The Future of BPM

Paul Harmon
Market Analyst
and Executive Editor
Business Process Trends
The Focus of This Presentation

- A look at BPTrends survey data to help us think about …
- The meaning of Business Process Management
- What companies are doing today
- What companies will do in the remainder of 2008
The BPTrends State of BPM Survey

• Survey undertaken first time in February of 2006 (Report issued in June of 2006)

• Survey repeated in November of 2007 (Report issued in Feb of 2008)

• In 2007 we had 274 respondents

• The 2007 Survey was sponsored by

• Survey is available, free, from www.bptrends.com
Who Took Part in the Survey in 2007

• Participants from all around the world, but
  – 42% NA and 30% Europe

• From all sized companies, but
  – 46% large and 34% medium sized companies

• From most industries, but
  – 20% Finance/Insurance and 10% Government

• Respondents with a wide variety of job titles, but
  – 55% Business Analyst or Process Practitioner
How much would you estimate your organization spent on business process analysis, process management, monitoring, redesign and improvement in 2006? Include BPM management, Lean Six Sigma, process automation and overhead staff. (Exclude outsourcing and ERP implementation costs.)

<table>
<thead>
<tr>
<th>Range</th>
<th>2007 Results</th>
<th>2006 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0-$500,000</td>
<td>136</td>
<td>185</td>
</tr>
<tr>
<td>$500,000 to $999,999</td>
<td>42</td>
<td>50</td>
</tr>
<tr>
<td>$1 million $5 million</td>
<td>55</td>
<td>63</td>
</tr>
<tr>
<td>$5 million to $10 million</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Over $10 million</td>
<td>18</td>
<td>16</td>
</tr>
<tr>
<td>Over $50 million</td>
<td>5</td>
<td>324</td>
</tr>
<tr>
<td>Total</td>
<td>266</td>
<td>324</td>
</tr>
</tbody>
</table>

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The Focus of This Presentation

- A look at BPTrends survey data to help us think about …
- The meaning of Business Process Management
- Where companies are doing today
- What companies will do in the remainder of 2008
### The Meaning of “BPM”

Which of the following best describes your organization's understanding of BPM? (Choose one)

<table>
<thead>
<tr>
<th>Description</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A top-down methodology designed to organize, manage and measure the organization's core processes</td>
<td>110</td>
<td>40%</td>
</tr>
<tr>
<td>A systematic approach to analyzing, redesigning, improving and managing a specific process</td>
<td>79</td>
<td>29%</td>
</tr>
<tr>
<td>A cost-saving initiative focused on increasing productivity of specific processes</td>
<td>36</td>
<td>13%</td>
</tr>
<tr>
<td>A set of new software technologies that make it easier for IT to manage and measure the execution of process workflow and process software applications</td>
<td>26</td>
<td>9%</td>
</tr>
<tr>
<td>Other, Please Specify</td>
<td>23</td>
<td>8%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>274</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
### Company interest in BPM

How would you characterize your organization's current interest in BPM? (Choose one)

<table>
<thead>
<tr>
<th>Description</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Major strategic commitment by executive management</td>
<td>70</td>
<td>26%</td>
</tr>
<tr>
<td>Significant commitment to multiple high level process projects</td>
<td>64</td>
<td>24%</td>
</tr>
<tr>
<td>Initial commitment to limited number of mid or low-level projects</td>
<td>69</td>
<td>25%</td>
</tr>
<tr>
<td>Exploring opportunities</td>
<td>63</td>
<td>23%</td>
</tr>
<tr>
<td>No interest</td>
<td>6</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>272</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
## Major Business Drivers

What are the major business drivers causing your organization to focus on business process change? (Choose one or more)

