



# Closing the Gap Between Business and BPM

## ROUNDTABLE OBJECTIVES

One of the key objectives for Executive Day of the Think Tank event is to encourage delegates to interact with each other and share perspectives / experiences. Moreover, our overall aim is not to set the event up as a traditional conference, where one speaker talks from the front of the room and everybody else (hopefully) listens. Research suggests that as much as 76% of any learning experience (what people internalize) derives from interactions with their peers.

The Roundtable sessions are designed to give people a chance to talk and discuss issues. Each table has a topic against which the table leader will present back to the other attendees a short summary of the ideas gathered and discussed. Each topic needs to be framed in a challenging way, to engage delegates and get them to open up.

We now need your help in framing those discussion topics appropriately. Below you will find a list of topics that have been suggested. We have gone through and provided some supporting notes, but now need to clarify the topics for circulation to the delegates.

Given that we will have 10 tables and 10 topics, it is expected that delegates will have opinions in more than one area. Effectively we have 2½ hours – beginning during the lunch time and ending with a stroll on the beach at 3:30. It is envisaged that we will run 3 Magic Exercises (40 minutes each), plus 50 minutes for feedback from Roundtable leaders to the entire audience (each Roundtable topic gets 3-5 minutes).

## ROUNDTABLE MAGIC EXERCISE

The challenge here is to balance the needs of a) offering the opportunity for people to interact and discuss an issue, b) to enable delegates to contribute to more than one topic area, and c) the need to capture the thinking as effectively as possible.

The way it would work is that the Roundtable leaders do a 5 minute explanation of the perceived issues surrounding that topic (to those at their table). They then facilitate a quick brainstorm - putting one line descriptions of issues only on a flip chart (5 minutes).

The people at the table then fill in a 'Magic Form' (well they are not magic really). The idea is that they quickly describe the 'Before' and 'After' situation against an issue (or two) from the flipchart. If possible, they would also describe the bit of 'Magic' that is required to make that a reality.

As time allowed within their 40 minutes, Roundtable Leaders could then encourage the delegates to discuss their suggestions (time available should be 25 minutes).

The Magic Forms will provide input to the Roundtable leaders in presenting back to the audience (we'll have a 10 minute break before commencing the feedback). Roundtable Leaders will be able to use a couple of flip-chart pages to support their points if needed.

We believe that this would be the most productive in terms of giving people a chance to discuss their pet-peeves and issues, educating them a little and also ensuring that the whole thing does not descend into chaos. Further, because we have a structured information gathering phase in each round, we capture ideas, issues, etc., from the delegates.

This is a fantastic way of gathering the input from a large number of people (doing more in parallel), enabling us to more easily collate, synthesize and gathered together for presentation back later. Moreover, it provides a large body of content for the work groups meeting on day three and can also be placed on the web discussion board to prompt online interaction.

However, it also means that Roundtable facilitators need to develop a short presentation of the issues for their focus area, to kick off the discussion (working from a printed version of a couple of slides perhaps).



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## ROUNDTABLE ISSUES

### **1. *BPM & Corporate Governance***

Tools and techniques are most needed to help a company control its assets, report its operations, meet regulatory requirements and manage its business. What should BPM provide to support better corporate governance? Or perhaps more appropriately, how does BPM technology need to adapt to reflect the needs of corporate governance? Are these technology issues at all, but more focused on achieving cultural change in the enterprise?

### **2. *Costs of BPM***

Sustaining BPM initiatives requires investments in technology and organization infrastructure. What is needed to reduce the costs of BPM? On the other hand, BPM initiatives are perceived as being costly, yet the real cost of technology ownership has dramatically reduced over recent years. Moreover, the central aim of most BPM initiatives is to create a high performance business. So it could be viewed in terms of what is the cost of not adopting BPM as a core management discipline? If BPM initiatives involve long term cultural change, how can the traditional, project-based funding paradigm be adapted?

### **3. *Adaptive processes for the agile enterprise***

Tools and techniques (such as business rules, modular/reusable designs, just-in-time practices) that help an organization avoid BPM failure scenarios (such as analysis paralysis, the static process straightjacket, perpetuating the idiosyncrasies of past designs, and bottom-up IT-driven architectural spaghetti) and promote continuous innovation in an environment of continuous change. How do you balance efficiency/control with the agility and adaptability dimension? How could you model degrees of empowerment? What BPM tools, techniques and standards are needed to enable an enterprise to become more agile?

### **4. *BPM in a mobile world***

Machines conduct their business with each other in short bursts over a live connection. People don't. What are the unique challenges facing participants who are disconnected from one-another and engaged in long-running processes? What best practices are particularly relevant for business that is conducted with multiple people engaged in multiple conversations? What is needed to support these practices? What are the implications for process models and execution engines.

### **5. *Collaborative BPM across the trading community***

What challenges and opportunities face the extension of business processes beyond the organization firewall? Who owns the process and how can partners synchronize their process adaptations? What is needed to meet the challenges and opportunities?

### **6. *Executing BPM across the global enterprise***

What tools and techniques should be standardized across the enterprise and which can be left to "local flavor"? What is needed to integrate processes across the enterprise and still allow for local optimization of processes? How does the process architecture find a balance?

### **7. *Improving communications between the business units and IT***

Compare modeling techniques that are best suited to articulate what exists and those best at mapping the future. Can business modeling be detailed enough for IT without losing sight of the big picture? What sorts of techniques are most appropriate for differing needs and types of audiences?



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## **8. Sustaining BPM momentum: Metrics to measure BPM success**

What elements of past successes (or failures) can be leveraged to repeat and scale project successes? Focusing on continuous process improvement and optimization, what performance measures are most important to determine the success and value of a BPM initiative? How can production management disciplines be adopted to enhance performance of teams?

## **9. Outsourcing BPM**

Outsourcing no longer applies just to software engineering, development or call center functions but entire business processes. What legal issues exist related to eBusiness processes such as electronic agreements, agents, signatures and privacy? What issues are associated with transparency and management control over outsourced processes?

## **10. Security Issues in Process Collaboration**

Often safety and flexibility are at odds in business process design. How can organizations conduct business securely while still obtaining the most benefit from information and process sharing? Who should be allowed to change processes? What does it mean to own a process? What security concerns must be addressed? What are the security risks and how might better tools and techniques mitigate these risks?

## **11. Technology Investments in a Challenging Financial Market: Balancing Tactical and Strategic Issues**

Investing profits in technology has increased revenue and lowered operating expenses. However, the current market climate has produced a challenge: It's not as easy as it used to be to justify the expense, but in many ways it is more important. How do firms justify technology investments when market challenges impede revenue growth and increase costs?