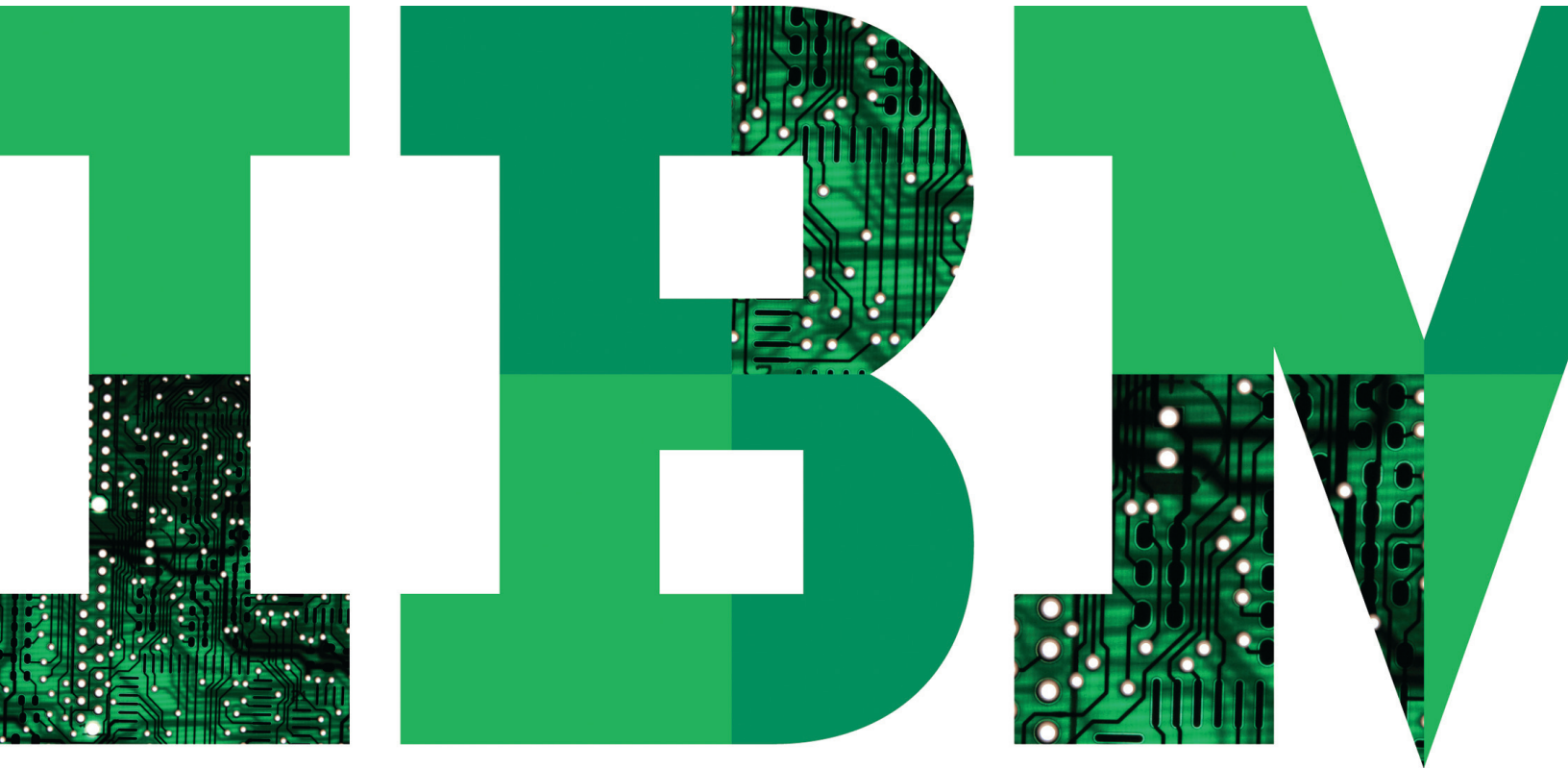# Take a smarter approach to process and decisions

Business Process Management

"Transformation" is a strong word, and one that is not used lightly at IBM. For organizational leaders around the world, business transformation is a concept that is generally held to be difficult, expensive—or impossible. Yet change is occurring every day for businesses large and small. By engaging in a deep and meaningful conversation about their business processes, organizations are transforming the way they work, and are reaping the benefits in the form of sustainable innovation and rapid growth.