<table>
<thead>
<tr>
<th>Business Driver</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need to save money by reducing costs and/or improving productivity</td>
<td>152</td>
<td>56%</td>
</tr>
<tr>
<td>Need to improve existing products, create new products or enter new lines of business to remain competitive</td>
<td>97</td>
<td>36%</td>
</tr>
<tr>
<td>One time event (merger or acquisition)</td>
<td>11</td>
<td>4%</td>
</tr>
<tr>
<td>Government or business risk management (Sarbanes-Oxley, ISO 9000)</td>
<td>46</td>
<td>17%</td>
</tr>
<tr>
<td>Need to improve customer satisfaction to remain competitive</td>
<td>102</td>
<td>37%</td>
</tr>
<tr>
<td>Need to improve management coordination or organizational responsiveness</td>
<td>138</td>
<td>51%</td>
</tr>
<tr>
<td>Need to improve management of IT resources (ERP applications)</td>
<td>53</td>
<td>19%</td>
</tr>
<tr>
<td>Other, Please Specify</td>
<td>31</td>
<td>11%</td>
</tr>
</tbody>
</table>
The Focus of This Presentation

- A look at BPTrends survey data to help us think about ...
- The meaning of Business Process Management
- **What companies are doing today**
- What companies will do in the remainder of 2008
## Current BPM activities

What BPM products and services is your organization currently using? (Choose all that apply)

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<th>Product Description</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graphics Modeling tool (Visio, PowerPoint)</td>
<td>199</td>
<td>74%</td>
</tr>
<tr>
<td>Repository based Modeling tool (ProVision, MEGA, Casewise)</td>
<td>85</td>
<td>32%</td>
</tr>
<tr>
<td>BPM Suite that can manage the runtime execution of a business process</td>
<td>64</td>
<td>24%</td>
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<tr>
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<td>Process Monitoring/BI tool that can feed information to an executive dashboard</td>
<td>65</td>
<td>24%</td>
</tr>
<tr>
<td>Training in Process Strategy, Architecture or Performance</td>
<td>44</td>
<td>16%</td>
</tr>
<tr>
<td>Training in Process Analysis and Design</td>
<td>82</td>
<td>31%</td>
</tr>
<tr>
<td>Training in Process Redesign and Improvement methodology</td>
<td>65</td>
<td>24%</td>
</tr>
<tr>
<td>Training in BPM Systems</td>
<td>38</td>
<td>14%</td>
</tr>
<tr>
<td>Attendance at BPM Conferences</td>
<td>94</td>
<td>35%</td>
</tr>
</tbody>
</table>
SEI’s Capability Maturity Model (CMMI)

Level 5. Processes Contentiously Improved

Level 4. Processes Are Managed

Level 3. Most Processes Organized

Level 2. Some Organized Processes

Level 1. No Organized Processes

Processes are Measured and Managed Systematically

Processes are Organized and Redesigned at the Enterprise Level

Processes are Improved at the Work Group or Departmental Level

A Culture of Heros

Processes Teams Contentiously Improve Processes
One of several maturity questions

Are business processes documented and kept up to date? Please indicate your organization's overall level of performance. (Choose one)

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never (0%)</td>
<td>8</td>
<td>3%</td>
</tr>
<tr>
<td>Occasionally (1-30%)</td>
<td>149</td>
<td>55%</td>
</tr>
<tr>
<td>Frequently (31-60%)</td>
<td>66</td>
<td>24%</td>
</tr>
<tr>
<td>Most Times (61-99%)</td>
<td>38</td>
<td>14%</td>
</tr>
<tr>
<td>Always (100%)</td>
<td>11</td>
<td>4%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>272</td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
How often do companies do what they do?

A test of maturity?
Business Process Traditions

1900  Ford – Contentious Production Line  Taylor – Scientific Management

WW II – Production  First Computers  Outsourcing  Internet  2000

Business Management

Quality Control, Six Sigma, Lean

Information Technology

Work Simplification

Business Process Management

BPMS
The Simplification/Quality Tradition

Main Focus: Continuous Process Improvement

1980s
- Total Quality Management (TQM)
- Shewhart, Demings, Juran, Ohno, Womack...ASQ, ISSSP

1990's
- Six Sigma
- Lean

2000s
- Lean Six Sigma
- Capability Maturity Models (CMMI, BPMM)
Six Sigma at the Process Level: DMAIC

1. Define
   - Plan Project
     1. Define project
     2. Identify customer requirements
     3. Document process
     4. Set goal
   - 1-2 wks.

