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Driving Business Agility through BPM and SOA

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IBM Business Process Management

1 SOA Foundation
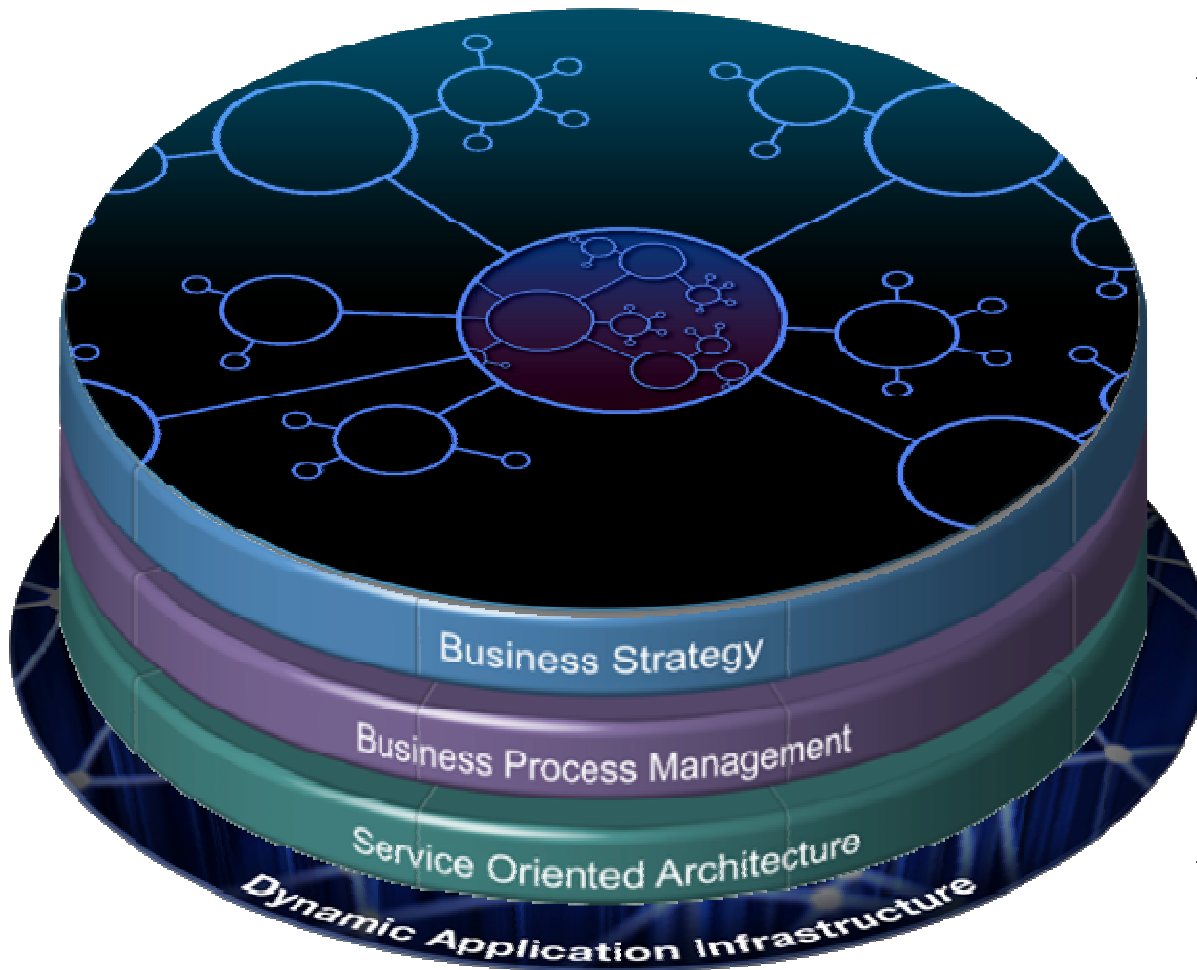
2 Business Process Management

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Driving Better Business Outcomes
By aligning the engines of agility

Agile businesses that actively converge business and technology have

- **7%** higher EPS growth
- **49%** higher ROI

than their industry peers

Business Strategy

Business Process Management

Service Oriented Architecture

Dynamic Application Infrastructure

What do we mean by an SOA Foundation?

- A software and hardware platform for building, deploying and managing solutions that subscribe to the SOA style of enterprise architecture.

  - Along with:

    - Community
    - Eco-System
    - Governance
    - Content
    - Standards

The Justification for SOA

- Business and IT Alignment
  - Driving IT design decisions from a fundamental understanding of the business model to which IT is being applied
- Business Flexibility
  - Ability to accelerate change
  - Ability to deliver innovative new business functions/capabilities
  - Ability to shift IT spend toward new function => reduce costs
- Agility, Velocity, Efficiency, Control
  - Increase the value of IT to the businesses that we serve
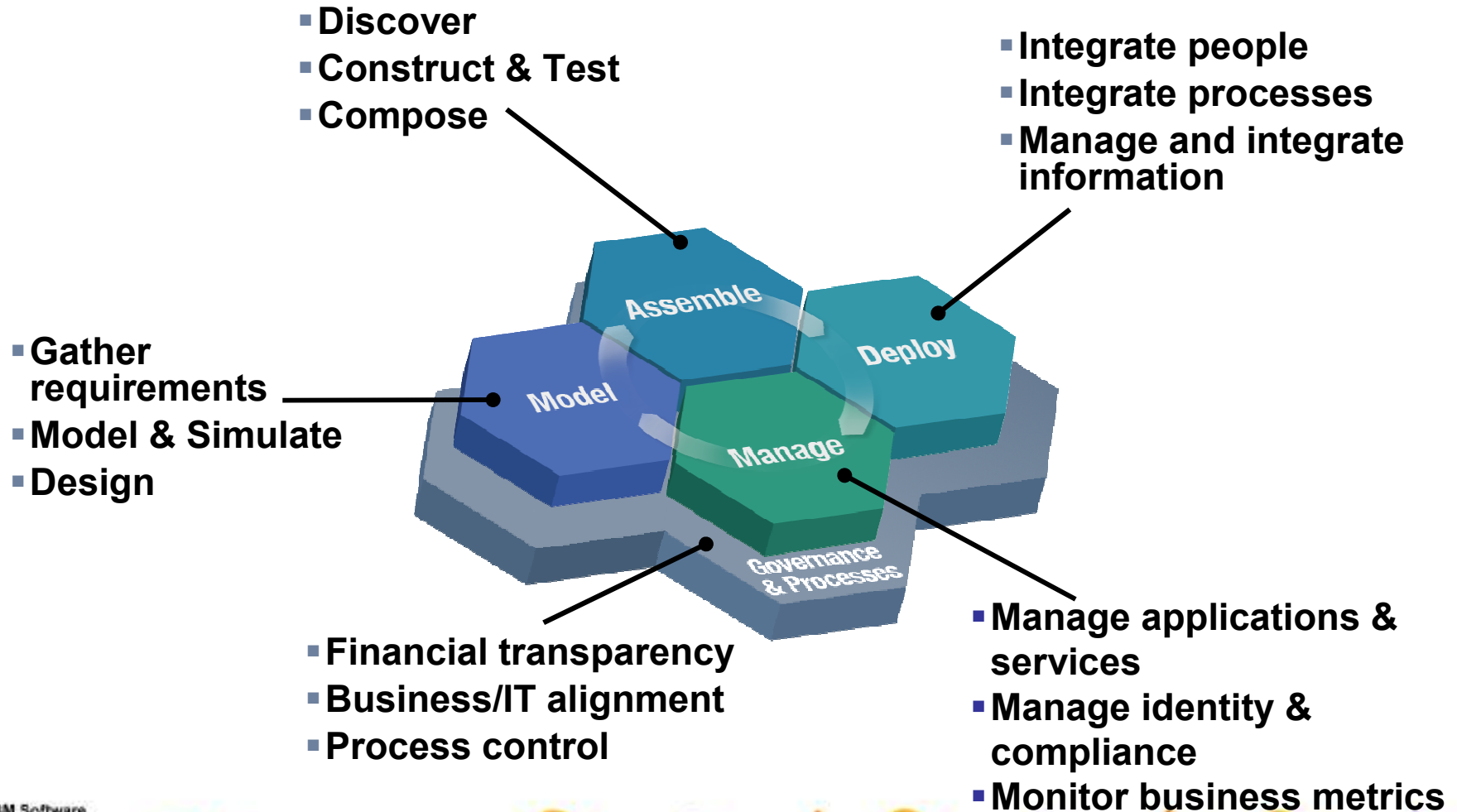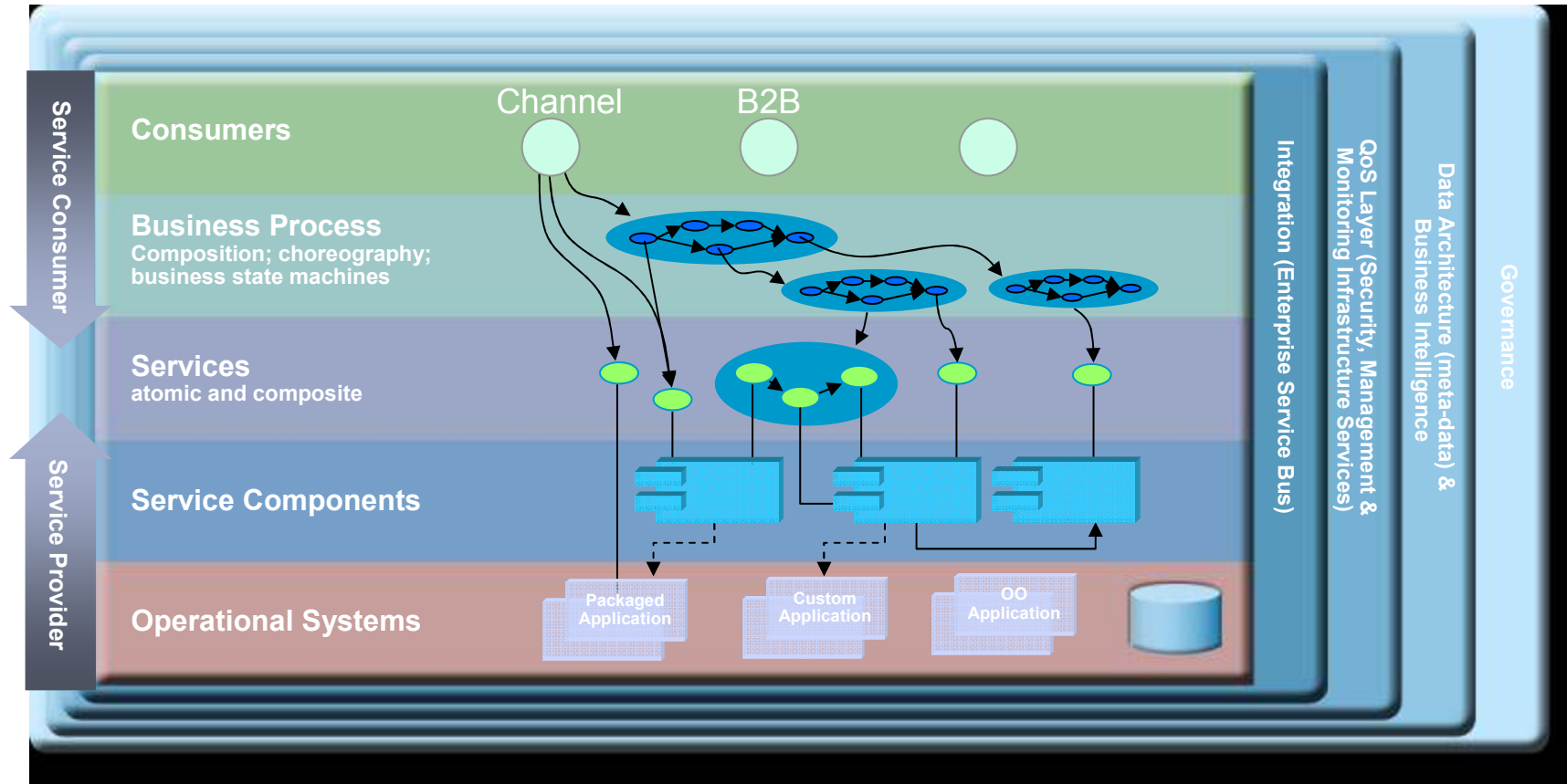
Core Principles of an SOA Foundation

- SOA style of Enterprise Architecture
- Loosely-coupled
- Heterogeneous
- Legacy enablement
- Holistic
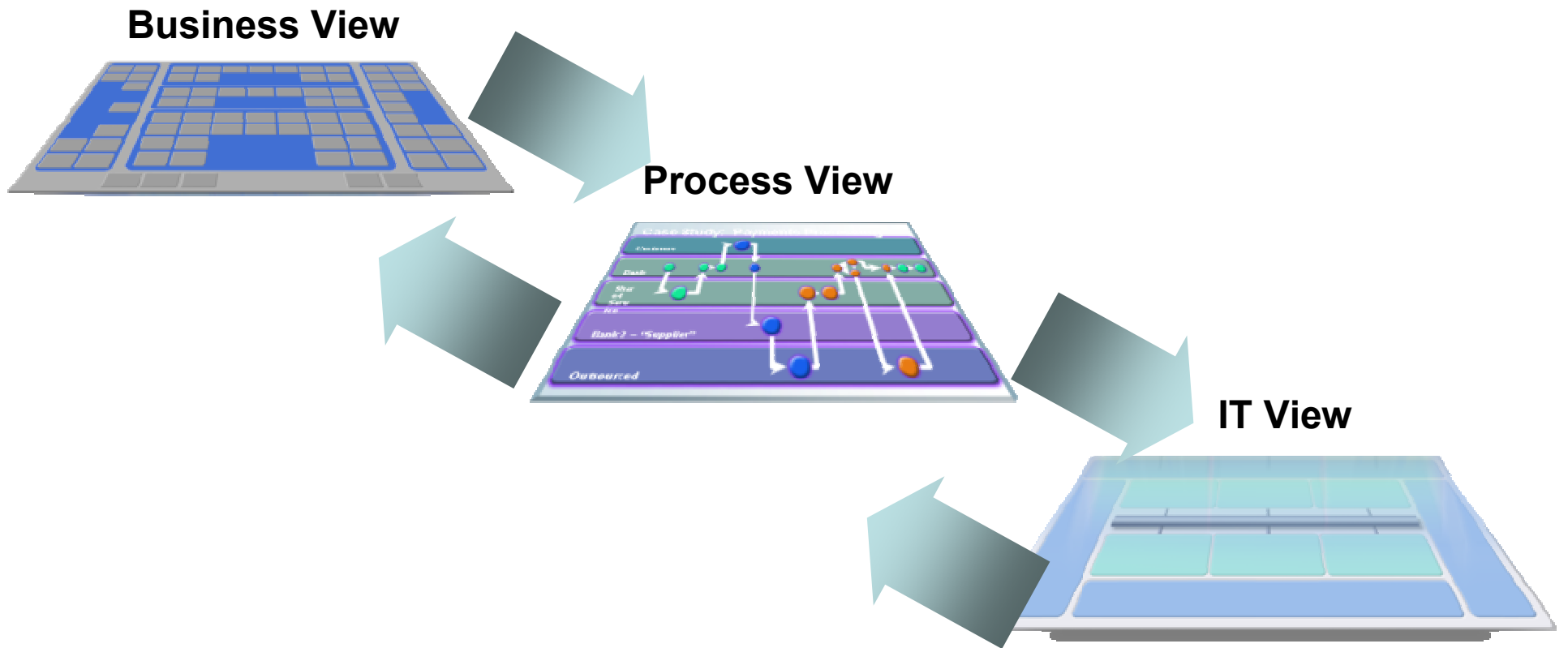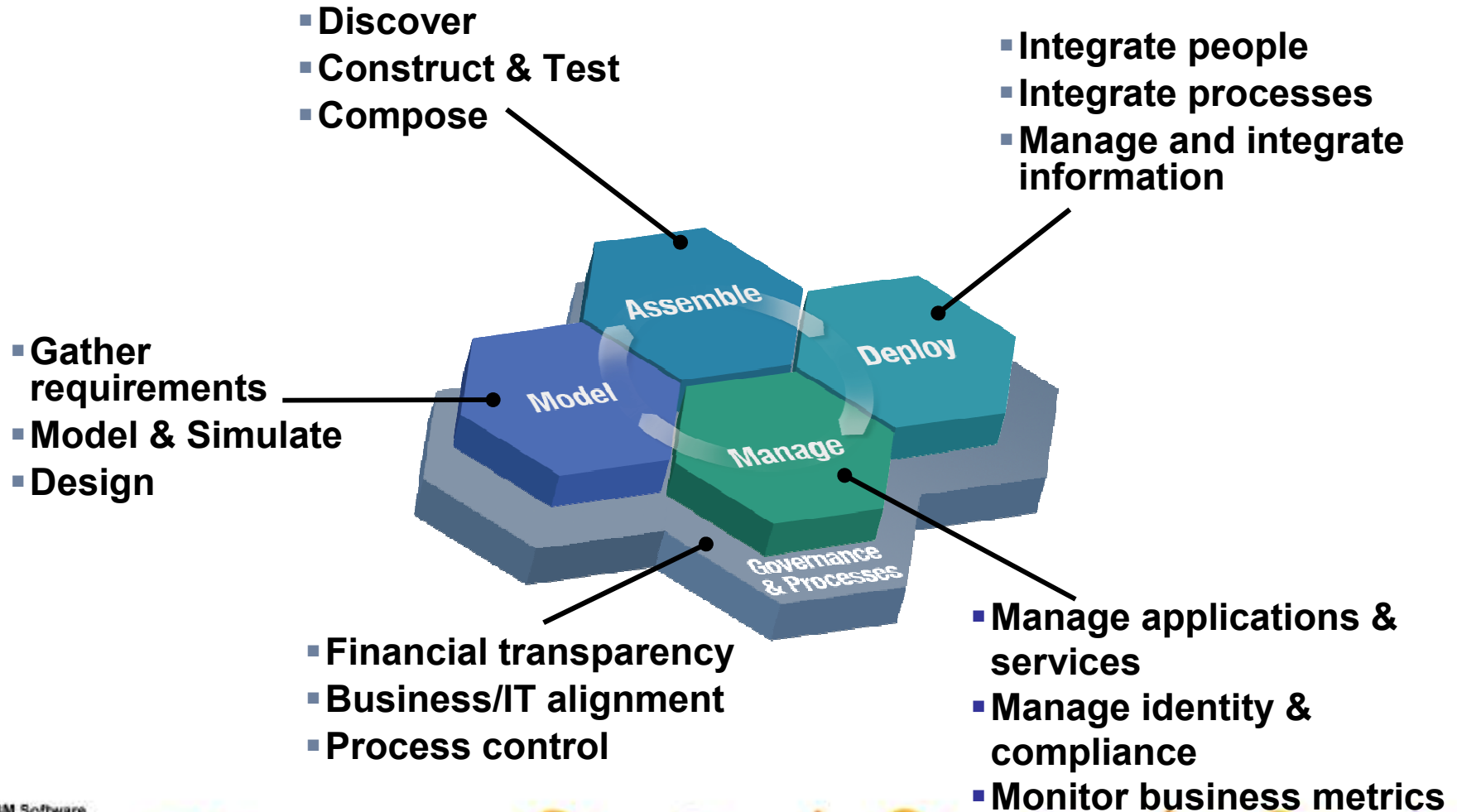- Evolutionary
- Flexible
- Governed

