staff, and has eliminated 90% of the paper in the process, saving them over $300,000 annually. This is a competitive advantage that PSCU is able to offer free-of-charge to the credit unions.

**RIGHT OF WAY, DEPARTMENT OF TRANSPORT OF ABU DHABI, UAE**

**Award:** Public Sector Planning and Permitting

*Nomination by DoT, United Arab Emirates*

The Department of Transport (DoT), in line with the overall strategy for the government of Abu Dhabi, has identified the need to improve customer care as a key
objective. They consider their customers one of their greatest assets. One of the key
drivers for this project was the improvement of customer care through the identifi-
cation and implementation of a leading NOC application and approvals procedure
to create clear impact on both internal and external customers.

All contractors, consultants and developers in the emirate of Abu Dhabi of the
United Arab Emirates are required to obtain No Objection Certificates (NOCs) from
the DOT for any intended construction within the Emirates’ Rights of Way.

As outlined in this document the main objective was to significantly improve the
application process required to obtain the Departments approval for third parties
to undertake work within the Rights of Way. This was achieved through the devel-
opment of the online NOC System as a single contact point for receiving NOC ap-
lications and to facilitate the expediting the issuing of consolidated NOCs on be-
half of the DOT.

REFINERY OF THE PACIFIC, ECUADOR

Finalist: Manufacturing

Nominated by AuraPortal (AURA), USA

Refinery of the Pacific Eloy Alfaro is a mixed economy institution created to build,
operate and sustain a complex 300 MDB refinery, through a strategic alliance be-
tween PDVSA and Petroecuador. This alliance contemplates the implementation of
process units with profound conversion technology, required for the production of
gasoline, distillates, LPG and chemical bases.

Refinery of the Pacific has successfully implemented BPM Methodology supported
on a Business Process Management suite (BPMS) for the operational and adminis-
trative management of its processes on a corporate level.

This Case Study is based on the first process to be implemented; the Public Pro-
curement Management process. This is a complex process made up of eight sub
processes for each type of procurement, which include the intervention of several
departments: Administration, Management, Finance, Accounts, Technical Com-
mision and Internal Control. The implementation of BPM methodology has led to
an effective automation of Refinery of the Pacific’s processes and a drastic reduction
in human error.

SWISS FEDERAL RAILWAYS SBB

Award: Transportation and Logistics, Agile Development

Nominated by ti&m AG, Switzerland

The Swiss are world champions in using their railways - on average a Swiss citizen
travels 2258km per year on the railway network. As a consequence the railway
system is heavily used and the quality of service has to be high according to Swiss
standards which also means the processes for rail network operation have to be
efficiently controlled.

The BPM project ‘SIP’ (SBB Infrastructure Portal) automates incident processes
with a workflow system. In the project, one unified BPM system was used for very
diverse process management and we would like to emphasize how we managed
complexity. Imagine a tree that has fallen on a railway track. It damages rails, power
lines and even telecom wires. A complex mixture of processes and organizations
(civil engineering, power services, IT, external companies) has to be mastered by
different technical control centers in order to efficiently react to the incident and
finally make the joint decision to give the green light once all impediments have been resolved.

U.S. DEPARTMENT OF VETERANS AFFAIRS, USA
Award: Public Sector, Benefits Enrollment

*Nominated by Living Systems Technologies, USA*

This case study details the experience of transforming a highly political, overburdened and mostly manual governmental claims processing system into a highly efficient and effective system via the application of world-class solution architecture and information technologies products. It examines the direct benefits of following a structured approach that effectively decomposes the business layer into a collection of requirements backed by BPMN 2.0 process models, followed by the subsequent composition of the solution through the application and technology layers.

An emphasis on correctly positioning layered architecture principles is crucial to the formation and evaluation of an appropriate solution architecture. Of particular importance, once a layered architectural perspective is adopted, it becomes possible to cleanly abstract a process layer, whose functionality can be fulfilled via model-driven execution.