2. Measure
   - Identify Measures
     1. Identify Measures
     2. Define measures
     3. Develop & test data collection methods
     4. Define baseline measures
   - 1-2 wks.

3. Analyze
   - Analyze Data
     1. Analyze data
     2. Explore possible causes and test hypotheses
     3. Identify causes
   - 2 wks.

4. Improve
   - Implement Measurement
     1. Select a solution
     2. Pilot test solution
     3. Implement full scale solution
   - 4-8 wks

5. Control
   - Document and Maintain
     1. Document and keep score of results
   - Ongoing

        -3σ       -2σ       -1σ       mean       +1σ       +2σ       +3σ

        0.13%     66.26%     95.46%     99.73%
## Culture Change and BPM Methodologies

### Methodologies, Tools & Techniques

- Adopting a Methodology
- Creating a Business Process Architecture
- Establishing a Process Performance Measurement System

- Training Employees in a Process Methodology
- Modeling Processes
- Tracking Process Results on a Daily/Weekly Basis

- Using a BPMS tool to create Applications
- Linking Job Training to Processes

### Culture Change

- Getting Managers Behind Process
- Establishing a Vision
- Setting Expectations

- Getting Employees Behind Process
- Establishing Process Improvement Goals
- Setting Expectations

- Reorienting IT and HR to Support Business Processes
- Accepting Process Outputs as the Best Judge of Results
LEAN Flow Kaizen: Value-Stream Mapping

An Enterprise Level Modeling Technique

From: Learning to See: Value-Stream Mapping to Create Value and Eliminate Muda, by Mike Rother and John Shook
The Lean Enterprise Institute, 2003
The Process Management Tradition

1980s
- Porter's Value Chains
- Rummler-Brache Performance Improvement

1990’s
- Balanced Scorecard

2000s
- Business Process Management
- Process Frameworks (SCOR, CIBIT, eTOM)
- Business Process Architectures

Main Focus: Improvement of Organization Performance
<table>
<thead>
<tr>
<th></th>
<th>Goals &amp; Measures</th>
<th>Design &amp; Implementation</th>
<th>Management</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organizational</strong></td>
<td>Organizational Goals and Measures of Organizational</td>
<td>Organizational Design and Implementation</td>
<td>Organizational Management</td>
</tr>
<tr>
<td><strong>Level</strong></td>
<td>Success</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Level</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Activity or</strong></td>
<td>Activity Goals and Measures of Activity Success</td>
<td>Activity Design and Implementation</td>
<td>Activity Management</td>
</tr>
<tr>
<td><strong>Performance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Level</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Value Chain vs. Level 1 Processes

Better for manufacturing organizations that are focused on producing well-defined products at the cheapest price.

Better for service organizations that are less concerned with efficiency than with flexibility and frequently combine existing processes to generate unique new services.

(Process that can be grouped into various Networks as required.)
## Value Chains vs. Common Processes

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Division or Department Manager</td>
<td>Align Process</td>
<td>Sell Process</td>
<td>Source Process</td>
<td>Make Process</td>
<td>Fulfill Process</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division or Department Manager</td>
<td>Innovate Process</td>
<td>Sell Process</td>
<td>Source Process</td>
<td>Make Process</td>
<td>Fulfill Process</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division or Department Manager</td>
<td>Align Process</td>
<td>Innovate Process</td>
<td>Plan Process</td>
<td>Build Process</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division or Department Manager</td>
<td>Innovate Process</td>
<td>Sell Process</td>
<td>Source Process</td>
<td>Make Process</td>
<td>Fulfill Process</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division or Department Manager</td>
<td>Align Process</td>
<td>Sell Process</td>
<td>Plan Process</td>
<td>Source Process</td>
<td>Fulfill Process</td>
<td>Build Process</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT Department Manager</td>
<td>SAP Align Instance</td>
<td>SAP Innovate Instance</td>
<td>SAP Sell Instance</td>
<td>SAP Plan Instance</td>
<td>SAP Source Instance</td>
<td>SAP Make Instance</td>
<td>SAP Fulfill Instance</td>
<td>SAP Build Instance</td>
</tr>
</tbody>
</table>