SOA Lifecycle

- **Discover**
- **Construct & Test**
- **Compose**

- **Integrate people**
- **Integrate processes**
- **Manage and integrate information**

- **Gather requirements**
- **Model & Simulate**
- **Design**

Assemble

Deploy

Model

Manage

Governance & Processes

- **Financial transparency**
- **Business/IT alignment**
- **Process control**

- **Manage applications & services**
- **Manage identity & compliance**
- **Monitor business metrics**

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SOA Solution Stack

Consumers

Channel   B2B

Business Process
Composition; choreography;
business state machines

Services
atomic and composite

Service Components

Operational Systems

Service Consumer

Service Provider

Integration (Enterprise Service Bus)

QoS Layer (Security, Management &
Monitoring Infrastructure Services)

Data Architecture (meta-data) &
Business Intelligence

Governance

Packaged
Application

Custom
Application

OO
Application

Atomic Service   Composite Service   Registry

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Business and IT Alignment
A transformation across domain views

Business View

Process View

IT View

SOA Lifecycle

- **Discover**
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- **Model & Simulate**
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Assemble

Deploy

Model

Manage

Governance & Processes

- **Financial transparency**
- **Business/IT alignment**
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- **Manage applications & services**
- **Manage identity & compliance**
- **Monitor business metrics**

SOA Foundation Reference Model

Strategy and Planning Services

Business Services and Events

Development Services

Interaction Services

Process Services

Information Services

Enterprise Service Bus

Partner Services

Business Application Services

Access Services

Asset and Registry Services

Management Services

Infrastructure Services

Lifecycle Services
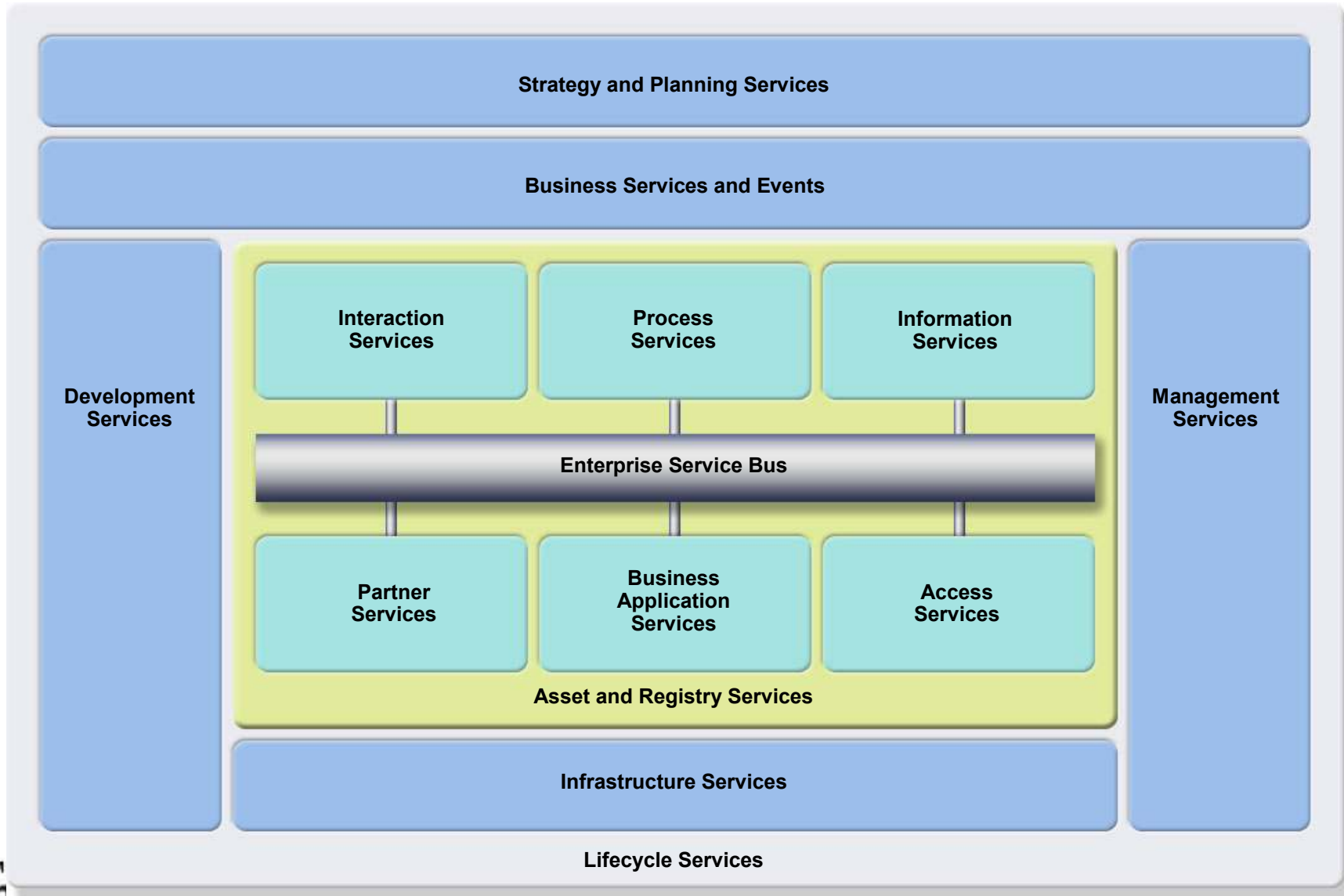
IBM Business Process Management

1   Demands of Business Agility

2   Business-led *Discovery*

3   *Interaction* and Collaboration

4   Continuous Process *Optimization*

5   Components and Methodology

The governmental challenge: Perpetual collaboration in today's economy

- According to the IBV study, virtually every nation, region, or locality in the world can expect to be affected by:
  - Changing demographics.
  - Accelerating globalization.
  - Rising environmental concerns.
  - Evolving societal relationships.
  - Growing threats to social stability and order.
  - The expanding impact of technology

Perpetual Collaboration – the core capability governments will need

Organization, Culture and Governance

Partnerships, Intermediaries And exchanges

Perpetual Collaboration

Personalized Interaction and Services

Knowledge Creation and Sharing
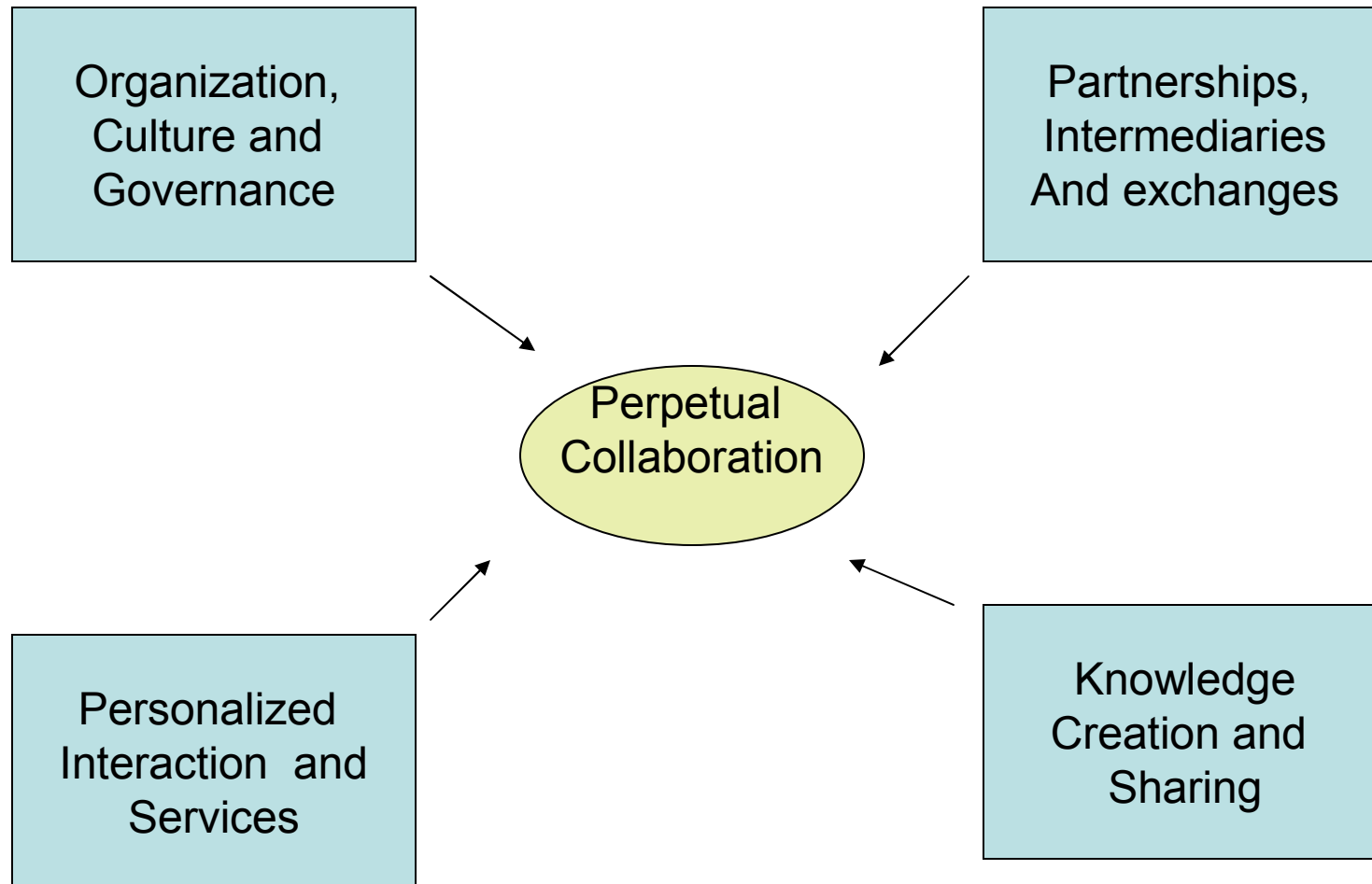
Government success depends on an ability to chart a path toward economic prosperity

That enables fundamental innovation and the transformation of
every system and industry vital to the survival of the planet,
using the four essential strategies:

* Citizen-centered experiences,
* Government accountability,
* Green government,
* and sense and respond capabilities.

Building the business case for BPM powered by Smart SOA

Governments globally and at all levels must achieve a variety of objectives to attain the goal of virtualization for perpetual collaboration—objectives that are enabled by BPM powered by Smart SOA:

- Improve administrative and citizen/constituent service processes, whether through optimization of existing processes or intelligent process (re)design
- Automate manual processes, which can be resource-intensive and prone to error
- Accelerate the design, development and deployment of process changes
- Improve process visibility, providing users and administrators with actionable information
- Improve process documentation and support for legislative/regulatory compliance efforts
- Foster innovation through process optimization using dynamic modeling and simulation

Types of Business Processes

A **business process** is a collection of interrelated tasks, which accomplish a particular goal, usually decomposed into several sub-processes.

Automated, Straight Through Processing	Coordinated, Scheduled	Content Intensive
(Payments, Trade Settlement)	(Integrated Supply-Chain, Case Management)	(Paper processes, Account Origination, Claims)

Structured — People — Systems — Information — *Unstructured*
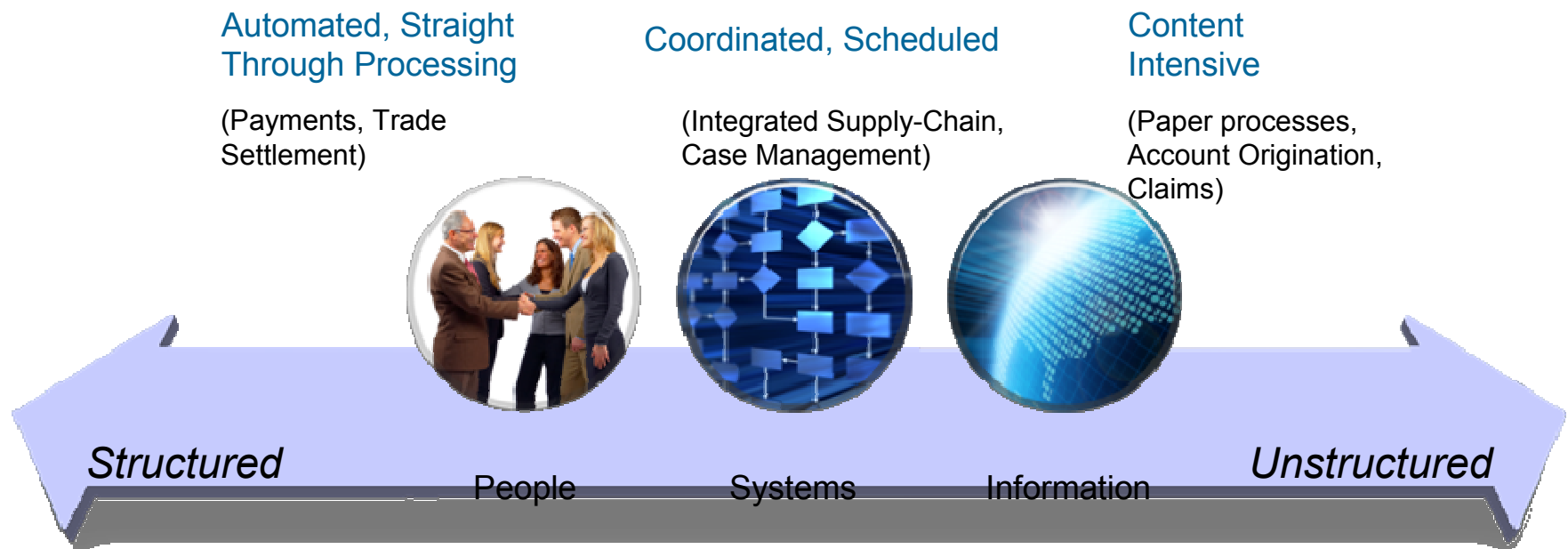
Processes

Compliance	Non-Deterministic, Event-Driven	Collaborative, Artful, Ad-hoc
(Automated Records & Process Management)	(Fraud Detection, Merchandising)	(Contract Negotiation, Collateral Creation)

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Challenges of Traditional Process Management

- **Processes inside applications**
  - Processes are rigid and costly to change
  - IT changes needed lag far behind
  - With passage of time, changes may no longer be relevant

- **Processes that span applications**
  - Any changes have implications across all applications
  - Inefficient and ineffective processes remain long after the need for change has been recognized

- **Managed manual processes**
  - No automation exists to enable on-the-fly process changes
  - No automation exists to trigger processes based on events or patterns

- **Ad-hoc processes**
  - Most systems are not equipped to capture ad-hoc work
  - Most ad-hoc processes often not tracked or monitored
  - Costs remain hidden and ad-hoc processes remain ad-hoc

Opportunities for business optimization and business innovation are lost

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Process Improvement is a Top Priority for CIOs

5 Years in a Row!

2010

2006 - 2009

Business expectations for IT focus on improving current operations and performance

Business expectations					
Ranking	2009		2008	2007	2006	2012

Improving business processes	1	↔	1	1	1	2
Reducing enterprise costs	2	↑	5	4	*	7
Improving enterprise workforce effectiveness	3	↑	6	4	*	6
Attracting and retaining new customers	4	⇓	2	3	3	3
Increasing the use of information/analytics	5	↑	8	7	6	8
Creating new products or services (innovation)	6	⇓	3	10	9	1
Targeting customers and markets more effectively	7	↑	9	*	*	9
Managing change initiatives	8	↑	12	*	*	12
Expanding current customer relationships	9	⇓	7	*	*	11
Expanding into new markets or geographies	10	⇓	4	9	*	4
Consolidating business operations	11	↑	13	14	*	15
Supporting regulation, reporting and compliance	12	↑	14	13	*	16
Creating new sources of competitive advantage	13	⇓	11	8	*	5

Top 10 Business Priorities	Ranki
Business process improvement	1
Reducing enterprise costs	2
Increasing the use of	3
Improving enterprise workforce	4
Attracting and retaining new	5
Managing change initiatives	6
Creating new products or services	7
Targeting customers and markets	8
Consolidating business operations	9
Expanding current customer	10

relationships   Source: Gartner, 2010 CIO Survey

What is *Business Process Management* ?

