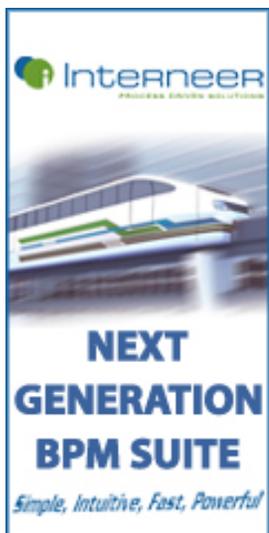


September Sponsor



Register Now -
3 Conferences
For 1 Price!



Who in the World is Using BPM?

We spent three days in New Jersey the week of September 12th attending BPM 2010, the 8th International BPM Conference. This is a conference that draws BPM researchers and academics, and a growing number of business people from around the world. What impressed us about the conference was the international representation. (The BPM conference is usually held in Europe, although last year it ventured to Australia and this year it was hosted by Stevens Institute of Technology in Hoboken, New Jersey.) In the past, the BPM program committee has been heavily weighted toward European universities and research labs, but a quick glance at the program committee for BPM2010 suggests that BPM is being taught in universities throughout the world.

The BPTrends BPM Survey, which was last conducted in September of 2009, drew responses from organizations and individuals world-wide. When we asked respondents to tell us what continent they were from, we got the following results:

Where is your organization located? (Choose one)						
	2005		2007		2009	
North America	156	45%	111	42%	109	42%
Europe	101	29%	81	30%	83	32%
South America	21	6%	14	5%	17	7%
Australia			31	12%	31	12%
India and SW Asia			7	3%	7	3%
China/Japan & NE Asia			4	1%	4	2%
Subtotal Asia/Australia	45	13%	42	16%	42	17%
Africa/Middle East	25	7%	19	7%	7	3%
Total	348	100%	267	100%	258	100%

In 2005, we did not break out Australia, India/SW Asia or China/Japan/NE Asia as we did in 2007 and 2009. A quick glance at the raw numbers from the 2009 survey suggests that most BPM activity was in North America and Europe. This doesn't consider the populations of the various regions. Australia, for example, has a population of a little over 20 million and 31 Australians responded to our survey. North America (US, Canada and Mexico), with a





BPM TRAINING delivered in AUSTRALIA and NEW ZEALAND by leonardo consulting



BP Trends Business Process Education Now Available in EUROPE!
Gain professional certification with our BPM courses
need more details? [Click here](#)
BPTrends BUSINESS PROCESS TRENDS

population of over 450 million, generated 109 responses. If there was as much interest in North America as in Australia, one would have expected a significantly higher number of responses from North America. Using this same logic, of course, we would assume little interest in BPM in China/Japan and NE Asia.

Instead of just looking at BPTrends survey respondents, however, consider something like BPM conferences. If we include recent BPM conferences that include Six Sigma, there will have been at least 10 BPM events in North America by the time 2010 draws to a close. There will have been another 8 -10 events in Europe. There were at least 3 BPM events in Australia. There will have been 3-4 in South America, and 2-3 in India. We are aware of 1 held in South Africa and at least 2 planned for the Arab region in 2011.

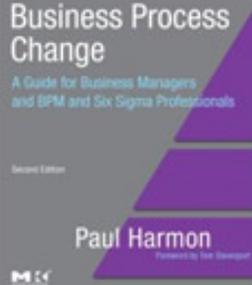
Or, on an even more subjective level, we might consider places that have contacted BPTrends regarding our advisory, consulting or training services. Using these criteria, North America is on top, with significant interest in Canada, Mexico, and the US. Europe is second. But, following close behind are Australia, India, Brazil, Chile, Russia, Saudi Arabia, and Dubai. In other words, we have witnessed a significant increase in interest in BPM in much of the world. Here is how we understand it.

In the US, modern process work began in the early 1900s and was focused on manufacturing. Today, in the US, manufacturing organizations are much more likely to have their core processes defined than are service organizations. Thus, in North America, Europe and Australia, there tends to be more demand for redesign of service processes than for manufacturing process.

Today, much of the manufacturing that was formerly done in North America and Europe has gone to China, and you might expect that the Chinese would be heavily invested in process, just as the Japanese and the Koreans were when they developed world winning manufacturing processes in the later half of the last century. China, however, in most cases, is still exploiting the advantage they have with cheap labor and, in many cases, they are relying on manufacturing procedures imported from other countries. To date, as a generalization, they have not focused on productivity to contain labor costs. This is beginning to change and, it is easy to predict that this change will gather momentum in the course of the next few years. The cost of labor in China is rising and Chinese companies are trying to move up-scale and do more high value-added work. As this happens, if China wants to continue to grow, while simultaneously increasing the salaries they pay their workers, they are going to have to become much more focused on productivity.

India has a similar problem, save that they are already a major source for outsourced software development and are now experiencing an increase in salaries. Thus, India has already started to focus on BPM. Given their focus on software, India is especially interested in BPMS applications, but as the Indian economy grows, Indian companies are increasingly exploring traditional uses of BPM to introduce new business models and to grow their labor productivity.

Something similar is taking place in the Arab world. Saudi Arabia and the Emirates are rapidly emerging as financial and communication centers and they are struggling to create and expand both government and service businesses that rely on the availability of complex knowledge



Business Process Change
A Guide for Business Managers and BPM and Six Sigma Professionals
Second Edition
Paul Harmon

Expand Your Knowledge with Professional BPM Training and Certification:

- ➔ At Our Locations Nationwide or
- ➔ On-site at Your Facility

BOSTON UNIVERSITY
CORPORATE EDUCATION CENTER
1.800.BU.TRAIN
[MORE INFO >>](#)

NEW
BPTrends Discussion Group
Linked in

work. Thus, they are increasingly leaning toward BPM efforts to increase the efficiency and effectiveness of these new services.

South America is also growing rapidly and has begun to rely more heavily on BPM to redesign their businesses and to make them more efficient. The transition is just beginning to gather momentum but we expect South America to develop new industries and services very rapidly throughout the coming decades, becoming ever more interested in productivity. In the past decade, many South American companies were exploiting their cheap labor advantage, but they have recently watched as many of those jobs have been moved to China. Ironically, South Americans are a bit better off than the Chinese and many organizations have decided they will need to exploit BPM and focus on productivity and services rather than trying to compete directly with China.

Independent of this analysis, throughout the world there is an interest in BPM within specific industries. Petroleum companies are interested in how to manage their complex resource extraction and distribution processes efficiently and effectively. Similarly, the idea that government service processes can be standardized and will respond to efforts to increase their productivity has become popular and governments in several countries are exploring BPM for government services and activities.

The interest in getting work done more efficiently and more effectively is rapidly becoming a worldwide obsession. Global competition forces everyone to evaluate their strengths and focus on where they can add the most value. BPM provides practices and tools that can be used to help governments and organizations increase their productivity and their ability to respond to changing markets and technologies. There are a few regions that haven't focused on BPM yet, but most regions are showing a rapidly growing interest. We expect to see the interest in BPM, which is already strong, become even stronger as economies begin to recover.

Till next time,

Paul Harmon

[:: email us](#)
[:: Visit BPTrends](#)