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23
SCOR and eTOM provide variations on this
Functional vs. Process Scorecards

Organizational Measures
- Financial Measures
- Customer Measures
- Internal Process Measures
- Learning & Growth Measures

Departmental Measures Derive From Organizational Measures
- Financial Measures
- Customer Measures
- Internal Process Measures
- Learning & Growth Measures

Departmental Measures
- Activity Measures Derive From Dept. Measures
- Financial Measures
- Customer Measures
- Internal Process Measures
- Learning & Growth Measures

Value Chain Measures
- Financial Measures
- Customer Measures
- Internal Process Measures
- Learning & Growth Measures

Level 1 Process Measures
- Financial Measures
- Customer Measures
- Internal Process Measures
- Learning & Growth Measures
## Service Processes & Customer Measures

<table>
<thead>
<tr>
<th>Employer</th>
<th>Healthcare Payments</th>
<th>Customer Measure: Cost to Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee</td>
<td>Injury or Illness</td>
<td>Customer Measure: Satisfaction with Treatment</td>
</tr>
<tr>
<td>Medical Service</td>
<td>Treat Injury or Illness</td>
<td>Customer Measure: Cost of Treatment Profit Margin on Payment</td>
</tr>
</tbody>
</table>

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Information Technology Tradition

**Main Focus: Process Automation**
FEAF: The US Government's Interest in Architecture

Strategic Outcomes

Mission & Business Results
- Services for Citizens
- Support Delivery of Services
- Management of Government Resources

Customer Results
- Customer Benefit
- Service Coverage
- Timeliness & Responsiveness
- Service Accessibility

Processes and Activities
- Quality
- Security & Privacy
- Management Innovation
- Financial
- Productivity & Efficiency
- Cycle Time & Timeliness

Value

Technology
- Financial
- Quality
- Efficiency
- Information
- Reliability
- Availability
- Effectiveness

Other Fixed Assets

Human Capital

Inputs
<table>
<thead>
<tr>
<th>Software Tools Companies Thought Most Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Organizational Modeling environment 5%</td>
</tr>
<tr>
<td>• Graphics tool (Visio, PowerPoint) 31%</td>
</tr>
<tr>
<td>• Process Modeling tool (Casewise, IBM Modeler) 24%</td>
</tr>
<tr>
<td>• Business Rules tool 2%</td>
</tr>
<tr>
<td>• Repository 4%</td>
</tr>
<tr>
<td>• <strong>BPMS Suite (EAI-workflow execution)</strong> 13%</td>
</tr>
<tr>
<td>• Simulation tool 3%</td>
</tr>
<tr>
<td>• BAM/Real-Time Process Monitoring tool 1%</td>
</tr>
<tr>
<td>• Performance Metrics tool 8%</td>
</tr>
<tr>
<td>• Other 8%</td>
</tr>
</tbody>
</table>
A Business Process Management Suite

Knowledge
- Specific Rule Sets or Ontologies
- Specific Business Models
- Complete Process Frameworks

Utilities
- Development Environment
- Process Modeling Environment
- Process Monitoring Environment
- Management Environment

Engines
- Rules Engine
- Workflow Engine
- EAI Engine

Middleware/Application Server
- Eg. J2EE Server: WebSphere
- Eg. Windows .NET Server: BizTalk
- Eg. ERP Server: NetWeaver