BPM is a discipline consisting of software and expertise to improve the performance, visibility, and agility of business processes and facilitate business innovation

Business Processes

Software

Finance

Sales

Customers

Operations

Partners

Business Process Management

Expertise
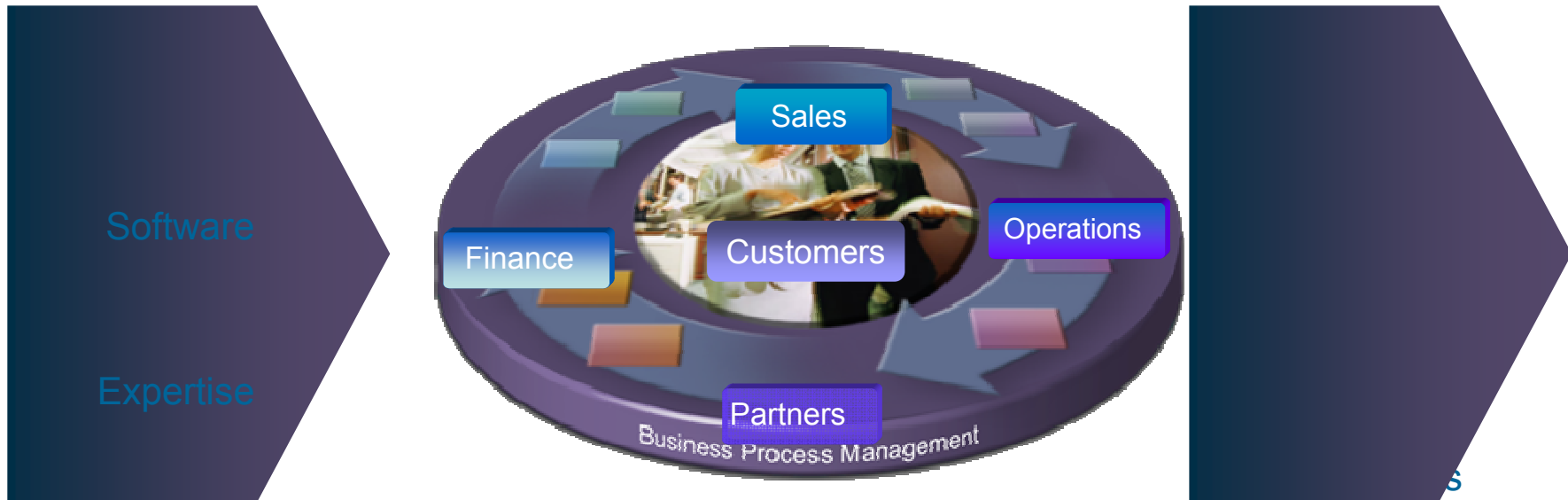
BPM continuously improves processes and aligns functions that span business, IT systems, manual tasks, and information

At its core, BPM takes **rigid, siloed processes a**nd transforms them into **flexible, choreographed business services t**hat work together to create **substantial business value t**hrough **internal and marketplace innovation i**n order to adapt to faster and more transformative change and global economic challenges

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BPM Solves Common Business Challenges

Processes aren't documented

Bottlenecks prevent efficiency

Limited visibility into performance

Complex integration across multiple processes and applications

Process change is cumbersome; exceptions not addressed

KPIs not defined; performance not optimized
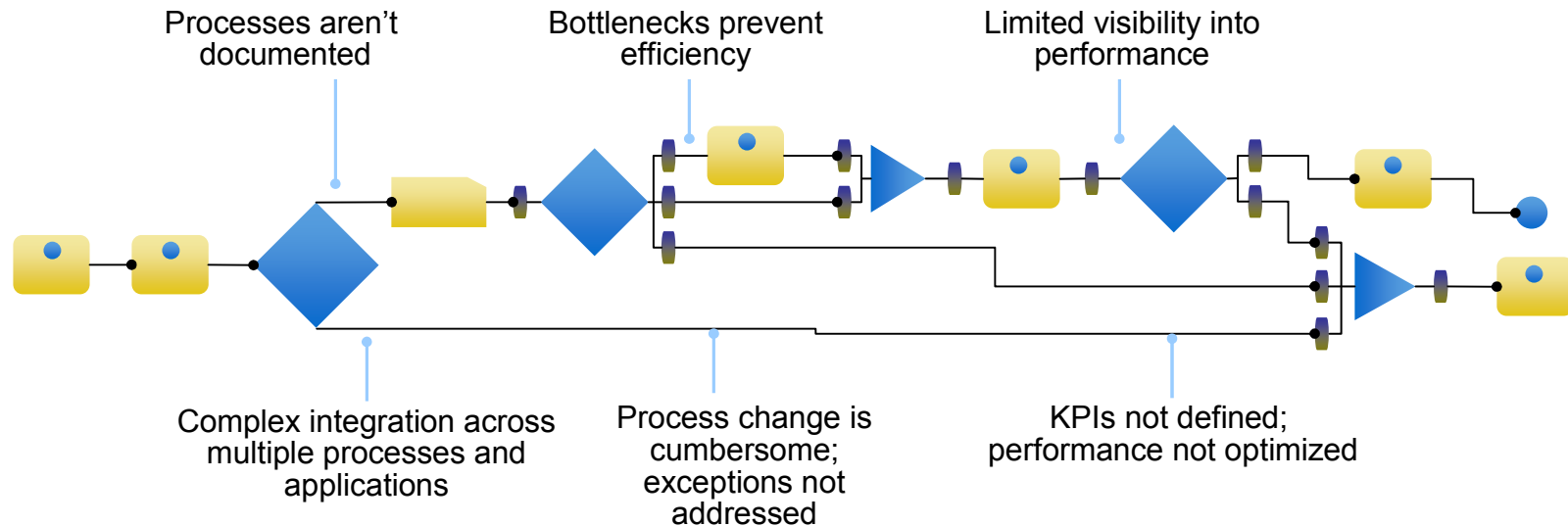
Your BPM journey…
- …can start with simply **documenting current processes**
- …proceeds into **simulation**, new process design and substantial **process automation** and **human-centric workflow management** support
- …or it can start with **monitoring current processes** to find opportunities for business optimization

In short, your journey into BPM can **start anywhere and grow anywhere**

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The Future for BPM is NOW

"82% are planning to invest in real-time technology by the middle of 2010"

ebizQ

Source: Latest Vanson-Bourne Survey on Operational Responsiveness

"….seeing large budgets being set aside for BPM projects in 2010…; 66% say BPM experiencing the highest interest and adoption rates within the enterprise…"

FORRESTER

Source: Clay Richardson, Senior Analyst, Feb 10, 2010

"By 2014, business process networks (BPNs) will underpin 35% of new multi-enterprise integration projects"

Gartner.

Source: Predicts 2010: BPM Will Expand Beyond Traditional Boundaries, Janelle B. Hill, Benoit J. Lheureux, Elise Olding, Daryl C. Plummer, Bill Rosser, Jim Sinur, Gartner, ID Number G00172856, 19 November 2009

BPM Market Opportunity

2008

> **Business Process Management** is a significant, growing, and compelling market!
>
> - **11%** growth 2009-2010
> - **10.6%** CAGR 2008-2013

Subsegment	2007	2008	2009	2010	2011	2012	2013	08-09 GR	CAGR 2008-2013	09-10 GR
Business Process Management Suite	1,407.2	1,613.0	1,740.5	1,932.5	2,170.7	2,417.5	2,666.7	7.9%	10.6%	11.0%

Source: Gartner, 4Q09

BPM from IBM **delivers unrivaled customer value**

*"IBM understands, embraces and is the **undisputed leader in the 'holy grail' of modularity of processes and services for** sharing, reuse and best practice adoption. Processes and services available through IBM, its partners and affiliates is the best representation of delivering on the promise of service-orientation that exists."*

Bloor

*"From a functional perspective, the combined IBM BPM technology offering, spanning WebSphere and FileNet technologies and the new BPM BlueWorks environment, enables customers to get their hands on a lot of strong capabilities … the combination of these tools and technologies provides a very **solid functional foundation for most of the process scenarios you're likely to come across in your BPM initiative**."*

- MWD BPM Vendor Capability Comparison, Dec 2008

mwd advisors

*"**IBM has upped its game in BPM and is becoming a stronger human-centric BPM contender.** Business space and BPM BlueWorks paint a new face on IBM that will attract more business-oriented customers that were frightened by the previous generation of tech-heavy IBM BPM offerings."*

- http://blogs.forrester.com/business_process/2009/05/not-your-daddys-ibm.html

FORRESTER

"IBM retained a leadership position … based on the comprehensive nature of its BPM product portfolio."

- Forrester Integration-Centric BPMS Wave, 2008/9

*"IBM is **taking the dynamic process idea to another level**"*

"'Cool' is not a word I would normally apply to IBM's BPM software, but for the new BPM BlueWorks offering … the term is appropriate. IBM bills BPM BlueWorks as a BPM community in the cloud, and it is that, plus a lot more."

http://www.brsilver.com/wordpress/2009/05/06/ibm-takes-bpa-to-the-cloud/
http://www.brsilver.com/wordpress/2009/01/22/ibms-dynamic-bpm-edition/

Bruce Silver Associates
Independent Expertise in BPM

*"**IBM WebSphere Business Modeler and Business Monitor** are intuitive for business users and analysts, facilitating their involvement in the design, monitoring, and analysis phases of process improvement life cycles."*

-Gartner, Inc., "Magic Quadrant for Business Process Management Suites", Feb 2009

Gartner.

*"**IBM takes BPM to a higher level.** The BlueWorks initiative offers templates for specific industries via cloud. IBM tomorrow will extend its ambitious effort to play a central role in managing the business processes of its customers by significantly extending its business process management capabilities both on premise and in the cloud."*

http://www.ctoedge.com/content/ibm-takes-bpm-higher-level

CTOEDGE from the editors of ITBUSINESSEDGE

Organizations Strive to Optimize Processes
Across Broad Business Networks

Claims Payment

Agents & Producers

Partners & Re-insurers

Insurance Carrier

Quote Request

Internal Employees

Auto LOB

Commercial LOB

Home LOB

Con-sumers

Con-sumers

DMV

Financial Institutions

Out-sourced Service Providers

Enrollment Eligibility

3rd Party Services
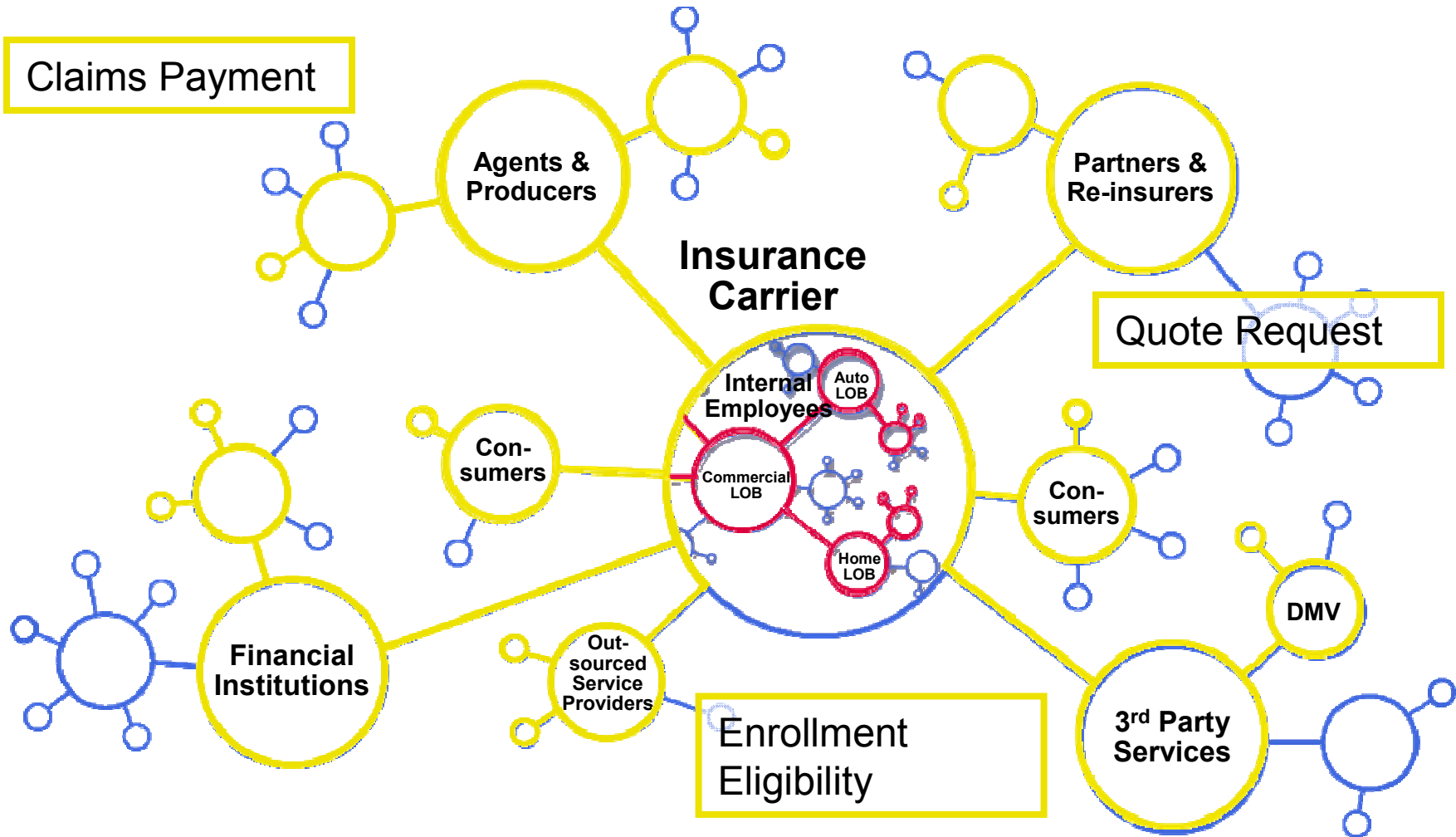
Dynamic business processes are…

Explicit: *Processes are documented, understood, and agreed upon*

Visible: *Process performance is available in real-time, measurable, and actionable*

Interconnected: *Processes are network-aware and well-connected to the right services at the right time*

Easily Changed: *Process tasks, activities, and end-points are flexible and quickly adjusted*

Driven by the Business: *Process management is contextual, governed, and extended to all stakeholders*

Business Strategy

Business Process Management

Service Oriented Architecture

Dynamic Application Infrastructure
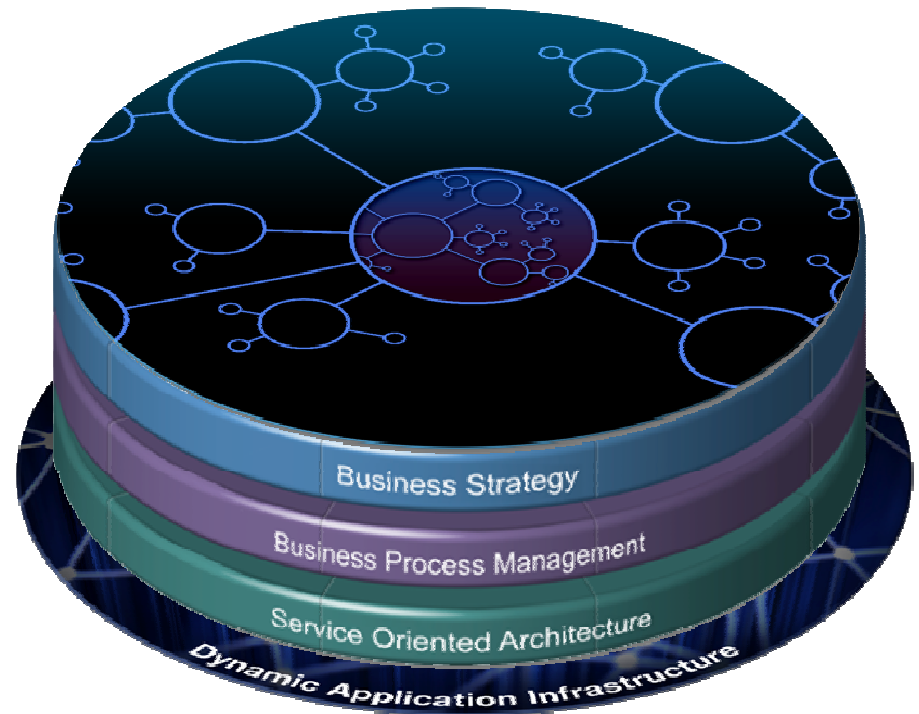
Driving Business Agility with BPM

Common BPM Implementation Scenarios | *How Implementing BPM Creates Value*

- Leveraging industry-specific assets and scenarios
- Creating configurable processes
- Documenting and analyzing processes, leveraging cloud

Business-led discovery, innovation, and change across the application development lifecycle for a truly business-driven design

- Enabling business leaders to invoke process changes
- Managing human tasks and workflow
- Collaborating in the cloud and integrating social media
- Case handling

Interaction and collaboration, making people more effective with a role-based user experience that delivers the right tools in the right place

- Monitoring current processes for process automation
- Enabling better decision services
- Correlating event patterns
- Leveraging SOA and service governance

Continuous process optimization that easily leverages performance insight for rapid simulation and change