Business process management (BPM) is no longer tactical; it is strategic. The topic of a "BPM strategy" comes up in organizations of all sizes and throughout all industries. And BPM sparks a unique type of conversation, because it involves both Chief Information Officers and line-of-business managers; these leaders know that one of the advantages of BPM software is that its use encourages IT and "the business side" to work together to address some very real business concerns.

Efficiency continues to dominate these conversations, as USD 488,000,000,000 is lost each year by U.S. *Fortune 500* companies[1] due to process inefficiencies and USD 1,300,000,000,000 is wasted every year by the U.S. public sector through inefficient processes[2]. The acceleration of change, competition and complexity is a challenge that requires partnership between business and IT, but collaboration is less than ideal at many companies. Improvements seem to come slowly, one project at a time, and the re-use of information is inadequate. Despite these realities, business colleagues expect their IT team to move faster, to be more flexible and to lower costs—without sacrificing quality of service. It is indeed time for transformation.

Organizations must leverage a trusted architecture in order to streamline and optimize business processes and to break down application silos. IBM service-oriented architecture (SOA) makes it possible for your business to take control of applications and to integrate business processes and decisions in a manner that employs the best practices that are most relevant to

your industry. SOA supports BPM by providing the technical ability for process independence and rapid implementation of modeled processes.

Business and IT leaders are turning to BPM software because it represents a significant opportunity: The ability to engage your entire organization in process improvement. You can take action to achieve broader process visibility, stronger governance and a renewed sense of agility. Individual contributors at every level are finally empowered to make a positive difference in your organization. There is much power in a single employee's realization that confident action can be taken; imagine how dramatically your business can change when your entire workforce taps into this power. With a well-considered BPM strategy, business transformation is not only possible—it can occur within three months.

IBM Software for BPM accelerates transformation, innovation and growth

If you are a leader who is investigating BPM software, be aware that the rapid evolution of technology, complemented by a profound understanding of your industry and processes, can yield significant benefits: Easier integration and easier adoption by your business. When the nature of change is seamless and accessible, true business transformation can begin. Real growth can be fostered. IBM software for BPM provides easy-to-use tooling that directly engages your colleagues and business partners in process improvement and decision management.

Encourage culture change with software that is able to make a positive difference quickly. When business and IT leaders work with IBM to make the most of business process management, they should prepare themselves for the speed with which transformation and growth can occur. In the rapidly changing world of business process management, the best BPM software portfolio is one that can provide substantive value rapidly while also being able to scale with your needs.

"Our business process transformation has differentiated Lincoln Trust in the marketplace. Through automation and process simplification, we've leapfrogged larger competitors in terms of our superior ability to on-board and service customers."

—Helen Z. Cousins, executive vice president and CIO, Lincoln Trust Company

A fast path to success with BPM software from IBM

In today's business environment, adaptability itself could well become your company's biggest competitive advantage. That is why IBM offers an approach to BPM that is specifically designed to drive adaptability and transformation, even when budgets are restricted. Designed to deliver the insight you need to manage business processes, IBM software offerings are of interest to leaders who wish to achieve results quickly.