VITENS, THE NETHERLANDS
Award: Public Sector - Customer-centric Transformation

*Nominated by You-Get, the Netherlands*

With over 5M customers, Vitens is the largest water company of the Netherlands, with the goal to be the best service provider of the Netherlands and additionally have the lowest integral costs per connection. The Customers department of Vitens, responsible for all communication (including invoicing and collection) realized that the key in achieving this lies in more efficient and effective business processes followed the BPM Maturity Model steps, in combination with proven Best Practices.

The starting point has been the business processes documentation and optimization, followed by a BPMSuite automation project (IBM BPM) and completed with an organization structure adjustment. First the organization is made process aware, then (to secure the proactive and continuous improvement of the processes) Process Improvement teams and a BPM CoE (Center of Excellence) has been set up, including defined KPIs. Vitens now has a flexible and efficient matrix organization, with real-time process monitoring and continuously visible process performance, and is working towards all end-to-end processes being visible, in control and continuously improving.

**HOW TO SUBMIT AN ENTRY IN THE ANNUAL AWARDS**

The annual WfMC *Awards for Global Excellence in BPM* are sponsored by WfMC.org and BPM.com. The prestigious annual Awards are highly coveted by organizations that seek recognition for their achievements. 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.

General information and guidelines for submissions are at [www.bpmf.org](http://www.bpmf.org)
Author and Contact Appendix

Paul Buhler

Chief Scientist, Modus21

Dr. Paul Buhler is a seasoned professional who has worked in commercial, government and academic environments. He is a respected researcher, practitioner, and educator of service-oriented computing concepts, technologies and implementation methodologies.

Dr. Buhler has authored over 20 published papers in the subjects of SOA, agent-based computing, and service composition. His expertise has been sought in the areas of enterprise architecture, open source middleware, complex event processing, and semantic web technologies. Most recently he has been working toward closing the gap between business strategy and process execution. To accomplish this he is leveraging responsive design principles and a goal-based approach to enable continuous alignment across a corporation’s strategic, tactical and operational levels.

In his position of Chief Scientist at Modus21, Dr. Buhler is responsible for aligning corporate strategy with emerging trends in business architecture and process execution frameworks. He also holds an Affiliate Professorship at the College of Charleston, where he teaches both graduate and undergraduate computer sciences courses. Dr. Buhler earned his Ph.D. in Computer Engineering at the University of South Carolina. He also holds an MS degree in Computer Science from Johns Hopkins University and a BS in Computer Science from The Citadel.

Lloyd Dugan

Chief Architect, BPM, Inc.

Lloyd Dugan is the Chief Architect for BPM, Inc., and is a widely recognized expert and thought leader in the development and use of leading modeling languages, methodologies, and tools, covering from the level of Enterprise Architecture (EA) and Business Architecture (BA) through Business Process Management (BPM) and Service-Oriented Architecture (SOA).

He specializes in the use of the standard language for describing business processes, the Business Process Model & Notation (BPMN) language from the Object Management Group (OMG), having developed and delivered BPM and BPMN training to the Department of Defense (DoD) and contractors from several IT consulting companies, presented on it at national and international conferences, and co-authored the seminal BPMN 2.0 Handbook, chapter on Making a BPMN 2.0 Model Executable, sponsored by the Workflow Management Coalition.

He is also an Advisory Board Member of the Business Architecture Guild. In addition, he is a Co-founder of Semantic BPMN, which is dedicated to proving the proposition that realizing BPMN’s full potential lies in leveraging semantic technologies to address BPMN model data.
CHARLES FARINA

Manager, Business Process Improvement, Essroc Cement Corp.

Responsible for driving the implementation of BPM capabilities at Essroc, the North America business unit of Italcementi Group, one of the leading global suppliers of construction materials (cement, concrete, and aggregates). Prior to joining Essroc in 2007, he was involved in BPM initiatives at Air Products and Chemicals, Inc. with his first involvement in process excellence during the mid-1980s. He holds a B.S. in Chemical Engineering and an M.B.A., both from Lehigh University in Bethlehem, PA.