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2 Business-led *Discovery*

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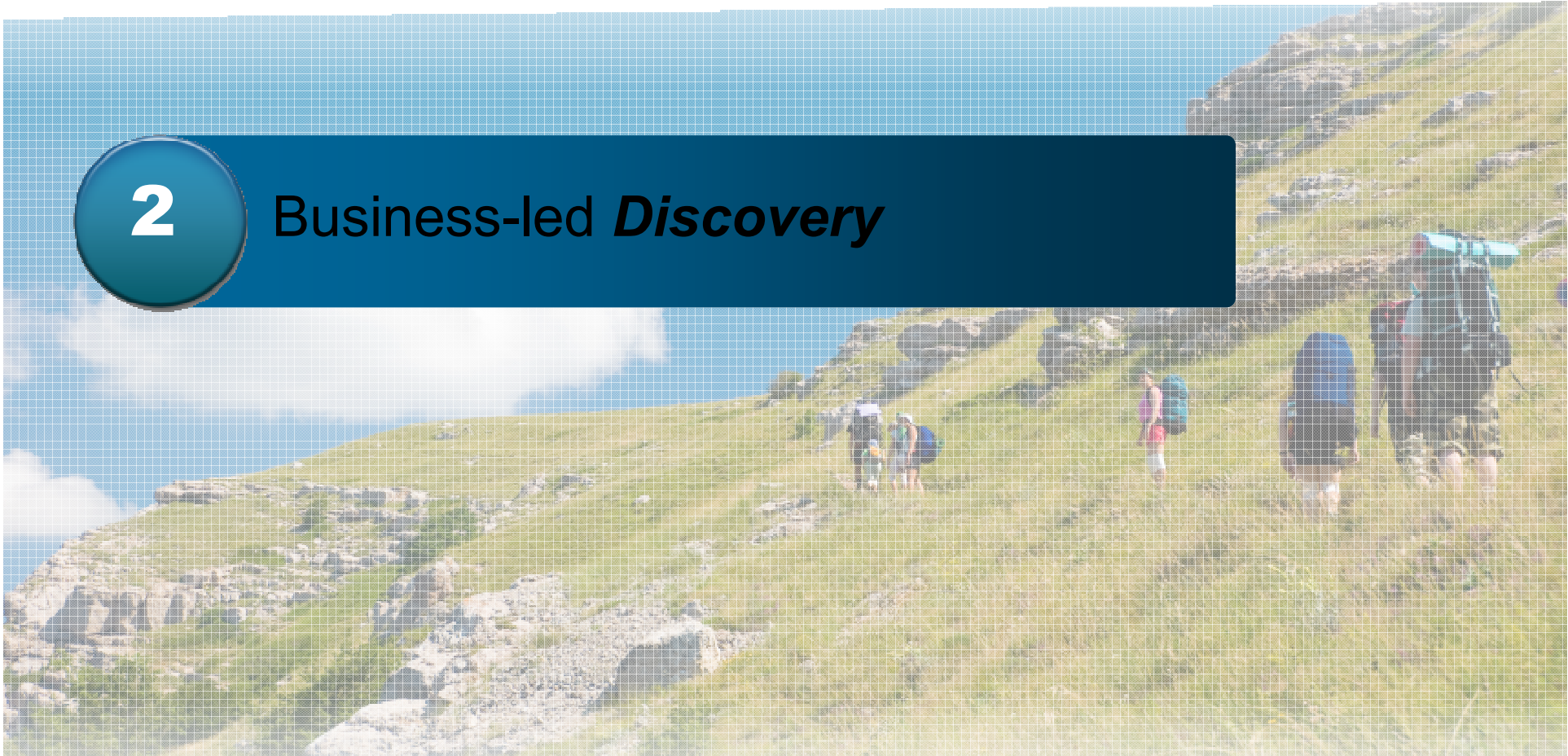
Fast On-Ramp to Value and Innovation
Leveraging industry-specific assets and scenarios

- Accelerate solution delivery and gain early ROI with assets for business capabilities and processes

- Start proofs of concepts and solution implementations with industry solution scenarios

- Accelerate services, common components and vocabulary based on industry standards

- Configure and extend the assets based on your unique business needs

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BPM in An Industry Context

Financial
Loan Processing
Lending Management
Online Self-Service
Brokerage / Payments
Mortgage Processing
Customer Care
New Account Opening
Customer Service Center
Multi-channel Transformation
Credit Check…

Insurance
Claims Mgmt.
Customer Service Center
Customer Care
Workforce Effectiveness
Underwriting
Claim to Cash
Rate Quote…
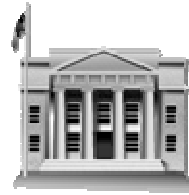
Government
Web Self-service
Pension & Social Services
Trusted Identity
Intelligent Transportation
Network Centric Operations
Deterministic Messaging Systems
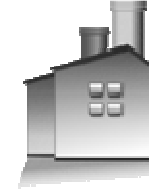
Manufacturing
Accts Payable
Order to Cash
Integrated Supply Chain
RFID Tracking
Lead Management
Product Lifecycle Mgmt
Enterprise Collaboration
Dealer Integration
Distribution Channels
Mgmt…

Retail
Accts Payable
Order to Cash
Customer Service
Inventory Tracking
Customer self-service
Order Management
B2B Trading
Store Integration
Online Commerce….

Healthcare
Customer Service
Customer On-Boarding
Drug submissions
Hospital Administration
Clinical Management
ER Resource Deployments…

Telecommunications
Customer Care
Customer Billing
Accts Payable
OSS/BSS
Service Activation…

Energy & Utilities
Emergency Preparedness
Customer On-boarding
Accts Payable…

Transportation
Logistics & Scheduling
Customer Service Center
Accts Payable
Lead Management
Reservations...

Fast On-Ramp to Value and Innovation
Why Should You Model Your Processes?

- **Modeling for Compliance & Documentation**

  - Document processes for use by a business to understand the business process

  - Customers use output for training, collaboration, documentation requirements for compliance regulations (Sarbanes-Oxley and Basel II)

  - Linkage to real time monitoring provides a feedback mechanism for reporting requirements needed for compliance

- **Modeling for Simulation and Re-design**

  - Document both the current state and future state business process and the comparison to determine Return On Investment (ROI) analysis

  - Six Sigma and process improvement are common methodologies

- **Modeling for Execution**

  - Create artifacts from the business model and make them available in technology development tools, or deploy some processes directly to a test environment to reduce the overall implementation time of new business processes

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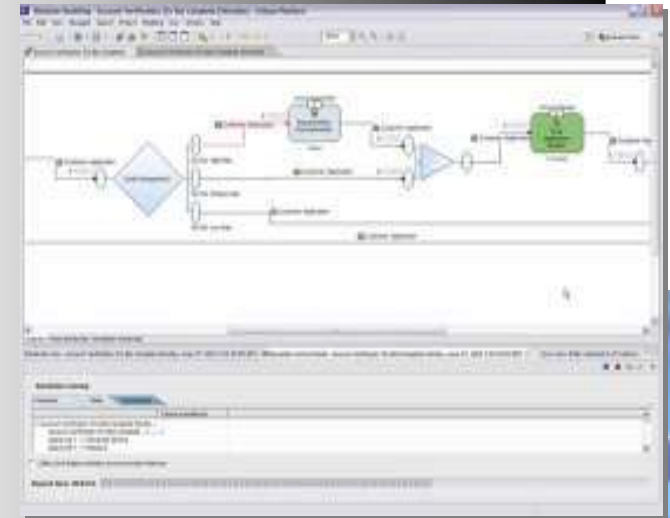
Fast On-ramp to Value and Innovation
Creating configurable processes

Strategy Maps

Process Maps

Task Management

A E

A B D   A C D   X?, Y?, Z?

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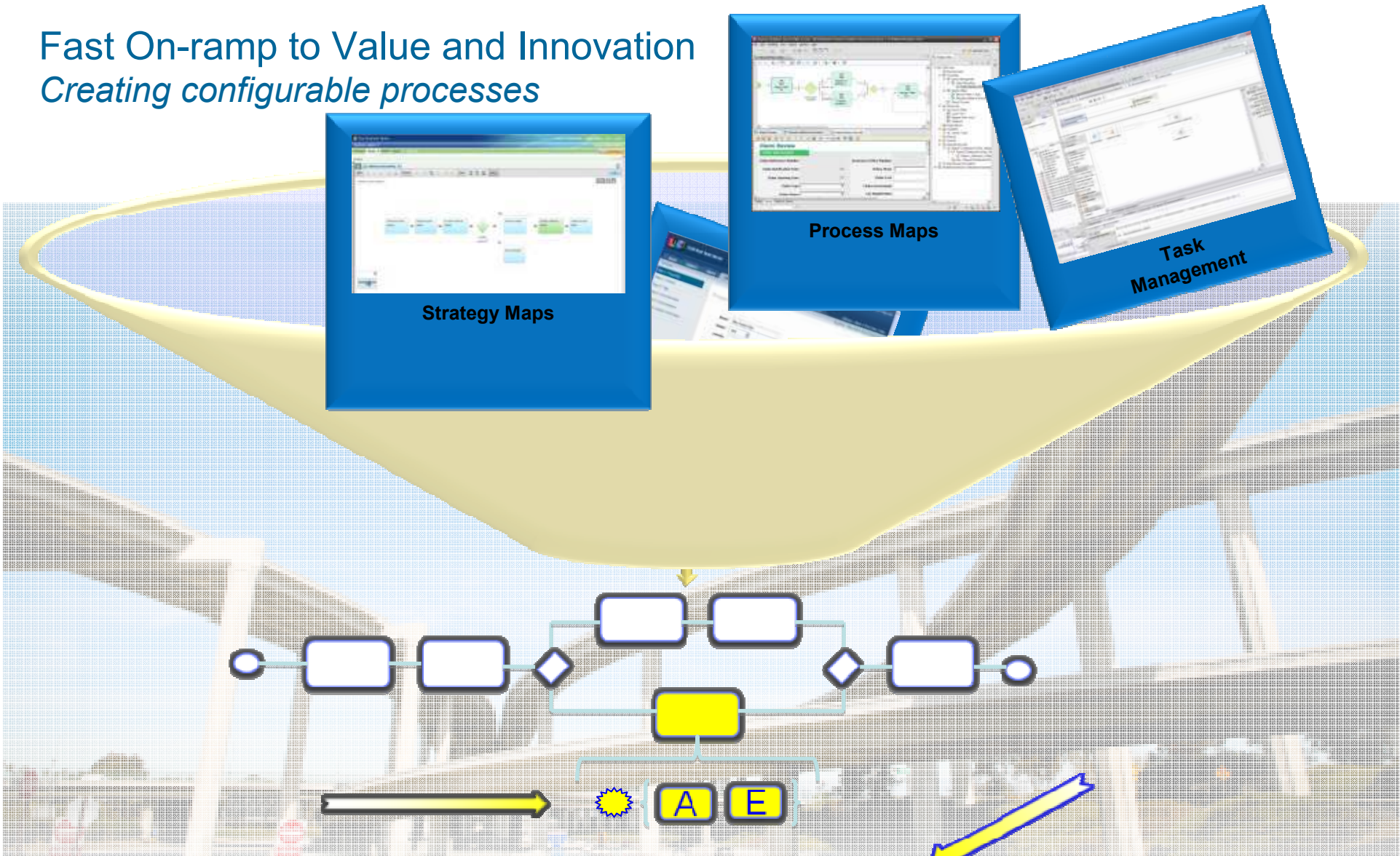
Business Led Discovery, Innovation and Change
Documenting and analyzing processes, leveraging cloud

- Capture key business factors, actionable strategies, and align your process initiatives
- Leverage community-based best practices and industry content
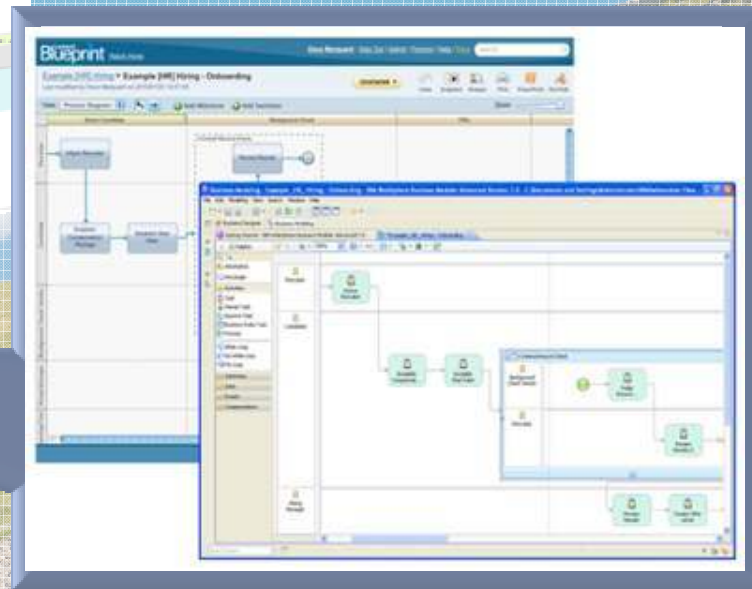
- Visualize the relationships between your business documents
- Collaborate & communicate with other stakeholders & leaders across the business

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Business led discovery, innovation & change
Integrating goals, processes, and capabilities
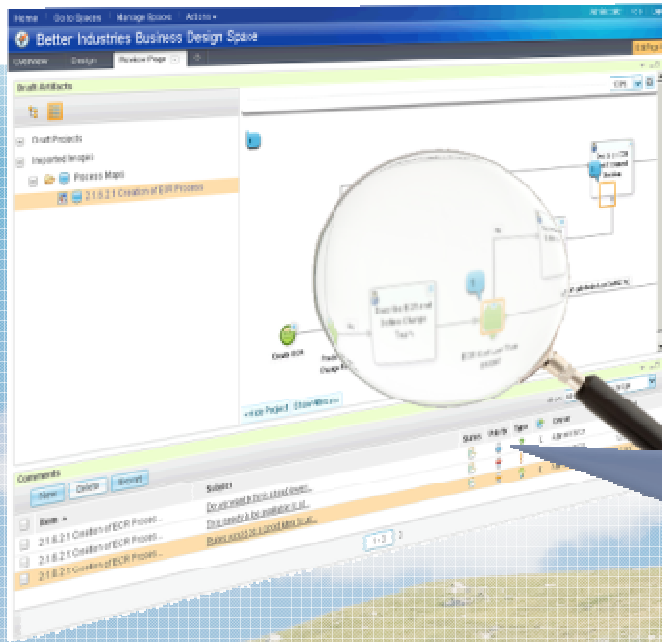
- Sketch out initial BPMN process designs

- Storyboard experiences and explore use cases with process walkthroughs

- Describe your processes with the language & organizational roles your business uses
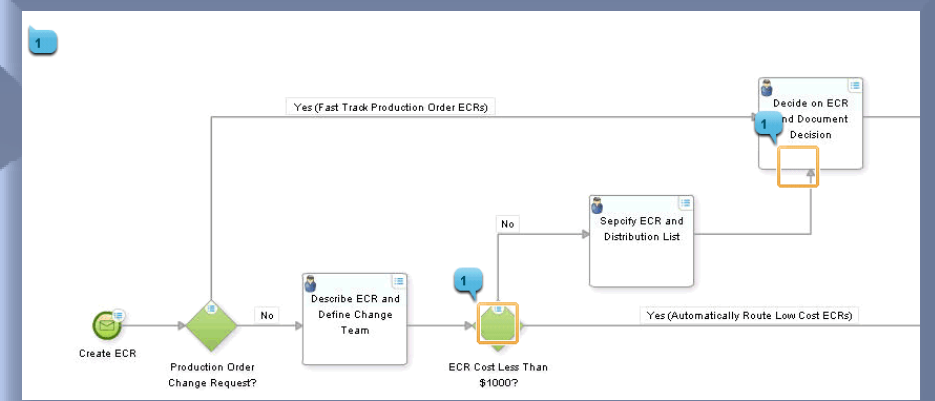
- Capture key business factors, actionable strategies, and align your process initiatives
- Leverage community-based best practices and industry content
- Collaborate & communicate with other stakeholders & leaders across the business

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Extend model-driven design across the process lifecycle

