



BPM in India

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BPM in India: The BPM Career Portfolio

In parallel with the growth of the BPM industry and the adoption of BPM tools and methods by Indian companies, expectedly there has been considerable interest in BPM as a career. In fact, ever since we began our BPM in India Column on BPTrends, we have been receiving many emails requesting information on openings and careers for BPM professionals in India. Most of these queries are from people looking to move to India while a few have been from people based in India. BPM openings and career paths in India are fairly similar to what one can expect anywhere in the world, though there are some unique roles and responsibilities while pursuing a career in BPM in India. Several of the openings are in organizations which provide outsourcing and offshoring services using global delivery models and hence heavily leaning towards BPM products and technology. On the other hand, there are also openings for the traditional quality / process roles in Indian companies and India based MNCs.

This Column is based on our experience as part of an organization that is highly process focused and at the same time also provides BPM services to global clients. In addition to data from career sites on the internet, we have also used data from the “BPM in India” group on LinkedIn which has more than 130 members from the BPM professional community in India. We will summarize the career options and highlight the requirements and responsibilities for the various roles keeping India as the location.

BPM Career Portfolio

Drawing a BPM career map is similar to drawing the organization structure of a BPM group in an organization. A search on the internet for “BPM openings in India” will throw up results in several thousands, but almost all of them (at least what one can humanly read) will be for technical positions asking for experience in some BPM product or with Java/.Net skills. Another interesting fact is that in most cases BPM/SOA/EAI/BI are all assumed to be part of the same role! But there definitely are openings in other career streams in BPM which the above search does not always throw up.

It is helpful to view the portfolio of BPM careers as a 4x4 map. On analysis of the possible roles in BPM, four main career paths emerge – Business, Technology, Process or Quality and Program Management. We have attempted to capture the various roles by looking at a BPM initiative as having the following major stages:

- Strategic Conversion and Architecture - Activities involved in converting the organization strategy to BPM project goals and deliverables, BPM roadmap creation, BPM COE setup,
- Creating and aligning the Process Architecture with the Technology Architecture, Identification of the methodologies and methods to be used for process improvements, Definition of Standards and guidelines, etc

- Solution Development – Create the solution blueprint of the specific BPM initiative involving process identification and improvement, process modeling, metrics, improvement goals, BPM product evaluation, Technology assessment and related activities
- Technical Development - This is predominantly the technology stage which is focused on converting the process models to executable models and implementing them to meet the required process and technical goals.
- Deployment and Operations – Activities involved in deploying the new processes and systems into the organization, continuous improvement and maintenance during operations. Business Process outsourcing type of roles can be considered in this phase.

BPM Initiative	Business	Technology	Process	Program Management	Other Roles (non-BPM)	
Strategy Conversion and Architecture	Business Consultant	Technical Consultant	Process Consultant	Program Manager	Functional Expert	
	Business Architect	Technical Architect	Process Architect			
Solution Development	Business Analyst	Technology Analyst	Process Analyst			Change Management Co-ordinator
		Project Manager	LEAN, Six Sigma expert			
		BPM product Specialist				
Technical Development		Software Programmer				
		Performance Engineer				
Deployment and Operations				Process Transition Specialists		

The **Business roles** in addition to knowledge and exposure to business processes usually require an business degree like an MBA or the equivalent. Knowledge of modeling notations like BPMN, UML, IDEF, etc and an ability to use process modeling tools are the other requirements. The typical entry level in this stream is as a Business Analyst involved in modeling and documenting business processes, enabling process improvements and followed by higher roles such as Business Architect and Business Consultant. While the business roles are typically industry agnostic, it helps considerably to specialize and becomes an expert in a couple of industry verticals. BPM specific certifications add up to the resume, but there are no specific requirements currently as these certifications have yet to gain popularity.