Developers
- Process Managers
- BPM Repositories /Databases

Employees
- Software Applications

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# BPMS Suites Used

- Adobe Lifecycle Workflow 2%
- Appian 3%
- BEA/Fuego BPM Suite 4%
- EMC Documentum 5%
- Global 360 Ent. BPM Suite 1%
- IBM WebSphere &Filenet 29%
- Intalio 4%
- Lombardi 3%
- Metastorm BPM 5%
- Oracle BPEL Process Mang 9%
- Pegasystems Smart BPM Suite 1%
- SAP NetWeaver 11%
- Savvion 5%
- TIBCO iProcess Suite 7%
- Workpoint 1%
- Ultimus BPM suite 2%
- Software AG webMethods Fabric 4%
Trends in Acquisitions

1-08  IBM (Platform) buys Aptsoft (Event Monitoring)
1-08  Oracle (Platform) buys BEA (Platform, BPM Suite)
12-07 Metastorm (Workflow) buys Process Competence (Consultants)
11-07 IBM (Platform) buys Cognos (BI)
9-07  SAP (ERP) buys Business Objects (BI)
8-07  Metastorm (Workflow) buys Proforma (BP Modeling)
6-07  IBM (Platform) buys TeleLogic (BP and UML Modeling Tool)
5-07  TIBCO (EAI-Workflow) buys Spotfire (BI)
4-07  Software AG (Platform) buys webMethods (Documentation)
8-06  IBM (Platform) buys Filenet (Documentation)
3-06  BEA (Platform) buys Fuego (BPM engine)
12-05 Intalio (BPM Engine) buys FiveSight (BPEL)
10-05 Metastorm (Workflow) merges with CommerceQuest (EAI)
9-05  Fair Issac (Rules) buys RulesPower (Rules)
7-05  Seagull Software (Middleware) buys Oak Grove Sys. (BPM engine)
6-05  Sun (Platform) buys SeeBeyond (EAI)
4-05  TeleLogic (Modeling) buys Popkin (BP modeling)
BPM, SOA and Standards

Figure After a BPTrends Column by Mike Rosen, Jan. 2006

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What Does BPMS Really Mean?

• A set of technologies, including CASE modeling, EAI, workflow, rules, BI, etc., packaged together, or

• Is BPMS defined not by the technologies it employs, but by the use that is made of the resulting applications

• Is an EAI tool (renamed a BPMS tool) which is used by IT to create an application that only IT developers can understand, really producing a BPMS application?

• Should the definition of BPMS have anything to do with the fact that business managers and IT work together to create and maintain the application?
Fujitsu’s Automated Process Discovery

Customer

1. Identify Prospects
   - Register Prospect

2. Prepare Quote
   - Create Quotation

3. Book Order
   - Create Order

4. Assemble Product
   - Receive Order

5. Ship Product
   - Record Shipping

Pipeline Management System
- Create Record
- Revise Record

Order Management System
- Create Record
- Revise Record

Manufacturing System
- Create Record
- Revise Record

Quotation data

Order details

Assembly order
Analyzing Event Data for a Process

Actual picture of a set of instances of a manufacturing process generated by Fujitsu’s new Data Log Process Model Generator
After Resetting Tool So It Only Shows the Main Path
Process: Analyze Loan Application

The outcomes of a process are often determined by formal statements of company policy – called Business Rules

Business Rules:
If the customer has had a previous loan
And the customer made all payments on time
Then be inclined to grant loan

If the customer had had a previous loan
And the customer failed to complete payments and defaulted
Then be inclined to not grant loan
A High Correlation

- Success with BPM projects
- A BPM Group or Center of Excellence
The Focus of This Presentation

- A look at BPTrends survey data to help us think about …
- The meaning of Business Process Management
- What companies are doing today
- **What companies will do in the remainder of 2008**
### Purchase Plans

What BPM products and services is your organization planning on purchasing during the remainder of 2007 or in 2008? (Choose all that apply)