Business Analyst

Modeling

IT Developer

Implementation

Business Leader

Reports / Analytics

Business Users

Interaction / Forms

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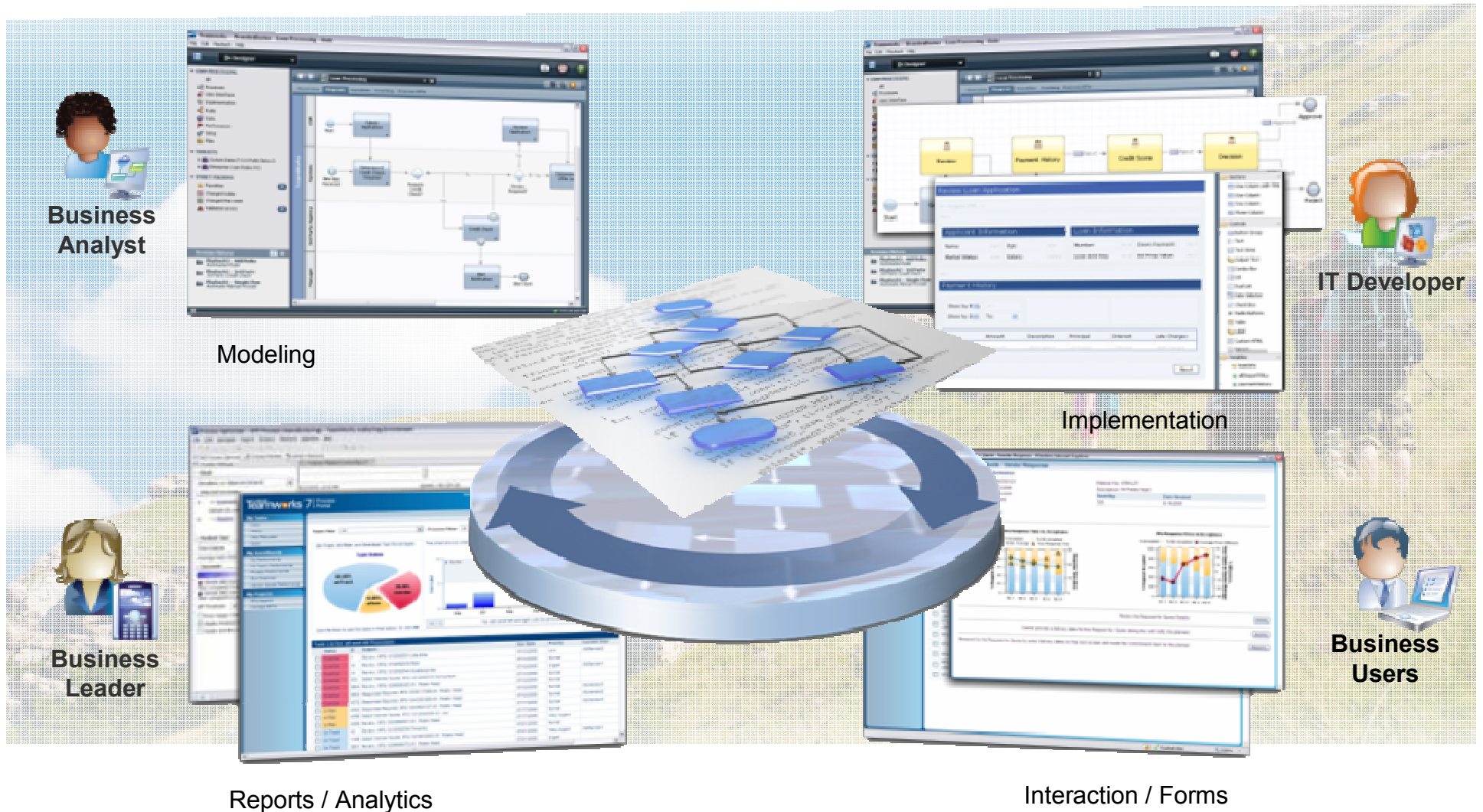
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3 **_Interaction_ and collaboration**

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Empower business users throughout the process lifecycle
Role-based tools increase alignment with IT
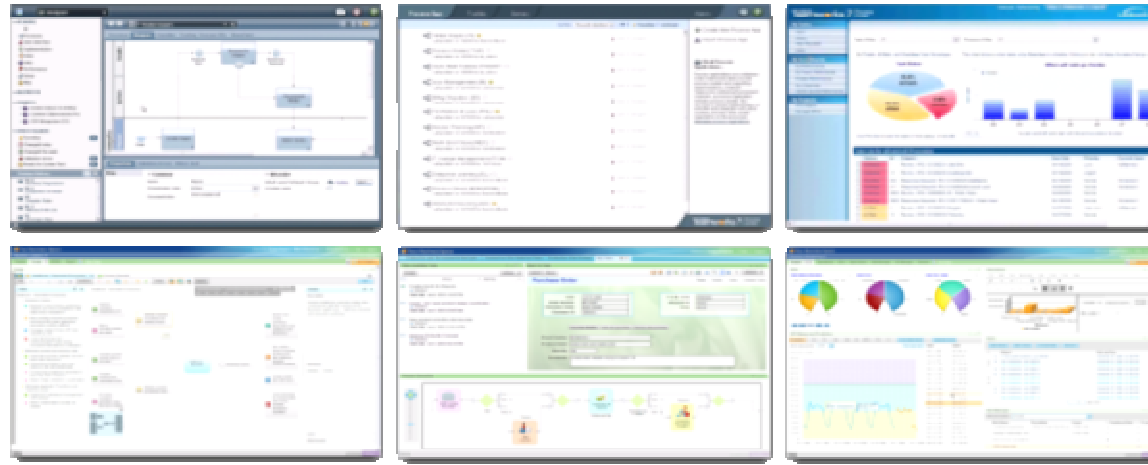
Empower Users

Business

IT

Continuous Process Optimization

Model & Simulate · Deploy, Execute, & Change · Monitor, Predict, & Act · Governance BPM Compliance

Business Users

Business Leader

Process Owner

Business Analyst

IT Architect

IT Developer

IT Leader

Making People More Effective
Enabling business users to invoke process change

- Scheme with colleagues in real-time as you discuss ways to improve processes

- Publish results of process iterations to stakeholders for review & feedback
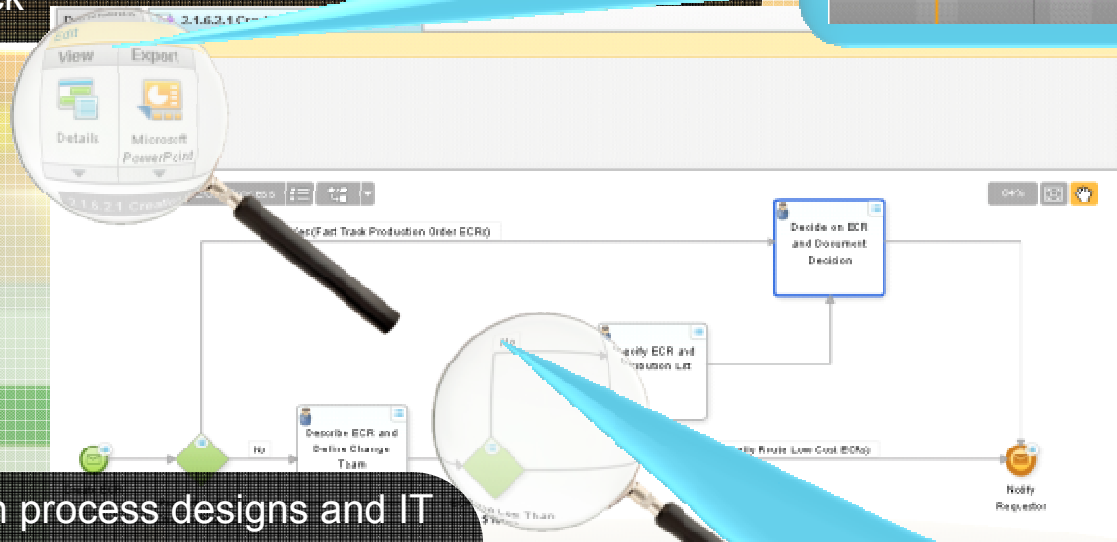
- Reuse & govern process designs and IT building blocks using a single, searchable repository for business & IT collaboration

- Boost productivity by combining business-led change with the way you already work: integrating directly with office suites

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Making People More Effective
Monitoring and invoking process changes through multiple channels

- The world is getting more connected – needing access to information from anywhere to manage their business

- IBM BPM currently provides this multi-channel support, including lightweight Web interfaces, desktop gadgets, and mobile support

- View KPIs, metrics, task assignment, and more through the mobile interfaces

- Manage processes on the go
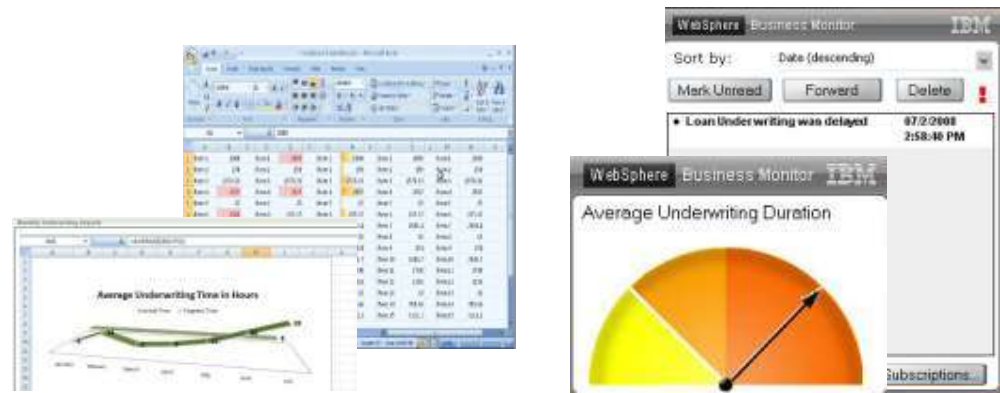
Excel on the Desktop or within Web Dashboard

Desktop through Google Gadgets

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Making People More Effective
Managing human tasks and workflow

- Flexible allocation of work maximizes human resources and manages time constraints

- Rebalance and optimize team-based work with changing business conditions

- Adjust processes "in-flight" to enable smart collaboration between knowledge workers

- Quickly customize your end user experience and integrate documents, images, or third party visualizations (e.g., gadgets)

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BPM and Human Task Management
A Typical Document Review Process

Business Process

Human Task Implementations

Start Process

Receive Order

1st Review

2nd Review

Final Rev.

Create Review Summary

Reply

Results

1st Review Task — Assign Work / Complete

2nd Review Task — Assign Work / Complete

Final Review Task — Assign Work / Complete

Create ad-hoc Task / Results

Info Request Task — Assign Work / Complete

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Enhanced collaboration
Collaborating in the cloud and integrating social media

Collaborate on process designs

Visualize team member activity for collaborative awareness, alerts, & "built-in" context (including the extended network)

Quick, contextual navigation to get to views that help get the "job of the moment" done (e.g. calendar, time of day, role, context)

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Advanced Case Management Solutions Encompass BPM Capabilities
For process choreography & execution
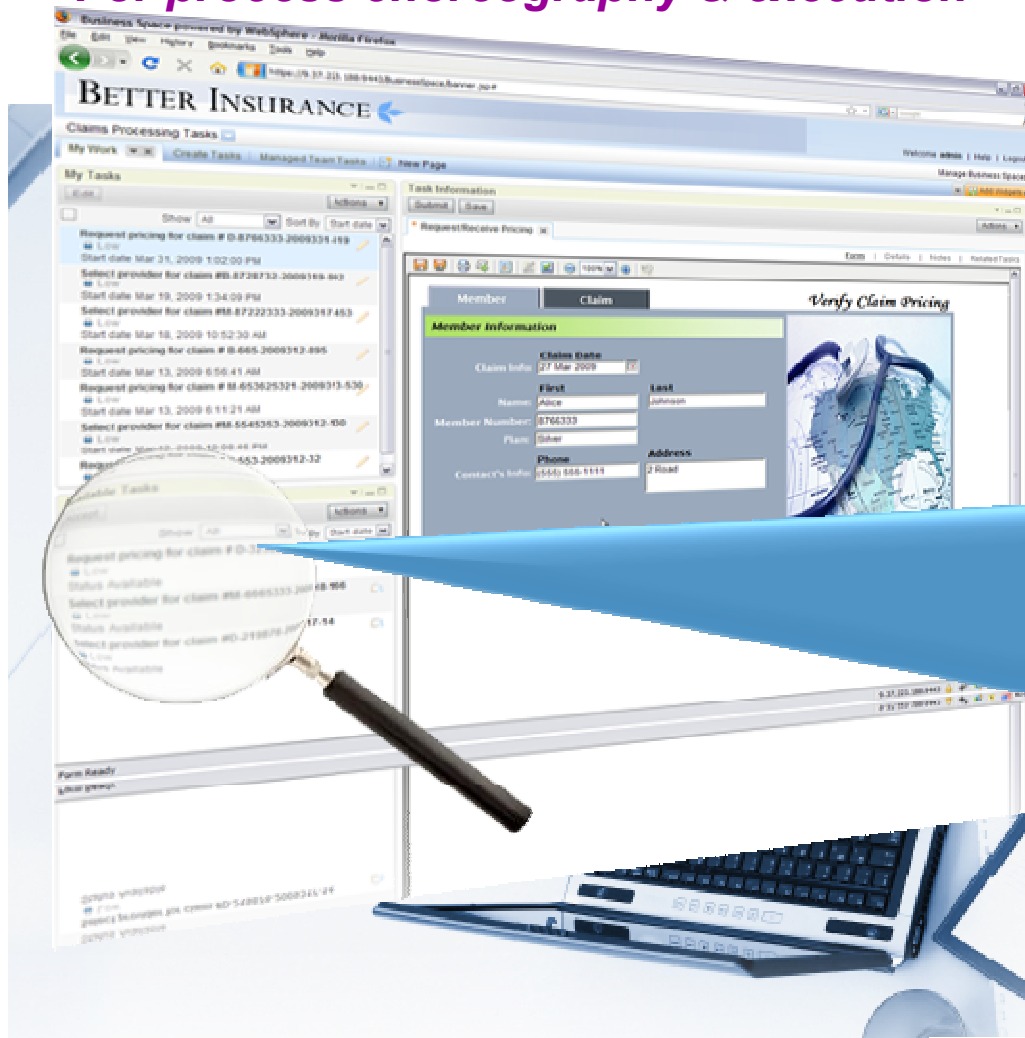
Integrated and process contextual guidance improves work efficiency for role-based process participants

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Leverage Active Content in Your Automated Processes
Case Handling

Content detected

Life Insurance Application

Credit Report

Case Management

Automatically filed

Application - Signed

Paramed Exam

Credit, MVR, MIB Reports

Instant notification initiates process

Application – initiates process

Under Writer Evidence Ordered

Timer -Overdue Evidence

Amendment, decline, additional info required

Evidence Received - Initiates Under Writer notification when complete

Risk Accepted – Issue Policy

Correspondence & forms automated

- Transforms execution model to eliminate time waiting or checking for documents and information
- Reduces errors and rework
- Enables regulatory compliance

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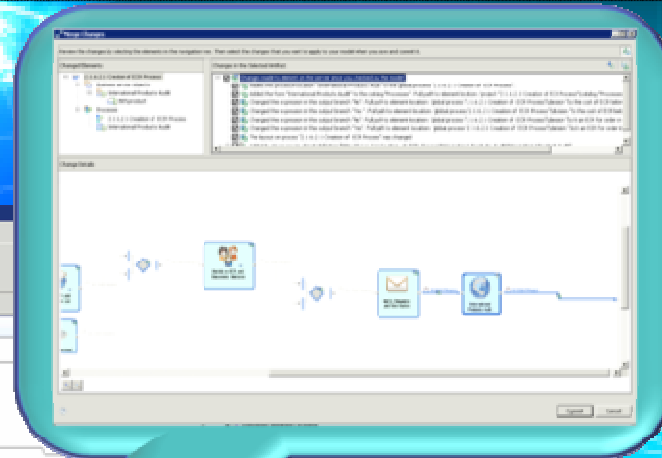**4** Continuous Process *Optimization*

Continuous Process Improvement
Monitoring current processes for process automation
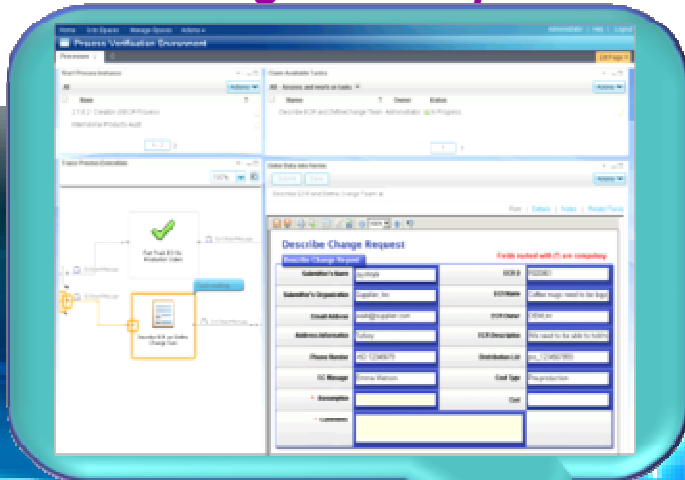
- Enable business analysts to refine process models through to execution (including forms) and quickly & interactively verify designs

- Analyze models to understand impacts and validate business cases before deploying

- Visualize process changes when iteratively collaborating on improved processes

- Define the metrics and targets used to quantify performance against strategic & operational targets and then use data to drive improvements

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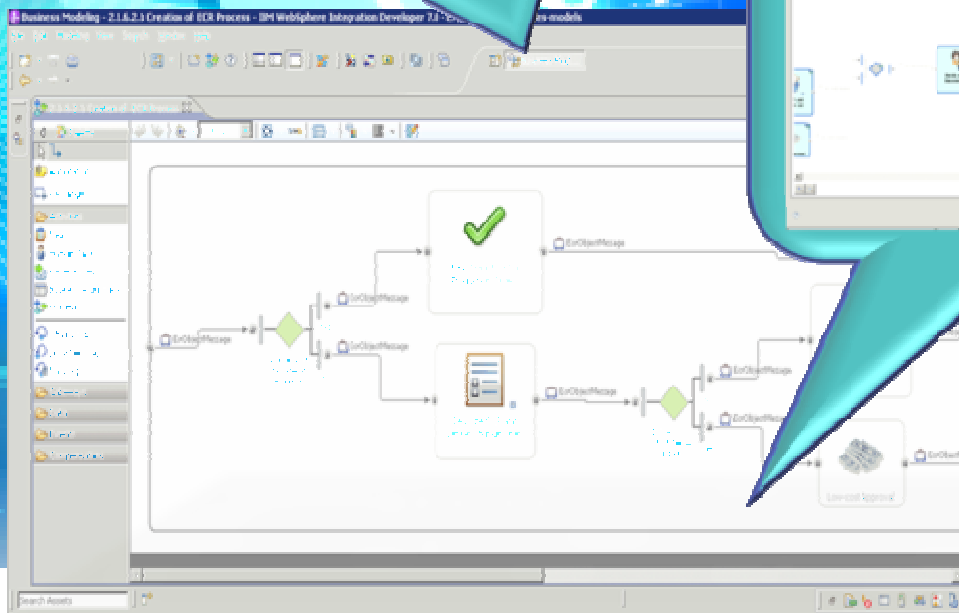
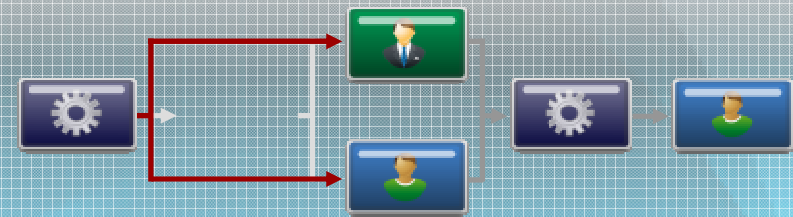# Example of BPM Value – Rapid Response to Change
Dynamic BPM with in-flight process changes
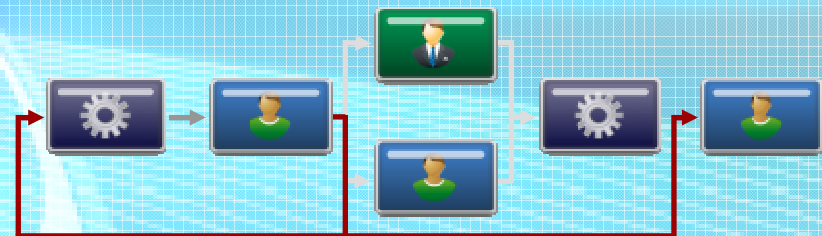
Visualize the timeline of activities across participants