LAYNA FISCHER

Publisher, Future Strategies Inc., USA

Ms Fischer is Editor-in-Chief and Publisher at Future Strategies Inc., the official publishers to WfMC.org. She was also Executive Director of WfMC and BPMI (now merged with OMG) and continues to work closely with these organizations to promote industry awareness of BPM and Workflow.

Future Strategies Inc. (www.FutStrat.com) publishes unique books and papers on business process management and workflow, specializing in dissemination of information about BPM and workflow technology and electronic commerce. As such, the company contracts and works closely with individual authors and corporations worldwide and also manages the renowned annual Global Awards for Excellence in BPM and Workflow and the new annual Adaptive Case Management Awards.

Future Strategies Inc., is the publisher of the business book series New Tools for New Times, the annual Excellence in Practice series of award-winning case studies and the annual BPM and Workflow Handbook series, published in collaboration with the WfMC. Ms. Fischer was a senior editor of a leading international computer publication for four years and has been involved in international computer journalism and publishing for over 20 years.

MARIA HOVE

Thought-Leader

International recognized researcher and thought-leader in the field of business model, performance modelling and in the field of value identification, value design, value modelling and value realization. She has worked for many fortune 500 organizations and for governments around the world, She leads multiple researches in the Global University Alliance (GUA), the largest non-vendor academic platform for academic collaboration. As a part of the GUA work she been involved of developing multiple Enterprise Standards as well as Industry Standards. Within the field of BPM her speciality is

- Align business processes to business goals
- Process Innovation & Transformation Enablement (PITE)
- BPM & Operating Model
- BPM Change Management
- BPM Portfolio Management
- Continuous process improvement

Author of multiple publications among them the IEEE publication "How to integrate Enterprise Architecture and BPM". From Elsevier and Morgan Kaufman: “The Complete Business Process Handbook” as well as for Future
Strategies Inc. and the Workflow Management Coalition (WFMC) “Passports to Success in BPM”

She is certified Process eXpert & LEAD Process Architect as well as Business Architect Certified.

FRANK F. KOWALKOWSKI

President, Knowledge Consultants, Inc

Frank Kowalkowski is President of Knowledge Consultants, Inc., a firm focusing on business performance, business/IT architecture and business analytical techniques. He has over 30 years of management and consulting experience in a wide variety of industries. He has been involved with many projects including business analysis, process management, business performance measurement, business and competitive intelligence and knowledge management. In addition to being a keynote speaker at international conferences as well as a conference chair, he has written numerous papers and spoken at conferences on a variety of subjects. He is the author of a 1996 book on Enterprise Analysis (Prentice – Hall, ISBN 0-13-282-3365) and numerous papers. Frank is currently working on a both a BPM book for managers and a new edition of the enterprise analysis book. He conducts frequent seminars nationally and internationally on a variety of business management and information technology topics. He is co-author of a quarterly column on architecture for the website TDAN.

NATHANIEL PALMER

Vice President and CTO, BPM, Inc.

Rated as the #1 Most Influential Thought Leader in Business Process Management (BPM) by independent research, Nathaniel is recognized as one of the early originators of BPM, and has the led the design for some of the industry’s largest-scale and most complex projects involving investments of $200 Million or more. Today he is the Editor-in-Chief of BPM.com, as well as the Executive Director of the Workflow Management Coalition, as well as VP and CTO of BPM, Inc.