Seek out simplicity. Business-led change need not be complicated or daunting. With this IBM BPM solution, simplicity engenders deep user engagement. Expect a single, model-driven design environment that makes collaboration easier and helps you meet your goal of exceptional process design and analysis. A clear, standards-based tool allows even nontechnical users to engage in improvements.
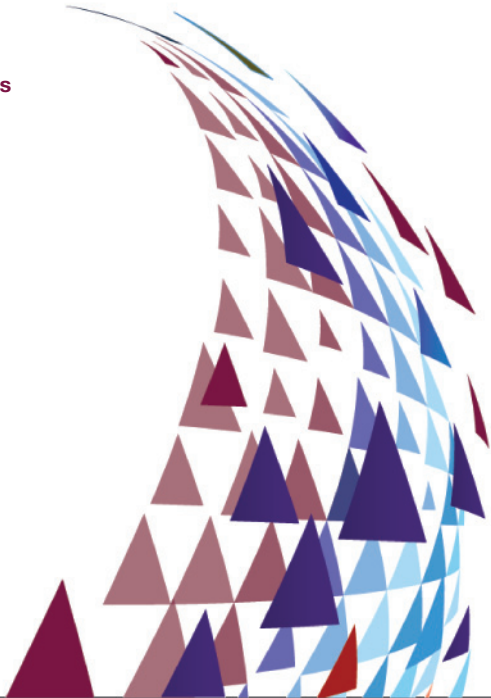
Seek out power. In the world of business process management, power equates to robust processes that scale quickly. With BPM software from IBM, you gain the ability to execute mission-critical solutions with assurance. Employ single BPM runtime to support your full range of business processes, service orchestration and integration. Use the power of this IBM software to advance your competitive advantage.

Seek out meaningful governance. Manage change confidently with governance that makes a difference in the real world. The IBM approach to governance delivers a unified, model-driven environment that helps you to stay in synch throughout the entire lifecycle, from model design to deployment. Centralize process deployment visibility and control throughout all environments with a BPM repository that is unlike any other.

Seek out visibility. You cannot optimize what you cannot see. Get the visibility you need to make a positive difference for your business. Business process management from IBM offers a performance data warehouse that empowers business users, who can more easily optimize business processes. Monitoring and analytics are clearly presented and built-in performance data results in the near-real-time visibility that delivers value rapidly.

IBM Business Process Manager
The BPM platform from IBM is among the most powerful in the world. It combines best-in-class simplicity and ease of use from IBM® WebSphere® Lombardi Software® Edition with the power and scalability for which IBM WebSphere Process Server is known.

IBM Business Process Manager

Embrace complexity, adapt quickly and exceed expectations with a simpler solution to a complex problem

Simplicity
Simpler modeling employs standard BPMN and is easier to use
Fast "playback" encourages rapid collaboration
Process-rule editor uses ILOG language

Power
BPEL orchestration, the industry standard
Built-in ESB and integration adapters
Transaction support

Visibility
Near-real-time process "scoreboards"
"Heat maps" reveal blockages in process model
Near-real-time reports delivered within process "coaches"

Governance
A single repository of all process assets
Tool kits help teams to share assets
Simpler, one-click snapshot versioning
Centralized, one-click deployment control center

The performance of IBM Business Process Manager helps your workforce embrace complexity, adapt quickly and exceed expectations. Supported by industry-leading technology, deep industry knowledge and built in collaboration capabilities, the IBM approach is able to deliver the simplicity, visibility, power and governance that constitute the foundation of lasting business transformation.

Business Process Manager delivers a broad and consumable BPM platform that is capable of providing visibility and management of your business processes. Expect tooling and run-time for process design, execution, monitoring and optimization; IBM Business Process Manager is specifically designed to help process owners and business users to engage directly in the improvement of their business processes. This highly integrated model-driven environment fosters greater collaboration between business and IT teams and scales smoothly from initial project to enterprise-wide program. Get started quickly with easier deployment and use; Business Process Manager can be used right away, or in a rapidly customizable configuration. This IBM solution helps provide rapid time-to-value and improved user productivity.

Demand BPM software that can demonstrate these attributes:

- **Simple** enough to engage all process participants—even those who have no technical experience.
- **Powerful** enough to handle your most mission-critical business processes.
- **Scalable** enough to meet the demands of your business and today's dynamic environment.
- Helpful to your employees, who can manage change confidently with built-in **governance**.
- Provides **visibility** into performance bottlenecks and delivers process metrics in near-real-time.