<table>
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<td>13%</td>
</tr>
<tr>
<td>Plan</td>
<td>More</td>
<td>Less</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td>1 Development of an Enterprise Process Architecture</td>
<td>151</td>
<td>9</td>
</tr>
<tr>
<td>2 Development of an Enterprise Process Performance Measurement system</td>
<td>147</td>
<td>10</td>
</tr>
<tr>
<td>3 Coordinating Enterprise Process Change efforts</td>
<td>148</td>
<td>18</td>
</tr>
<tr>
<td>4 Coordinating Enterprise Process Management efforts</td>
<td>158</td>
<td>18</td>
</tr>
<tr>
<td>5 Process Manager training</td>
<td>117</td>
<td>21</td>
</tr>
<tr>
<td>6 Balanced Scorecard</td>
<td>82</td>
<td>35</td>
</tr>
<tr>
<td>7 Major Process Redesign projects</td>
<td>125</td>
<td>28</td>
</tr>
</tbody>
</table>
Please indicate whether you expect your organization to be more active, less active, or about as active in 2008 in each of the following areas (TWO)

<table>
<thead>
<tr>
<th>Area</th>
<th>More</th>
<th>Less</th>
<th>Same</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 Redesign projects using Frameworks (SCOR, ITIL)</td>
<td>52</td>
<td>47</td>
<td>145</td>
</tr>
<tr>
<td></td>
<td>21%</td>
<td>19%</td>
<td>59%</td>
</tr>
<tr>
<td>9 Six Sigma Process Improvement projects</td>
<td>56</td>
<td>54</td>
<td>140</td>
</tr>
<tr>
<td></td>
<td>22%</td>
<td>22%</td>
<td>56%</td>
</tr>
<tr>
<td>10 Major Process Automation projects</td>
<td>112</td>
<td>30</td>
<td>109</td>
</tr>
<tr>
<td></td>
<td>45%</td>
<td>12%</td>
<td>43%</td>
</tr>
<tr>
<td>11 Process Analysis and Redesign training (Non-Six Sigma)</td>
<td>113</td>
<td>33</td>
<td>105</td>
</tr>
<tr>
<td></td>
<td>45%</td>
<td>13%</td>
<td>42%</td>
</tr>
<tr>
<td>12 Lean Six Sigma training</td>
<td>53</td>
<td>59</td>
<td>128</td>
</tr>
<tr>
<td></td>
<td>22%</td>
<td>25%</td>
<td>53%</td>
</tr>
<tr>
<td>13 Development of Business Rules systems</td>
<td>87</td>
<td>46</td>
<td>111</td>
</tr>
<tr>
<td></td>
<td>36%</td>
<td>19%</td>
<td>45%</td>
</tr>
<tr>
<td>14 Development of BAM or Real-Time Monitoring systems</td>
<td>79</td>
<td>52</td>
<td>112</td>
</tr>
<tr>
<td></td>
<td>33%</td>
<td>21%</td>
<td>46%</td>
</tr>
</tbody>
</table>
• The meaning of BPM varies widely

• The market is maturing rapidly

• Almost every company indicated they were doing something in BPM. And the amounts they are spending are rising

• Over 30% of the companies surveyed expect to do more with BPM in 2008 than they did in 2007. Most expect to do at least as much as they did in 2007

• 50% of companies are interested in BPM training
• There’s a lot of interest in BPM
  – Companies want to improve processes
  – The interest is worldwide, and about the same in Europe, North America and Australia

• There’s a lot of interest in Workflow and EAI
  – The platform vendors are moving towards treating BPMS as a IT solution with an emphasis on SOA and BI

• There’s only modest interest in BPMS (narrowly defined) at the moment
  – There’s a shakeout going on, but in slow motion. Companies aren’t sure what they want yet
Uptake of BP Technology

Innovators
- Companies that pursue new technologies aggressively to gain early advantage

Early Adopters
- Companies that pursue new approaches aggressively to gain early advantage

Early Majority
- Companies that wait for a new approach to prove itself and then move quickly

Late Majority
- Companies that wait until the new approach is well established and there is lots of support

Moore’s Chasm
- Many new approaches prove too difficult to use relative to their benefits and simply disappear

The complete survey is available for free at

www.bptrends.com

To get a pdf of this presentation, visit BPTrends and enter

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