Previously he had been the BPM Practice Director of SRA International, and prior to that Director, Business Consulting for Perot Systems Corp, as well as spent over a decade with Delphi Group serving as VP and CTO. He frequently tops the lists of the most recognized names in his field, and was the first individual named as Laureate in Workflow. Nathaniel has authored or co-authored a dozen books on process innovation and business transformation, including “Intelligent BPM” (2013), “How Knowledge Workers Get Things Done” (2012), “Social BPM” (2011), “Mastering the Unpredictable” (2008) which reached #2 on the Amazon.com Best Seller’s List, “Excellence in Practice” (2007), “Encyclopedia of Database Systems” (2007) and “The X-Economy” (2001).

He has been featured in numerous media ranging from Fortune to The New York Times to National Public Radio. Nathaniel holds a DISCO Secret Clearance as well as a Position of Trust with in the U.S. federal government.

PEDRO ROBLEDO

Editor and BPM Networker, BPMteca.com, Spain

Pedro Robledo is Editor-in-Chief, Publisher and BPM Marketing Advisor and trusted Networker at BPMteca.com, who publishes unique books on business
process management and the e-magazine “World BPM Magazine”; it provides services of translation of BPM documents from English to Spanish, and it provides marketing services oriented to lead generation for BPM providers and trusted Networking for all people who is interested on BPM. Robledo has more than 24 years of professional experience in Enterprise Software Market with a complete background and skills in sales, marketing and business development, focused on the company strategy, lead generation and oriented to objectives with the commitment and consecution to results. He is one of the most influential Spanish thought leader in BPM, as for 8 years has been dedicated to promote industry awareness of Business Process Management in Spain and Latin America. Pedro has over 21 years of experience as Professor in University with strong skills in eLearning for 14 years in Universitat Oberta de Catalunya (UOC). He is currently the academic Director of online BPM Technologic Master in Universidad Internacional de la Rioja (UNIR) as well as BPM professor of Project Management Master in Universidad Pontificia de Salamanca (UPSAM) and BPM Professor of IT Service Management for Universities Expert Course in Universidad Castilla La Mancha (UCLM).


You can reach Pedro Robledo at Linkedin: es.linkedin.com/in/pedrorobledobpm and you can follow him on Twitter: @pedrorobledobpm

**Peter Schooff**

*Managing Editor, BPM.com, USA*

Peter Schooff is Managing Editor at BPM.com, where he oversees the BPM.com Forum as well as other content and social media initiatives. Peter has over 15 years’ experience in various enterprise IT fields, including serving as Director of Marketing for email security company Message Partners. Most recently he served as Managing Editor for ebizQ, for which he created and ran the ebizQ forum. Peter is known world-wide for his views and contributions to BPM, and was named among the Top 12 Influencers of Case Management through independent market research.

**Keith Swenson**

*Vice President of R&D, Fujitsu America Inc., USA*

Keith Swenson is Vice President of Research and Development at Fujitsu America Inc. and is the Chief Software Architect for the Interstage family of products. He is known for having been a pioneer in collaboration software and web services, and has helped the development of many workflow and BPM standards. He is currently the Chairman of the Workflow Management Coalition. In the past, he led development of collaboration software MS2, Netscape, Ashton Tate and Fujitsu. In 2004 he was awarded the Marvin L. Manheim Award for outstanding contributions in the field of workflow. His blog is at http://social-biz.org/.

**Mark von Rosing**

*BPM and Enterprise Architect Guru*

Prof. Mark von Rosing is in every way an innovator impacting developments, standards, frameworks, methods and approaches around the world. For over
15 years he has taught in different universities around the world. He founded in 2004, the Global University Alliance (GUA), the largest non-vendor academic platform for academic collaboration. As a part of the GUA work he has been involved of developing 94 Enterprise Standards and 51 Industry Standards, both with ISO, OMG, LEADing Practice, NATO and many more. Furthermore founding LEADing Practice, the fastest growing community with +3900 practitioners.