IBM Process Center

Visibility and simplicity are important for leaders who wish to take advantage of BPM's power—but governance itself holds great potential to drive competitive business success. The best approach to governance is one that can provide the repeatable and reliable security your team needs to manage change confidently, even in a dynamic, complex environment.

IBM Process Center is an asset repository unlike any other. As the world's only "smart" BPM repository, Process Center centralizes process deployment visibility and control throughout all environments. This makes management of process change easier and provides consistency and repeatability to increase the likelihood that processes execute as they are designed. Provide an environment in which your teams can execute mission-critical enterprise solutions with confidence.

The IBM approach to governance delivers a unified, model-driven environment that helps you to stay in synch throughout the entire lifecycle, from model design to deployment. This fosters a collaborative environment in which process designers and integration developers can take advantage of each other's work, and provides you with a governance mechanism that makes it easier for business users to control and share processes.

IBM Process Center is lightweight enough to use for first projects, yet robust enough to scale to enterprise-wide solutions. When you engage IBM, you get a repository that delivers a single BPM runtime to support the full range of business processes, service orchestration and integration.

The IBM difference: A BPM repository unlike any other

- Centralize control for governing the deployment of process and services to production runtime throughout all environments.
- Employ a scalable repository and control center to manage all process artifacts, applications and services that are created as part of your BPM program.
- Change with confidence using process control that is repeatable, more reliable and more secure.
- Use a shared library of all process assets that facilitates drag-and-drop reuse and collaborative implementation.
- Install and track deployed versions of multiple processes throughout a variety of runtime server environments.
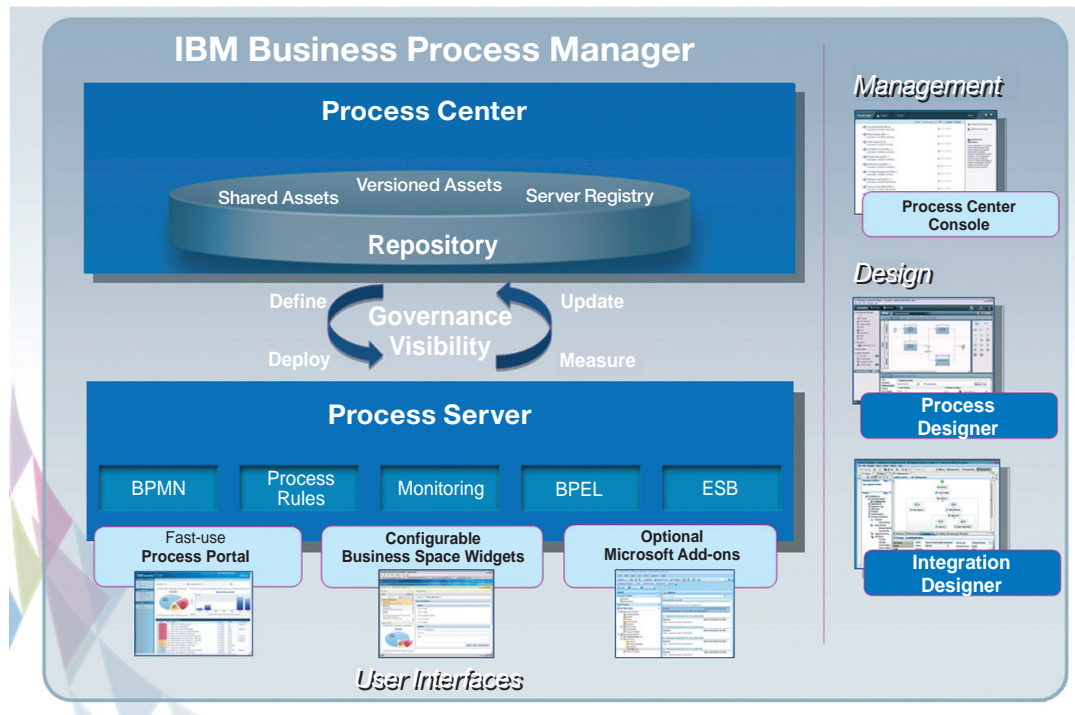
IBM Blueworks Live