Coordinate reviews, hand-offs, and sign-offs

Improved awareness of related changes (e.g., change in objectives results in change in process)

Tie process changes to business outcomes
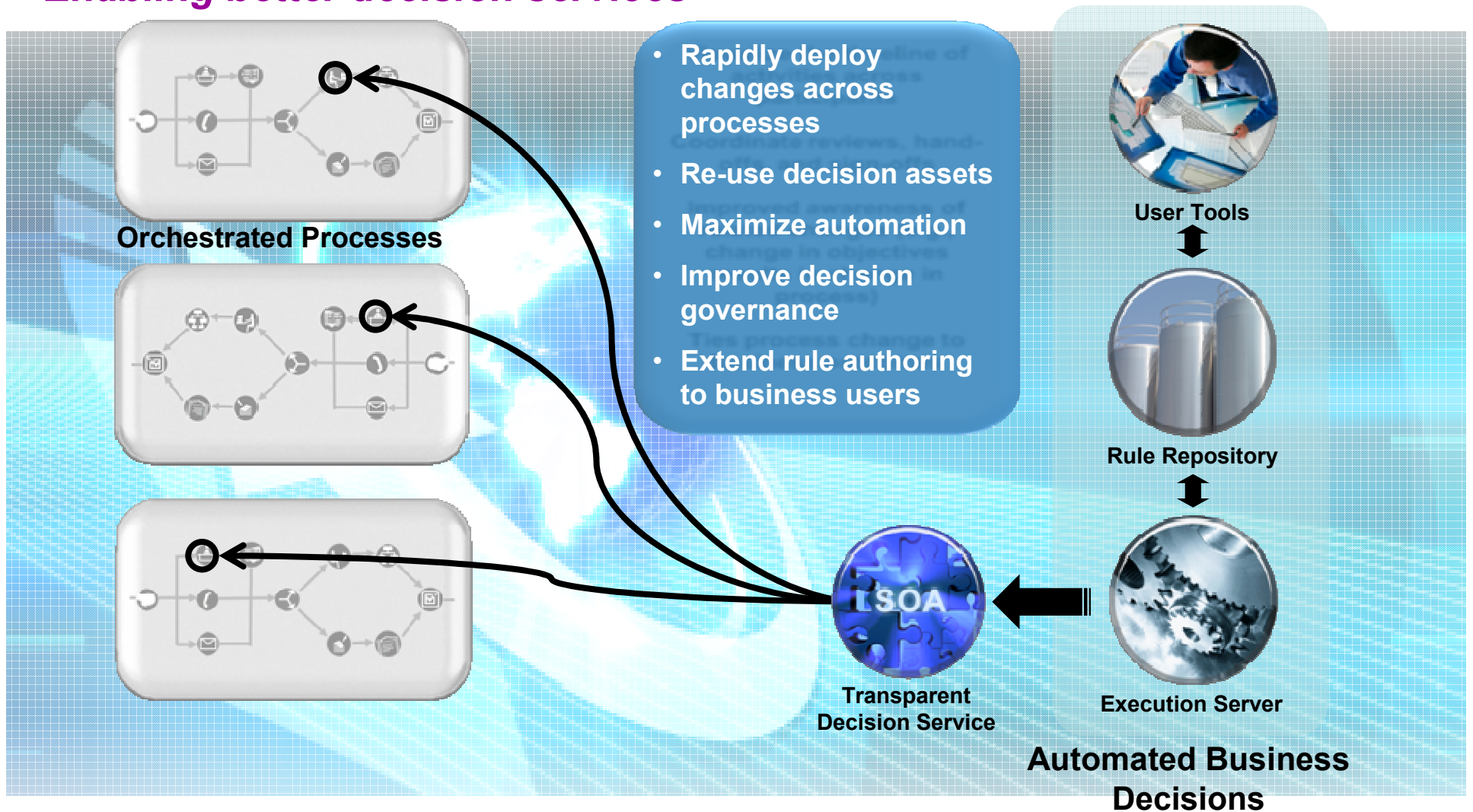
Skip steps within a process instance

Jump forward and backwards within a process instance

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Continuous Process Improvement via Business Rules
Enabling better decision services

Orchestrated Processes

- Rapidly deploy changes across processes
- Re-use decision assets
- Maximize automation
- Improve decision governance
- Extend rule authoring to business users

User Tools

Rule Repository

SOA

Transparent Decision Service

Execution Server

Automated Business Decisions

Continuous Process Improvement
Tools for the Agile Business

- Visualize process changes when iteratively collaborating on improved processes

- Define the metrics and targets used to quantify performance against strategic & operational targets and then use data to drive improvements


Detect

Event Sources

Monitor

Evaluations
Correlations

Decide

Orchestrate

Business Process Management

Know What's Happening, When to Act and What to Do

- Enable business analysts to refine process models through to execution (including forms) and quickly & interactively verify designs

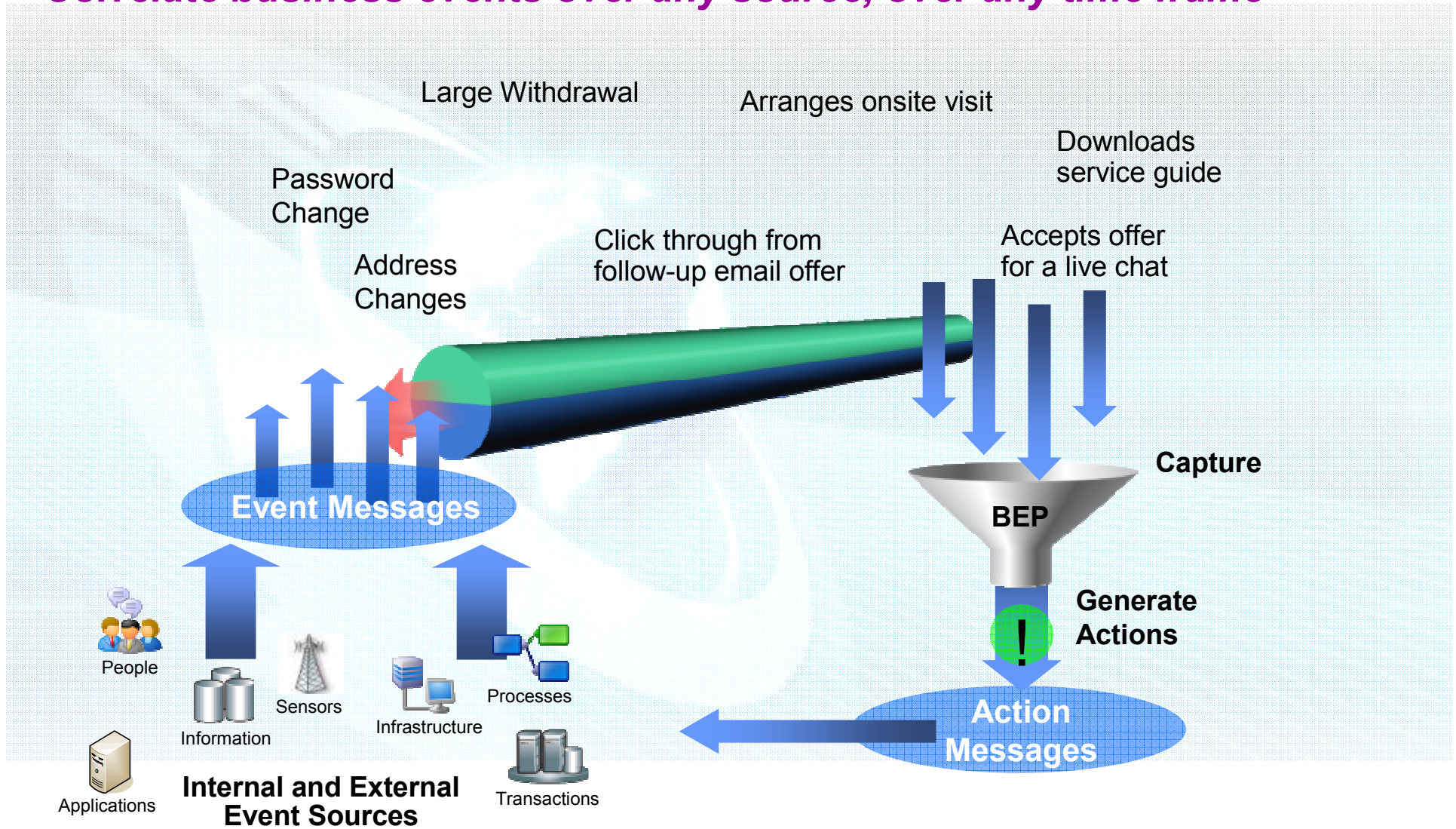- Analyze models to understand impacts and validate business cases before deploying

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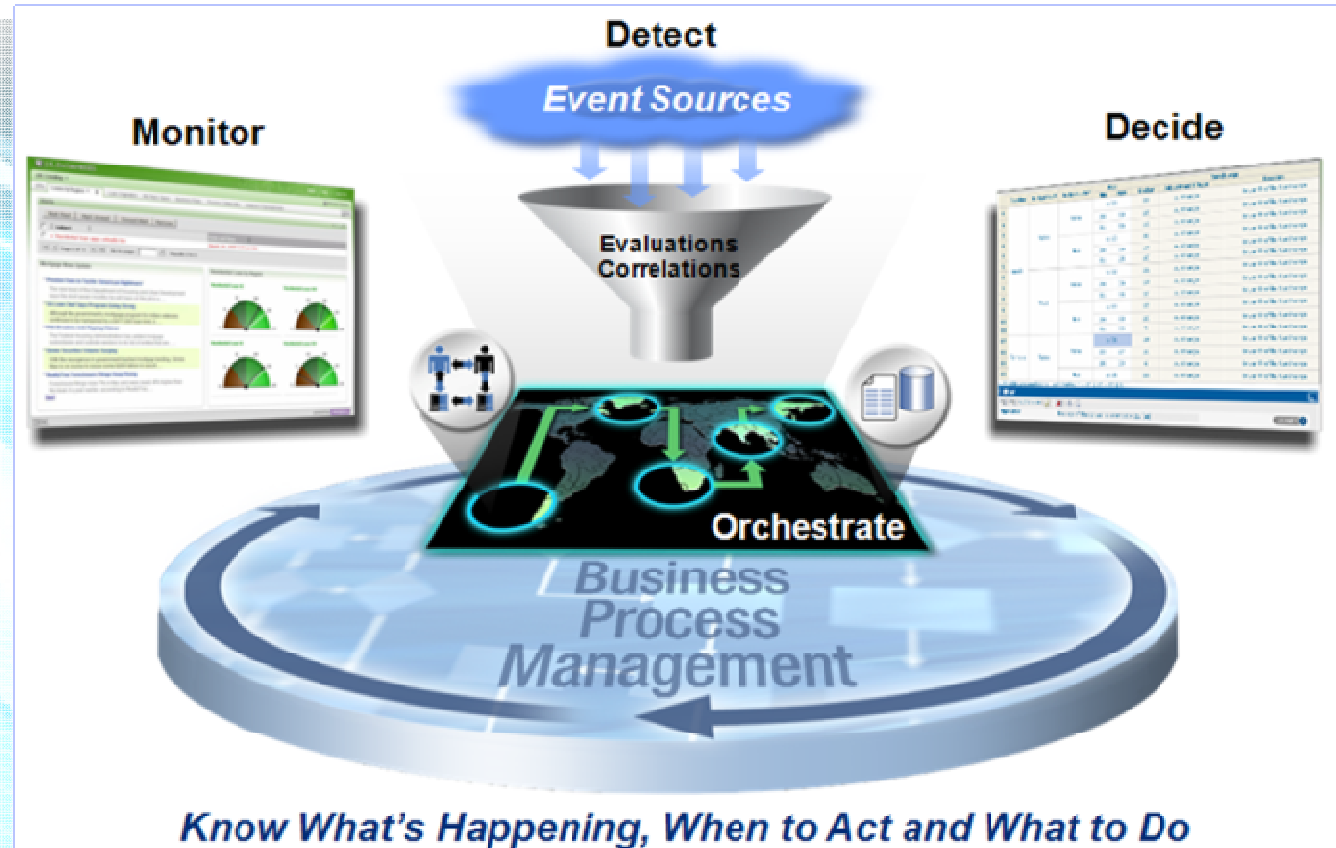
Continuous Process Improvement via Activity Monitoring
Process Visibility Helps Business Leaders Manage & Improve Operations
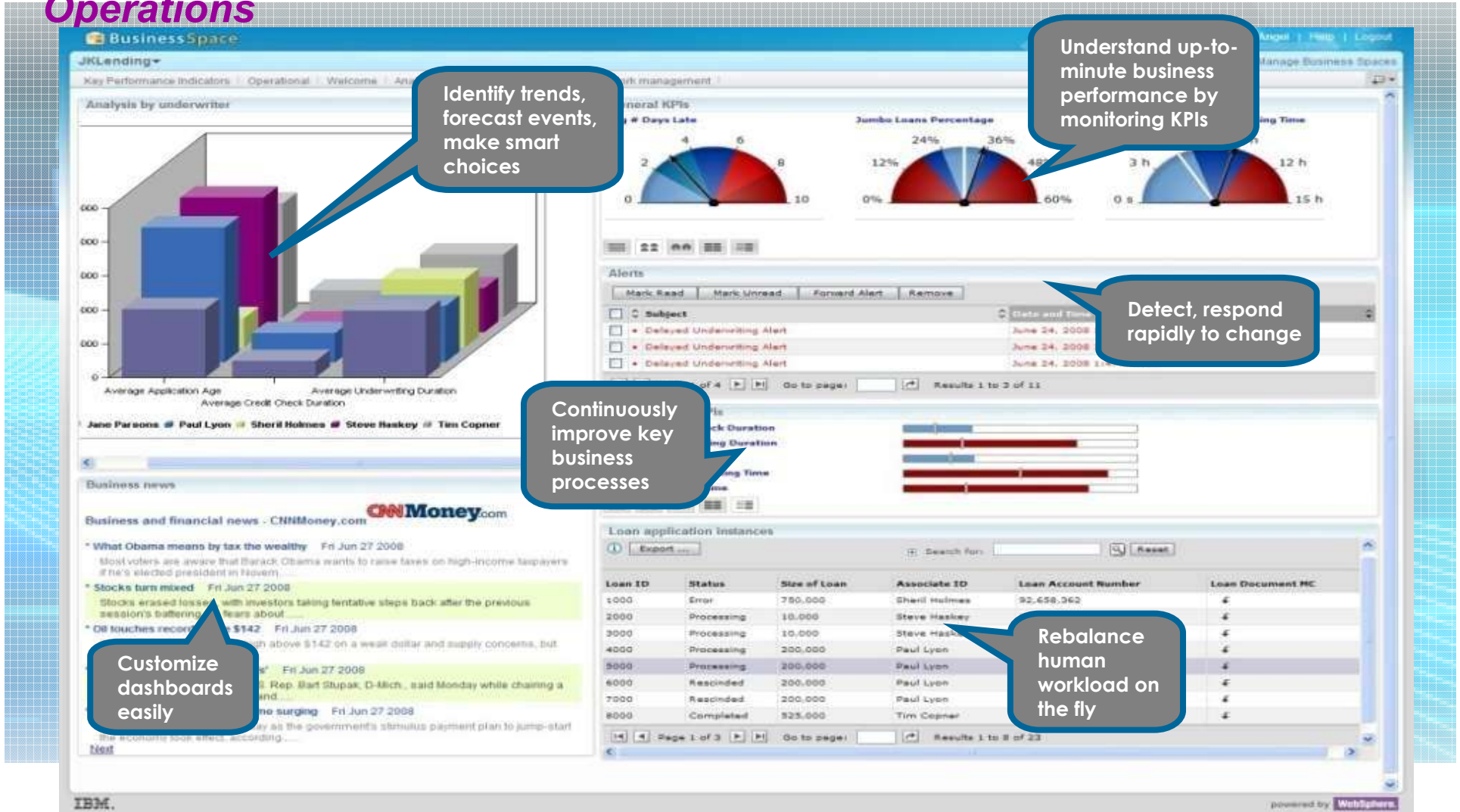
Continuous Process Improvement via Business Events
Correlate business events over any source, over any time frame

Large Withdrawal

Arranges onsite visit

Downloads service guide

Password Change

Click through from follow-up email offer

Accepts offer for a live chat

Address Changes

Capture

BEP

Event Messages

Generate Actions

People

Sensors

Processes

Information

Infrastructure

Action Messages

Applications

Internal and External Event Sources

Transactions

Delivering a world class foundation requires three essentials
Leveraging SOA and service governance

Transactional strength
Robust applications must demonstrate integrity, resilience, and scalability in the face of workload challenges and failures

Dynamic infrastructure
IT must adapt to changing infrastructure cost pressures, contention for limited resources, and changing business priorities.