Some of the major focus areas are among others:

- Academic research focus on Enterprise DNA, Business Model, BPM, EA, Value Modelling, Case Management and Social Media
- Member & Co-developer of the OMG-Object Management Group standards, focusing on:
  - Value Delivery Modeling Language (VDML)
  - Business planning and motivation modeling (BMM)
  - Business Process Modeling Notations (BPMN)
  - Semantics of Business Vocabulary and Rules (SBVR)
  - Decision Model and Notation (DMN)
- Researcher and developer of ISO Enterprise Architecture standards
- Research collaboration and developer with IEEE standards.
- Member & Co-developer of the Global TOGAF Business Architecture Methods & Certification Development Group
- Development member of the NATO standards, including EA, BPM, Capabilities and joint mission execution.
- Built the BPM and EA curriculum for the SAP University Alliance (+ 900 universities).
- Developer of SAP Business Process Expert (BPX) and SAP LEAD Enterprise Architecture certification program.
- SAP AG Method developer e.g. ASAP, SAP Agile, BPM, Enterprise Architecture (EAF).
- Author of multiple publications among them the SAP Press bestseller: "Applying real-world BPM in an SAP environment" and the IEEE publication "defining the profession of the Business Architect" as well as the publication "How to integrate Enterprise Architecture and BPM"

HENRIK VON SCHEEL

CEO, LEADing Practice

International recognized thought-leader and the driving force behind the Enterprise Modelling revolution and a pioneer in linking strategy with operational execution. For most Fortune 500 and public organizations, Henrik von Scheel is synonym for a visionary, game changer and a challenger striving to defy outmoded business models.

Recognized as a strategy and business process management thought leader, advisor, mentor and co-author of SAP Press bestseller book: Applying real-world BPM in an SAP environment. He has made a significant contribution to the enterprise modelling discipline—whether by driving standards, expanding the technology, or pushing process improvement in new direction.

Together with Global University Alliance, he has evolved mainstream process thinking, approaches and styles through his efforts in standards bodies, books, academic publications and published reference content, such as extended BPMN, Object Modelling (Business, Service, Process, Information &
Data) BPM enabled Innovation & Transformation, BPM Centre of Excellence, BPM Alignment, Social BPM, BPM & Enterprise Architecture, BPM Change Management, BPM Lifecycle, BPM Maturity, Value BPM, Goal Oriented Process and BPM Industry Accelerators etc.

Henrik is the CEO of LEADing Practice - #1 Enterprise Standard provider, setting the agenda for 56 Industries. He serves as Advisory Board Member at Google EMEA, Gazprom, Global University Alliance and Chairman of Capital Investment Partners. AWARDED “The NEXT 100 Top Influencers of the European Digital Industry in 2012” among the most important Europeans shaping our digital future.

Advising executives how tackle THE BLIND SPOTS or “change gap” - discover the WHY, define the WHAT and deliver the HOW. Enabling executives to transform and innovate existing business models and their service model to design tomorrow's enterprises. His trademark is the unique ability to help organizations master the rare discipline of developing their core competitive and differentiated aspects. Translating the "Big Picture" into operational execution using layered architectural rigor and applying leading practice, industry- and best practice with the IT team.

Award-winning Case Studies

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**LOAN ORIGINATION**

**Company:** Bank Dhofar, Sultanate of Oman

Nominated by:

**Company:** Newgen Software Technologies Limited

**Contact:** Ankita Sinha, Senior Executive- Products & Solution, ankita@newgen.co.in

**Website:** www.newgen.co.in

**AWARD: BANKING AND FINANCIAL SERVICES**

**BACK OFFICE OPTIMIZATION**

**Company:** HCL IBS, United Kingdom

Nominated by:

**Company:** Corporate Modelling

**Contact:** Alex Allan, COO, alex.allan@corporatemodelling.com

**Website:** www.corporatemodelling.com

**FINALIST: FINANCIAL SERVICES**

**Company:** HML

**Contact:** Paul Swinson, Program Manager, Paul.Swinson@hml.co.uk

**Website:** www.hml.co.uk

Nominated by:

**Company:** IBM

**Contact:** Claire Lynam, Marketing Manager, claire.lynam@uk.ibm.com

**Website:** www.uk.ibm.com

AUTHOR AND AWARDS DIRECTORY

FINALIST: EDUCATION

Company: Liberty University
Nominated by:

Company: BizFlow
Contact: Garth Knudsen, gknudson@bizflow.com
Website: www.bizflow.com

FINALIST: HEALTHCARE

Company: Prince Sultan Military Medical City
Contact: Dr. Adnan A. Al-Tunisi, CIO, aaltunisi@rmh.med.sa
Website: www.rmh.med.sa
Nominated by:

Company: Bizagi
Contact: Jolanta Pilecka, CMO, jolanta.pilecka@bizagi.com
Website: www.bizagi.com

AWARD: BANKING AND FINANCIAL SERVICES SERVICE REQUEST MANAGEMENT

Company: PSCU
Contact: Dan Rosen, Director of the Center for Process Excellence, drosen@pscu.com
Website: www.pscu.com
Nominated by:

Company: OpenText
Contact: Brian Wick, Director of Product Marketing, BPM, bwick@opentext.com
Website: www.opentext.com

FINALIST: MANUFACTURING

Company: Refinery of the Pacific Eloy Alfaro
Nominated by:

Company: AURA - AuraPortal
Contact: Pablo Trilles, VP Commercial, pablo.trilles@auraportal.com
Website: www.auraportal.com

AWARD: PUBLIC SECTOR PLANNING AND PERMITTING

Company: Right of Way, Abu Dhabi DoT
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Nominated by:

Company: Abu Dhabi Department of Transport
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Website: www.dot.abudhabi.ae
AWARD: TRANSPORTATION AND LOGISTICS AGILE DEVELOPMENT  
Company: **SBB - Swiss Railroad**  
Contact: Jacob Archana, Project leader, archana.jacob@sbb.ch  
Website:www.sbb.ch  
Nominated by:  
Company: ti&m  
Contact: Walter Strametz, CTO Bern, walter.strametz@ti&m.ch  
Website:www.ti&m.ch

AWARD: PUBLIC SECTOR BENEFITS ENROLLMENT  
Company: **US Department of Veterans Affairs**  
Nominated by:  
Company: Living Systems Technologies  
Contact: Dan Neason, dan.neason@livingsystemstechnologies.com  
Website:www.livingsystemstechnologies.com

AWARD: PUBLIC UTILITY CUSTOMER-CENTRIC TRANSFORMATION  
Company: **Vitens NV**  
Contact: Geuje van Dijk, geuje.vandijk@vitens.nl  
Website:www.vitens.nl  
Nominated by:  
Company: You Get  
Contact: Erik van Krevel, Manager Customer & Billing Department, evankrevel@you-get.com  
Website:www.you-get.com

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New Ways to Leverage Case Management
http://futstrat.com/books/EmpoweringKnowledgeWorkers.php

ACM allows work to follow the worker, providing cohesiveness of a single point of access. Case Management provides the long-term record of how work is done, as well as the guidance, rules, visibility and input that allow knowledge workers to be more productive. Adaptive Case Management is ultimately about allowing knowledge workers to work the way that they want to work and to provide them with the tools and information they need to do so effectively.

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*How Knowledge Workers Get Things Done* describes the work of managers, decision makers, executives, doctors, lawyers, campaign managers, emergency responders, strategist, and many others who have to think for a living. These are people who figure out what needs to be done, at the same time that they do it, and there is a new approach to support this presents the logical starting point for understanding how to take advantage of ACM.

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The companies whose case studies are featured in this book have proven excellence in their creative and successful deployment of advanced BPM concepts. These companies focused on excelling in *innovation*, *implementation* and *impact* when installing BPM and workflow technologies. The positive impact includes increased revenues, more productive and satisfied employees, product enhancements, better customer service and quality improvements.

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FURTHER READING AND RESEARCH

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