Instituting a BPM program within your organization has long-term effects, because it helps turn process excellence into a competitive differentiator. Yet, for so long, BPM suites have been focused solely on one user group—IT professionals—which means that these suites excluded all the other process stakeholders who often "hold the keys" to the successful introduction of a process improvement initiative. IBM Blueworks Live™ is meant to bridge the gap between business users, who are active participants in the process, and IT professionals, who in the past might have been the only people tasked with improving those processes.

Through an interface designed with the business user in mind, this cloud-based offering from IBM gives everyone in your organization a voice in identifying opportunities for documenting, communicating and acting upon process change. Using a simpler, more intuitive browser-based interface and powerful analysis tools, Blueworks Live quickly becomes your single source of truth when it comes to the processes that make up the essential nature of your organization.

For example, Blueworks Live helps eliminate confusion regarding the latest process for "on-boarding" a new employee, or confusion about which individual is responsible for approving an

expensive travel request. Individuals who need to be "in the know" are "in the know" through collaboration features that underpin each and every capability exposed in Blueworks Live. Moreover, once you have identified opportunities to streamline some of your processes, you can quickly do so in the cloud using simpler workflow- or checklist-type automation. Should you require more complex automation spanning multiple systems and stakeholders and involving complex routing rules, you may choose to import your Blueworks Live processes right into your on-premise BPM suite such as IBM Business Process Manager. IBM Blueworks Live gives you the option to export your documented processes in the latest BPMN 2.0 standard.

Your Blueworks Live onboarding experience has been streamlined to make it very much easier to get started and productive with BPM "in the cloud." Perhaps you have existing processes that have been documented in other tools such as Visio or IBM WebSphere Business Modeler; those assets can be brought into the cloud in an instant when you take advantage of the importing capabilities available with Blueworks Live. If you are "starting from scratch," you should first take a moment to browse through the extensive IBM Blueworks Live template library; it contains very rich industry-process templates that you can import directly into your account and then customize to suit your needs. An extensive library of video tutorials, blogs and training material is "at your fingertips," so that excelling quickly at BPM becomes a reality.

Nearly 300,000 processes have been documented or automated in Blueworks Live to date. Organizations large and small, based in various industries such as finance, insurance and government, are turning to Blueworks Live for its simplicity and for its ability to quickly institutionalize the continuous process improvement exercise. Comforted by the security and privacy features that are the foundation of any IBM offering, business and IT users alike finally have an environment in which they can feel safe to innovate and collaborate "at scale."

IBM Business Monitor

In order to address today's marketplace realities, it is essential that you understand how your business is performing, and it is essential that you understand how to transform your business processes into engines of innovation. The performance of IBM Business Monitor provides the near-real-time operational visibility that forms the basis for optimizing processes, making it possible for you to draw further savings from increased efficiencies. And Business Monitor software has the ability to monitor processes and applications that run in disparate environments.

Transform insight into action and take action in near-real-time.

A key engine of agility is the ability to use BPM to transform insight into action at your organization. Business activity monitoring empowers you to achieve broad monitoring, both historically and in near-real-time. With IBM Business Monitor, you can expect clear and concise near-real-time view of operational processes, transactions and events. This helps you to act promptly and decisively—qualities that are much needed in today's dynamic business landscape.

Increase process efficiency with real-time dashboards, scoreboards and alerts.

Get both strategic, high-level views and detailed, operational views of business performance with Business Monitor dashboards. Executives and process owners alike gain the ability to monitor the overall health of business processes. IT operations managers can "drill down" to key performance indicators that are associated with specific processes to see detailed breakouts that are presented by product, geography, workstep, individual performer, or any other dimension specified for the metric.

Empower your organization with near-real-time analytics to optimize business processes.