The **Technology roles** have more variations and requirements due to the increasing popularity of various platforms and products. Knowledge and expertise in specific BPM products, technology platforms like Java, .NET, knowledge of BPEL, XML, BPMN, UML and certifications like TOGAF and product specific certifications are usually required for the roles. The typical educational background required is a Bachelors in Engineering or Science with software development experience and exposure to the software development process. The project management role is a pseudo-technical role and a project Management certification like PMI and experience in handling software projects is required. There are certain specialist roles like Performance Engineer which focuses on ensuring that the solution being developed meets the requirements of security, technical performance of response time, scalability, etc.

Process or Quality roles focus on the process lifecycle of process definition, process deployment and process improvement. Process definition usually involves facilitating the definition of core business and supporting processes which (especially in more process mature companies) are supported by process hierarchies and process repositories accessible across the company. In several companies, these roles anchor the implementation of quality standards such as ISO 9000, CMMi and related standards. Business excellence initiatives such as Malcolm

Baldrige assessments or certifications are adopted by some companies and are typically anchored by the Process / Quality group. Process improvement methodologies and methods are used in a fairly mature manner by Indian companies, and knowledge and experience of six sigma methods and methodologies like DMAC, CFPM, LEAN techniques, TQM methods, statistical techniques etc are important requirements. Most of the people playing these roles work come from a Quality background and have worked in manufacturing organizations. The typical educational background required is a Bachelors in Engineering or Science with extensive experience in using six sigma, LEAN, Kaizen etc. Typical certifications looked for in process improvement roles include the Six sigma Black belt et al (refer [1] for more details on Process Management in India).

Management Roles are similar to any large program or initiative - Program Management and Change Management co-ordination. We have represented the functional role as non-BPM for completeness.

When we analyze the nuances of the roles, the map starts looking different, for instance, is it an in-house role or is it a role primarily as a consultant to client companies. For instance, the business and technology roles described above are primarily found more in the BPM service companies whose clients are mostly overseas, though the Indian customer base is also growing considerably with increased adoption. In these organizations, the consultants and architects across Business and Technology are involved in client facing activities and are positioned at the client location in the beginning of the BPM Initiative. In addition to the skills specified above, the requirements for these roles include good communication and documentation skills, and in case the client is overseas, knowledge of the global delivery model, ability to work in multi-cultural teams (sometimes with the aid of a language translator) and willingness to travel are essential requirements. Further, all technology roles need to be aware of models like ISO and CMMI as most of the positions are in organizations which follow these models.

The roles in the Process/Quality space are applicable whether the position is in-house in Indian organizations (includes MNCs in India) or in a BPM services organization.

BPM Product Companies

In an earlier Column, we had covered to some extent the growth of Indian BPM product companies [2]. In addition, several of the global players are also highly active in India with full-fledged operations. These organizations offer various role options covering sales and marketing of BPM products and services, BPM Training, product implementation etc.

BPM Product and service providers		
Product Manager	BPM Researcher	BPM Pre-sales/Sales Executive
Product Architect	BPM Instructor	BPM Marketing Executive
CEO, COO		
Entrepreneur		

BPM research, whether in pure academic circles such as universities or within corporate settings is also slowly growing. Apparently, in this case, demand seems to be more than the supply! And finally, of course you can start your own company or join as the CEO, COO of a start-up or small BPM organization (we have many examples of success in these role in the “BPM in India” LinkedIn group).

References:

1. Maturity of BPM in India: The Process Management Dimension, BP Trends, December 2008
2. Spreading their Wings - Home-Grown Indian BPM Products, BP Trends, July 2010

BPTrends LinkedIn Discussion Group

We recently created a BPTrends Discussion Group on LinkedIn to allow our members, readers and friends to freely exchange ideas on a wide variety of BPM related topics. We encourage you to initiate a new discussion on this publication or on other BPM related topics of interest to you, or to contribute to existing discussions. Go to LinkedIn and join the [BPTrends Discussion Group](#).