Holistic platform view
Loosely coupled infrastructures must still meet the expectations of IT performance (SLAs) regardless of whether partner networks or cloud services are leveraged
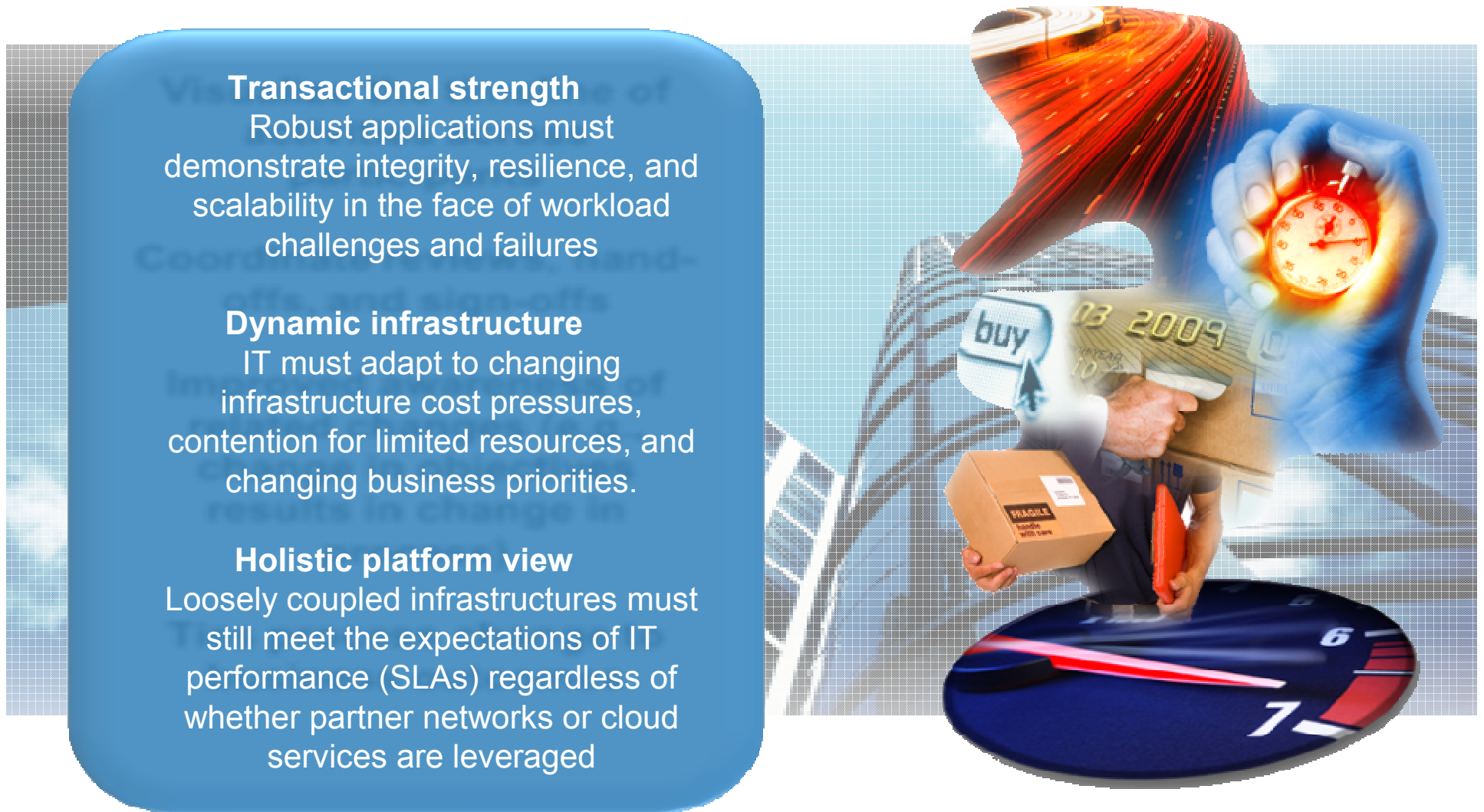
Seamlessly connect people, processes, and information across your business network
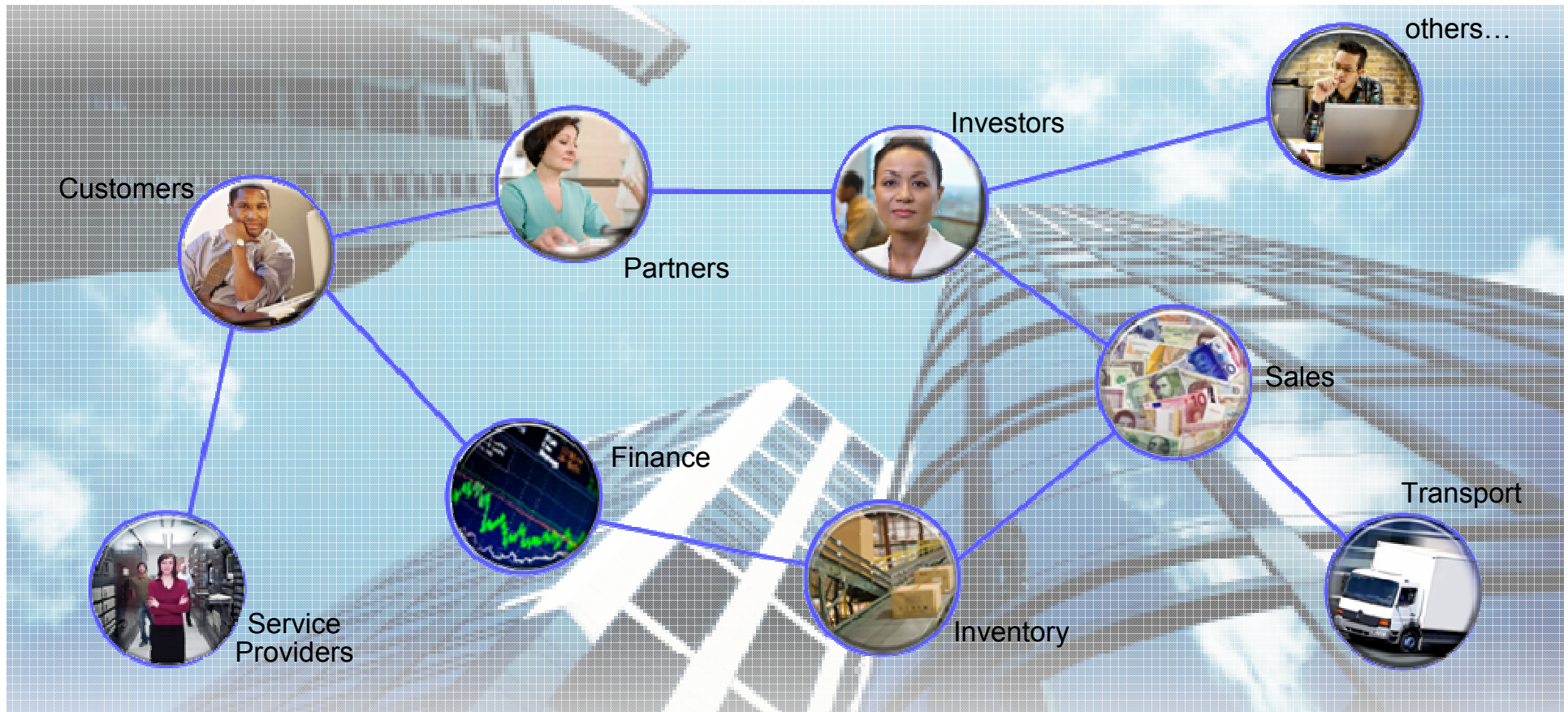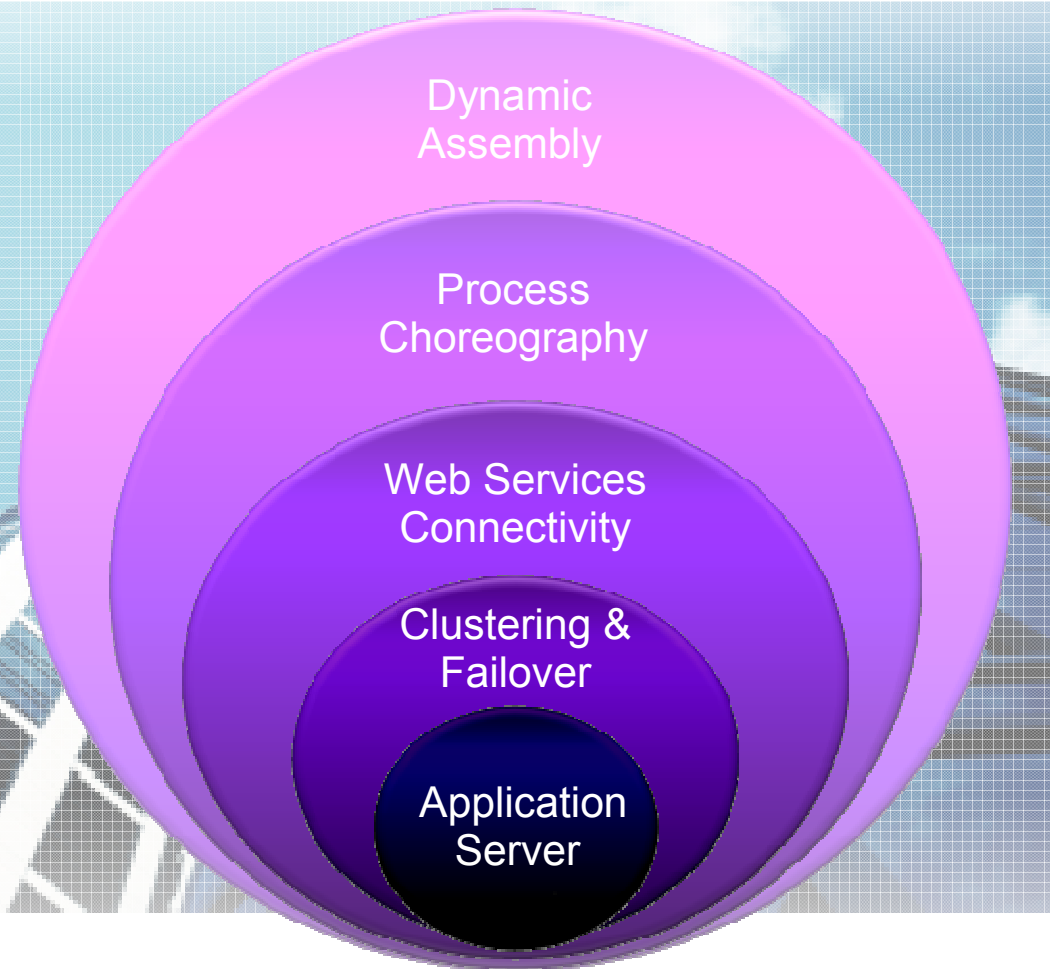

Easily adhere and adapt to changing industry standards

Key Components of an Integrated BPM Foundation

- All areas with common administration, reusing existing skills
- Covering a wide-range of operating systems and databases to protect existing investments
  - z/OS, I5/OS, Linux, Solaris, HP-UX, AIX, Windows
  - DB2, Cloudscape, Oracle, MS SQL Server, Informix
- Providing integrated modeling and design tools
- Providing integrated business event processing
- Providing integrated activity monitoring
- Providing integrated business rule management

Dynamic Assembly

Process Choreography
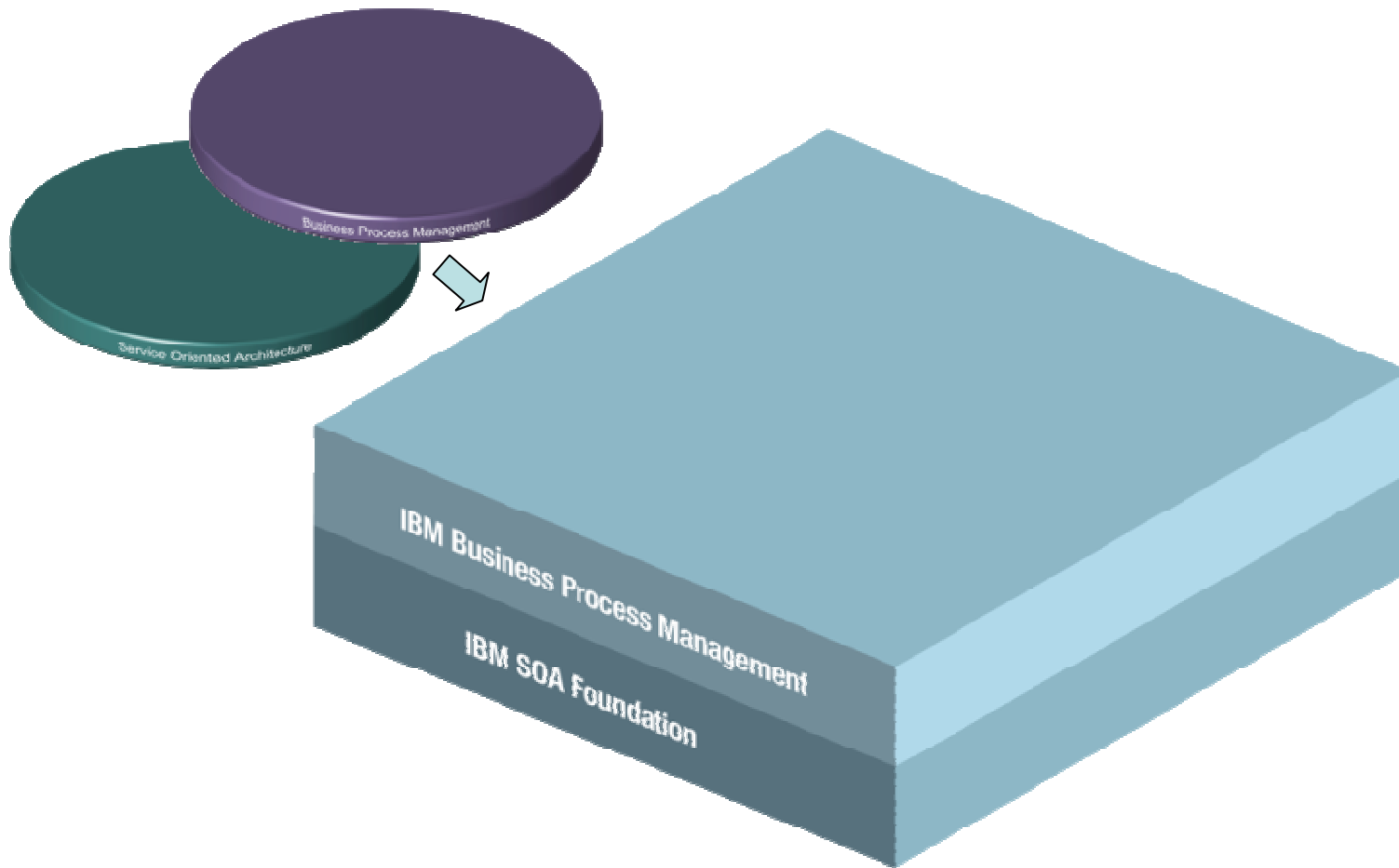
Web Services Connectivity

Clustering & Failover

Application Server

IBM Business Process Management

5 Components and Methodology

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Constructing the BPM Reference Architecture for Business Agility
Step 1 – Aligning SOA and BPM