The built-in IBM Cognos® Business Intelligence capabilities in Business Monitor unleash the collective intelligence within your organization. You can use your data for predictive analytics and

reporting, and to identify trends and forecasts that will enable your organization to make smarter, informed decisions. These capabilities help you to act faster than your competitors.

Track performance from anywhere.
The "need of the hour" is to access information from anywhere to manage business. Business Monitor performance provides multichannel support to enterprises, providing timely views of key performance indicators (KPIs), metrics and alerts through web interfaces, iPad and mobile devices, and corporate portals.

How IBM BPM software positions your organization for success

- A single, unified design repository provides collaboration, versioning, governance and management for your assets and supports "fit-for-purpose" design tools.
- All process engines move forward in a single infrastructure and are deeply integrated for single, unified runtime.
- A common user experience unleashes the power of your workforce; expect a universal task inbox along with widgets, business space and mashups.
- Broad performance monitoring is built-in, and your team can track key performance indicators.

IBM Case Manager

IBM Case Manager unites information, process and people to provide a 360° view of a case. A business-friendly platform is central to Case Manager; this platform supports multiple applications, which makes it possible for more value to be extracted from critical information using integrated business rules, collaboration and analytics. These capabilities enhance decision-making and lead to more-successful case outcomes. Your teams can leverage best practices that are captured in frameworks and templates. These assets are supported by

advances in case-application design tools that empower business users and knowledge workers, expediting the development and deployment of case solutions.

Case Manager enables company leaders throughout all industry sectors to address increasingly complex case loads while they take action to adjust to economic conditions, regulatory compliance and shrinking resources. This agile and flexible solution platform from IBM melds traditional capabilities with state-of-the-art technologies—and does so within an easily customizable, template-driven solution that can be tailored to a case worker's environment in an manner that is quicker and simpler.

IBM WebSphere Operational Decision Management

Decision management is an approach that combines software and expertise to automate and improve decision making within business systems. With WebSphere Operational Decision Management, an employee can make the best possible decision at the current moment, based on data and situational context. Individuals at every level of your organization can use data to discover insights—insights that can be employed to continually improve decisions over time.

Leaders find value in decision management because, when properly executed, it helps them take action to automate, improve upon, and govern operational decisions throughout their enterprise. These decisions may be fully automated, or they may be used to provide decision support to employees, functional teams and business partners. The IBM approach helps you to make more profitable decisions by delivering near-real-time detection of opportunities and risks. Your team can implement changes more easily, more safely and more reliably in order to meet new market demands or policy requirements. Put the power of decision management to work within your organization.

The power to adapt

IBM customers who employ decision management software gain the power to adapt, because better decision making reduces the time it takes to implement change. Deploy once, and changes are available for processes and business systems throughout your enterprise. Provide your business experts with the ability to manage and validate decision logic; the result is dramatic reduction of delays in the "hand-off" between business and IT teams. WebSphere Operational Decision Management employs decision logic that is defined in non-technical, intuitive syntax, which makes it appropriate for business people and encourages adoption.

The power to align

WebSphere Operational Decision Management helps to align efforts throughout your enterprise, because process visibility and governance becomes standard throughout the decision management lifecycle. The extent to which you can encourage collaboration determines the extent to which your initiatives will succeed; this is why IBM has created decision management software that encourages collaboration. Communication is improved, and your organization is better able to meet changing business requirements. With IBM, simplified decision versioning, auditing and change control is defined through an easy-to-use governance system. You can achieve improved visibility and control when management of business rules and events exists in a unified environment.

The power to act

Because your stakeholders gain the ability to sense actionable situations and respond to them with confidence, this IBM solution is designed to unleash the capacity to take action. Detect and react in near-real-time to critical business situations. To increase accuracy, make the most of specific context and predictive models to customize decisions. The performance of WebSphere Operational Decision Management makes it possible to execute high-volume event pattern and correlation analysis, which helps you mitigate risks and identify opportunities.

This solution from IBM provides a combined business rules and events management platform that helps you to automate a wide range of decisions. Expect automation and governance of operational decisions that control the actions of your critical business systems.

WebSphere Operational Decision Management helps business leaders in virtually every industry to improve the quality of transaction and process-related decisions that are made repeatedly. This capability is crucial when you must determine the appropriate course of action in customer, partner and internal interactions. Automate, govern and improve operational decision-making throughout business processes and applications for better business outcomes.

IBM WebSphere Operational Decision Management provides capabilities to:

- Detect events and event patterns in near-real time, which helps you to strengthen situational awareness and respond more quickly to actionable situations.
- Automate the response of highly variable decisions based upon the specific context of a process, transaction or interaction.
- Manage and govern business-rule and event-based decision logic in a manner that reflects your specific organizational knowledge and best practices.

How these IBM software components work together

The business process management software offered by IBM is "friendly" enough to engage your business, yet powerful enough to scale up to an enterprise program. Collaboration between business users and your technical delivery team can improve more rapidly when you employ a BPM solution that minimizes the technical skills that are required for efficient execution.

With IBM, strong linkages between BPM software components prepare your organization for success. IBM Business Monitor integrates directly with Business Process Manager. IBM Business Process Manager employs IBM ILOG® Business Action Language (BAL) to create rules in the context of your business processes—and ILOG BAL is the same language that is used in IBM WebSphere Operational Decision Management. Business transformation comes more quickly when you can import information from Blueworks Live and IBM Case Manager into Business Process Manager. When fast adoption and rapid time-to-value are your goals, IBM delivers with software that is high-performance and fully integrated.

Supported by industry-leading technology, deep industry knowledge and a healthy respect for collaboration, the IBM approach to business process management is able to deliver the simplicity, visibility, power and governance that create business transformation.

Extensions of operating environments for mission-critical applications and processes

Business Process Manager for z/OS® modernizes and extends your IBM zEnterprise™ core business processes by bringing the leading IBM BPM platform to IBM z/OS. The result is a broad BPM platform that is particularly valuable to business and IT leaders who wish to reuse their information assets within service-oriented architecture (SOA) environments. Because the most-innovative BPM solutions are often best deployed on IBM System z®, leaders who are responsible for enterprise-class operation are motivated to investigate this IBM approach.

Leaders at thousands of organizations around the world value this IBM BPM platform for its performance in the area of process improvement. The IBM z/OS operating system is security-rich, scalable and offers high-performance, and IBM System z delivers the optimum in mainframe server technology.

IBM Business Process Manager for z/OS and WebSphere Operational Decision Management for z/OS add value rapidly. Your organization can make the most of co-location with IBM System z programs. The BPM and decision management platforms deliver industry-leading performance and access to data. With high availability and quality of service for transactional and batch execution, IBM software for BPM offers extended support for high-volume process automation with high qualities of service.

The business benefits of the IBM zEnterprise System

IBM System z helps companies to meet huge processing demands when budgets are restricted. The hybrid design of the IBM zEnterprise System is ideally suited to transform your infrastructure, delivering smarter computing that is designed for data, tuned to the task and managed in the Cloud. The zEnterprise 196 is designed for large enterprises and the zEnterprise 114 is created for mid-sized businesses. The IBM zEnterprise BladeCenter® Extension houses IBM POWER7® blades and System x blades for deployment of AIX and Linux applications and provides optimizers for specified workloads. The zEnterprise Unified Resource Manager unifies management of resources and extends strong quality-of-service throughout workloads.

IBM Business Monitor for z/OS

This business activity monitoring (BAM) software offering is tightly integrated with the IBM middleware portfolio of IBM Software for BPM, SOA and transactional solutions.

IBM Business Monitor for z/OS provides you with the ability to monitor third-party application events and makes it possible for IT teams to provide business users and managers with a broad, near-real-time historical view of your entire business operation at any level of detail. Expect built-in tooling support and run-time event hooks for products including, but not

limited to, IBM Integration Designer, WebSphere Operational Decision Management, WebSphere Message Broker, IBM BPM and IBM CICS®. With this IBM business activity monitoring software, customizable dashboards calculate and display KPIs. Metrics are derived from business transactions, processes, business activity data and business events.

Business users can view these KPIs, metrics, and alerts through various means including lightweight web interfaces, mobile devices, and corporate portals, and can drill into specific transaction and process instances. These capabilities offer timely, actionable information to business users and managers, who can use this new insight into business operations to mitigate problems or to take advantage of opportunities.

Increase revenue with near-real-time operational visibility. For example, your organization could increase sales by identifying business opportunities early, which delivers competitive advantage. Customer satisfaction levels can soar when customer service is improved in a demonstrable manner, and faster operational response times can equate to new corporate revenue.

You can reduce costs with near-real-time operational visibility, too. When you can help to ensure that critical business processes meet commitments to customers, when you can indentify process inefficiencies, cost can be reduced. Similarly, cost reductions can be realized when you can take action to ensure that key business metrics meet targets, or when you can use volume analysis to improve operational planning.

IBM Business Monitor for z/OS implementations deliver a relatively high return on investment because they are relatively low-cost and low-risk. Mission-critical systems and process flows are not "changing"; IT is simply instrumenting systems that are already in place or are being developed. Most implementations take three to six months, and the efforts of only two or three IT developers are required.

IBM middleware customers can significantly reduce the time and cost required to implement a Business Intelligence solution with Business Monitor for z/OS. Built-in tooling is combined with runtime event and message collection support for the IBM middleware portfolio of products. The integration of IBM Cognos Business Intelligence saves much time and reduces much cost, because it replaces the traditional data-warehousing process of Extract Transform Load.

Software services help your organization thrive

IBM Software Services for WebSphere offer more than just incremental process improvements; these IBM software services deliver smarter processes that help you focus on smart work. Expect visibility of your business processes and the expertise to help you drive change with confidence and flexibility. The methodology of Software Services for WebSphere delivers a foundation that supports your constantly-changing, dynamic business environment. In today's challenging economic times, you must realize rapid time-to-value for your technology investments. This team helps you accomplish that goal.

Next steps

Business transformation need not be difficult, expensive or slow to deliver. When the nature of change is seamless and accessible, true business transformation can begin. Real growth can be fostered.

With business process management software from IBM, you get a fast path to value. Some customers see substantive returns in as little as three months. Customers who deploy on IBM System z are primed for especially fast success.

The sooner you engage IBM, the sooner your business transformation can begin. There is no reason to delay; IBM offers a variety of ways to learn more, to engage quickly and to encourage rapid time-to-value.

Get a free trial of IBM Blueworks Live at Blueworkslive.com

Try IBM Business Process Manager out for free in the "SOA Sandbox."

Sign up for a three-day process improvement workshop. Your IBM representative or IBM Business Partner can help schedule this collaborative meeting that brings together your business and IT representatives with experts from IBM. Assess opportunities to improve a specific process. Open up your stakeholders a more detailed understanding of your existing business and identify a clear path for improvement.

Find the best entry point. Discover BPM services from IBM to help you get started in an expeditious manner. Visit: http://www.ibm.com/developerworks/websphere/services/discoverbpm.html

For more information

Learn more about IBM business process management software at: **ibm.com**/bpm

Additionally, IBM Global Financing can help you acquire the IT solutions that your business needs in the most cost-effective and strategic way possible. We'll partner with credit qualified clients to customize an IT financing solution to suit your business goals, enable effective cash management, and improve your total cost of ownership. IBM Global Financing is your smartest choice to fund critical IT investments and propel your business forward. For more information, visit: **ibm.com**/financing

[1] Oct 2010 Tech CEO Council Report *BPM improvements can be expected to yield savings of up to five percent of sales*

[2] Jan 2011 Gartner Press Release *Gartner Says Between Now and Year-End 2014, Overlooked but Easily Detectable Business Process Defects Will Topple 10 Global 2000 Companies*

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