IBM Software
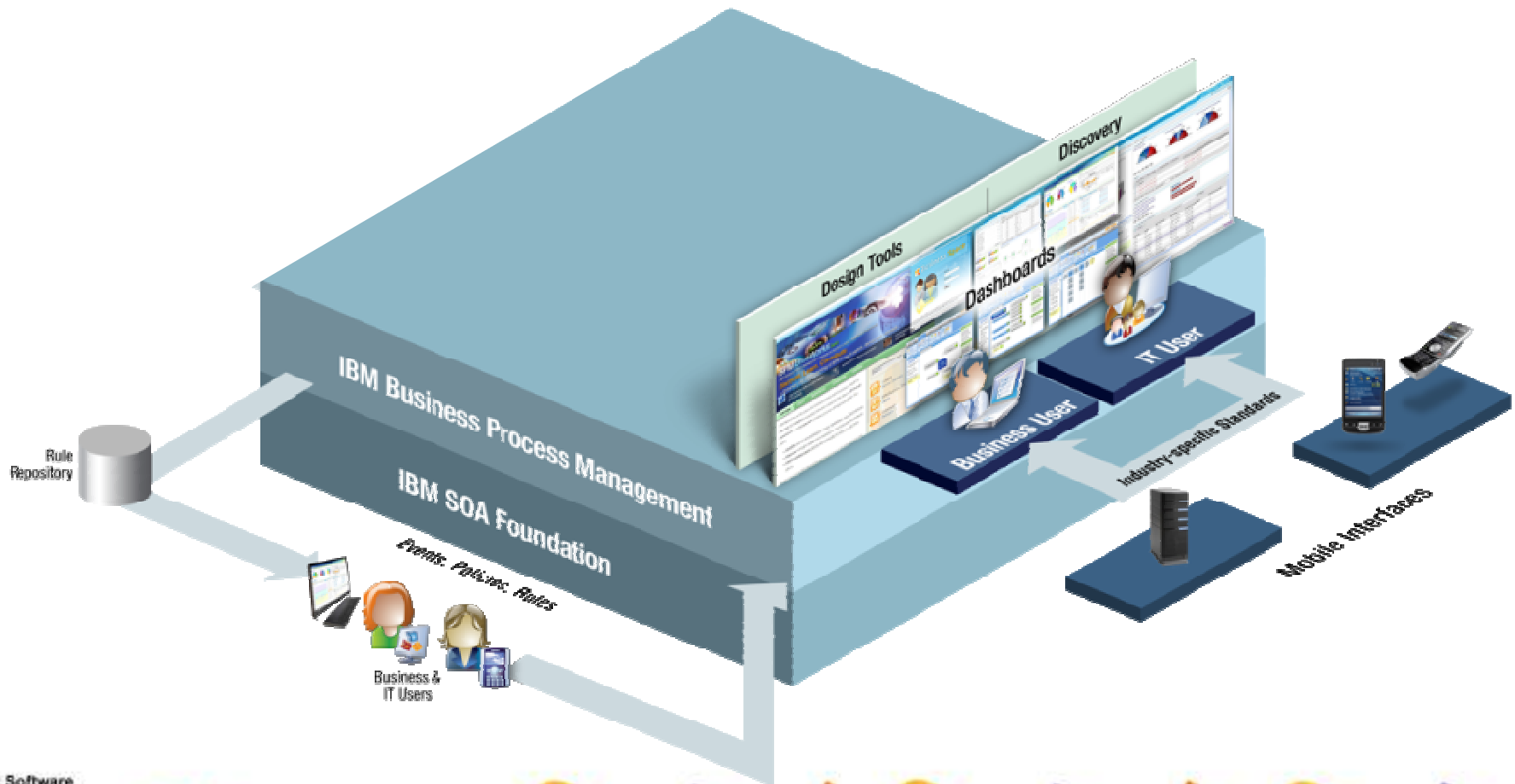Impact2010
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Constructing the BPM Reference Architecture for Business Agility
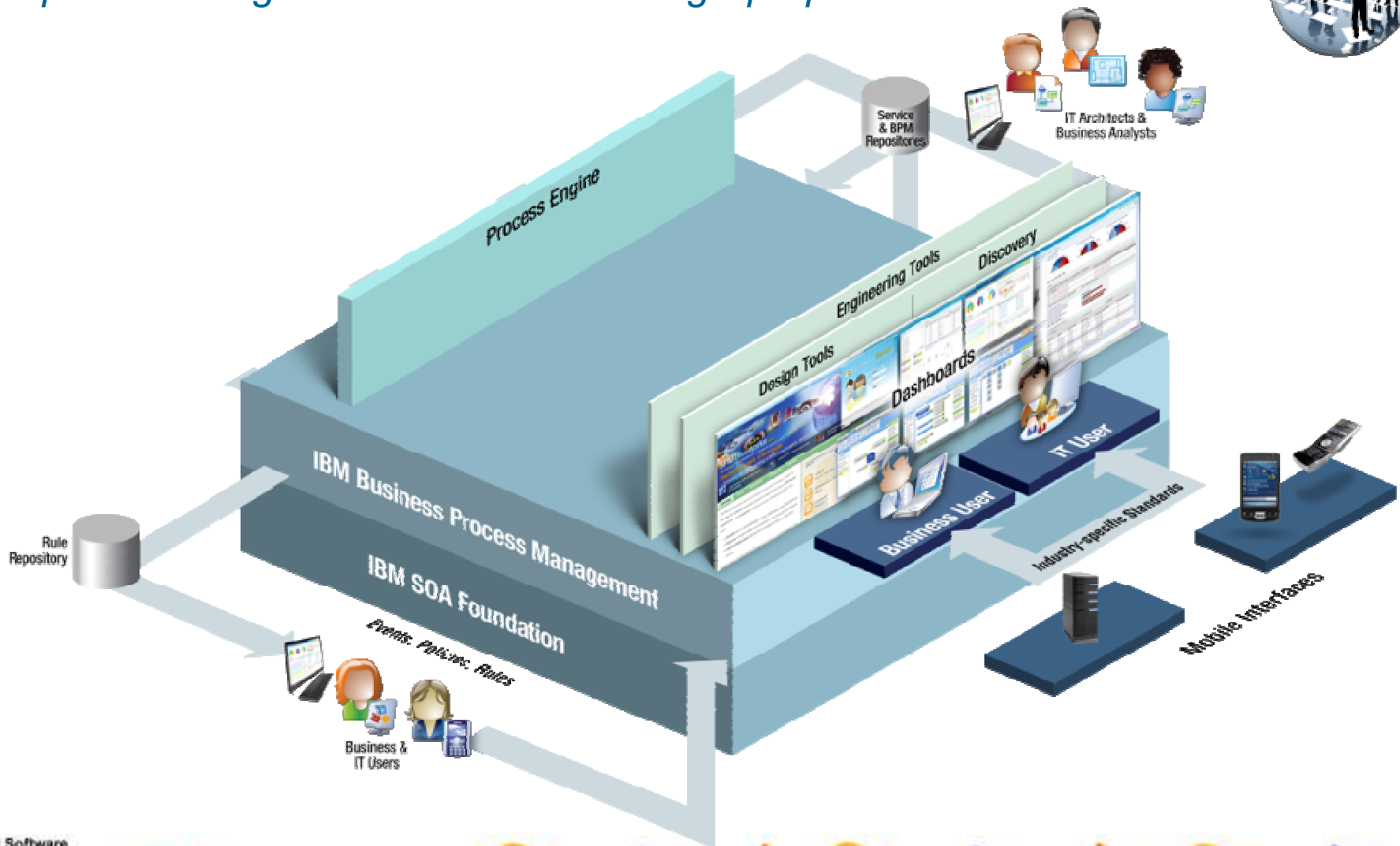## *Step 2 – Provide consistent user interfaces to processes*
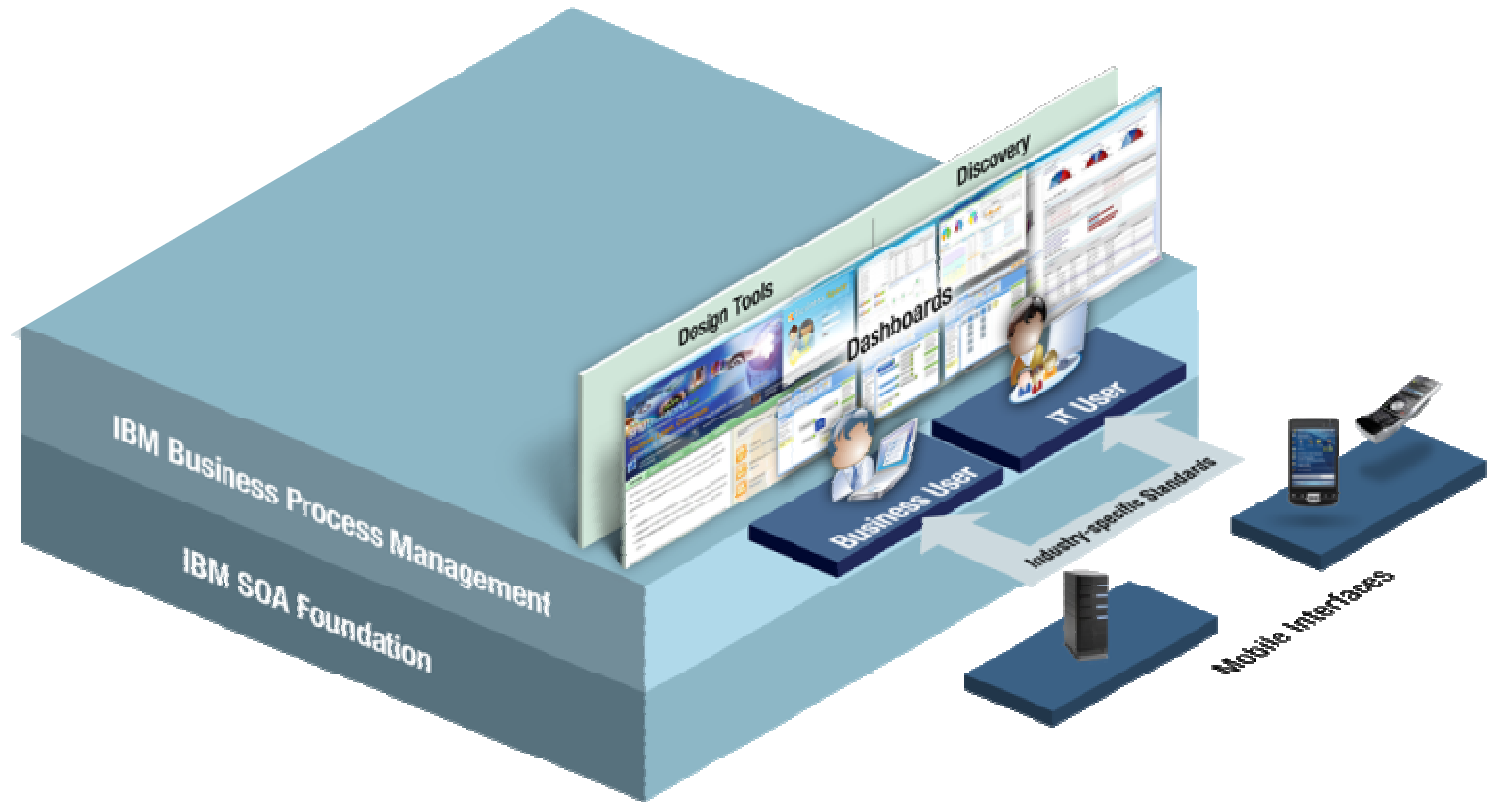
Constructing the BPM Reference Architecture for Business Agility
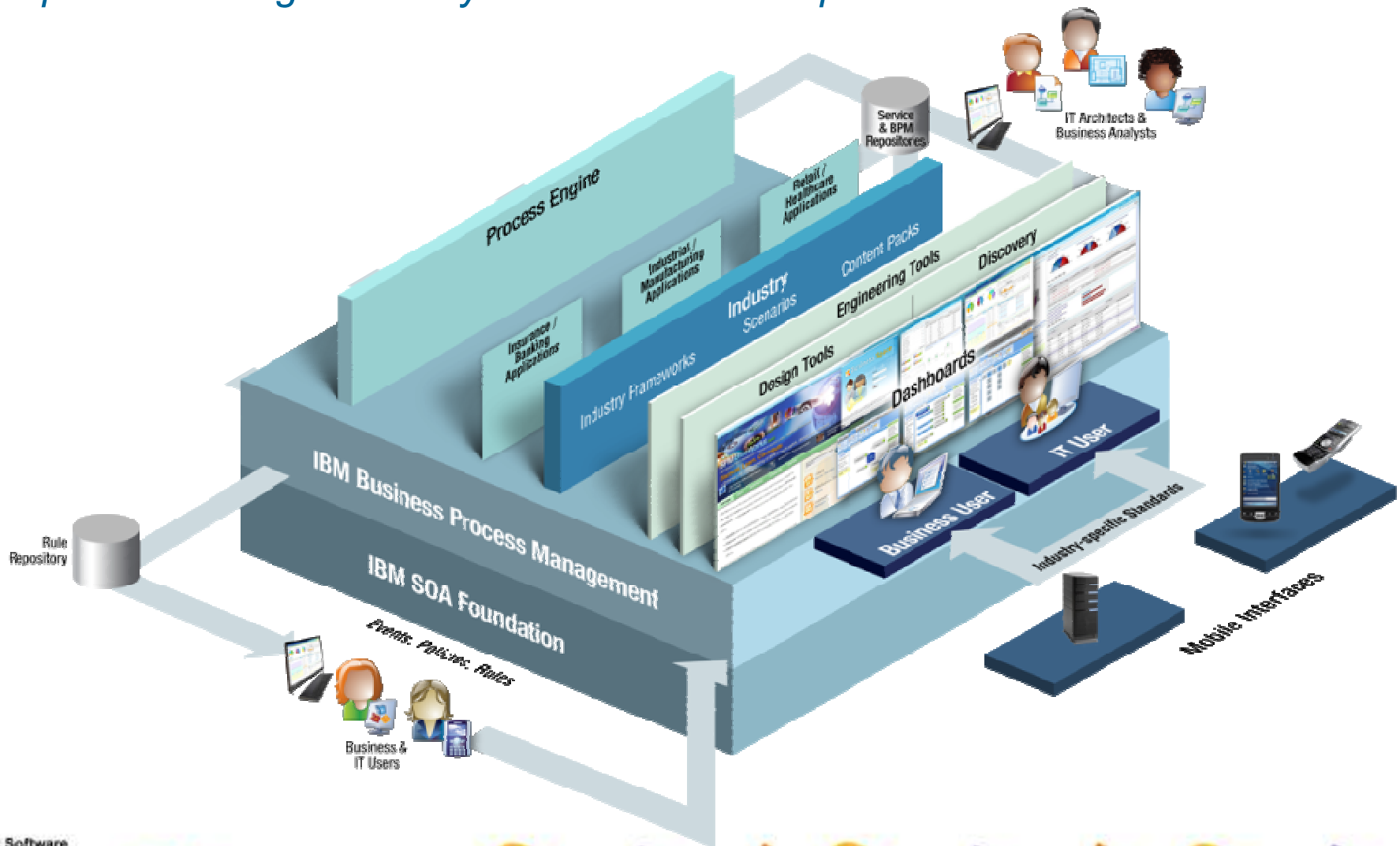## Step 3 – Define and refine basic elements

Constructing the BPM Reference Architecture for Business Agility
## *Step 4 – Manage services and choreograph process execution*

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Constructing the BPM Reference Architecture for Business Agility
## *Step 5 – Leverage industry accelerators with process solutions*

Constructing the BPM Reference Architecture for Business Agility
Step 6 – Provide adapters and connectivity to 3rd party applications
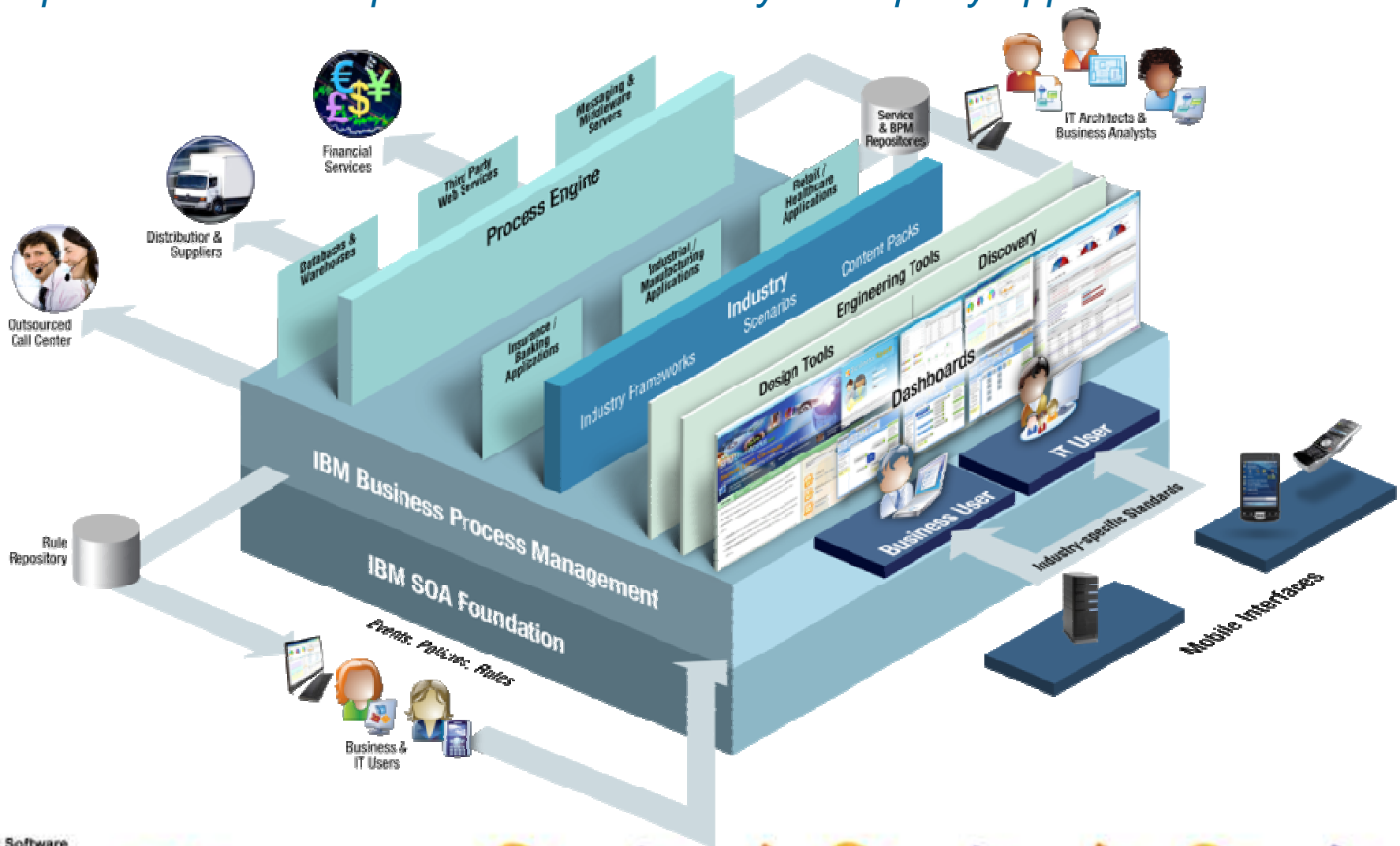
# Constructing the BPM Reference Architecture for Business Agility
Step 7 – Provide Business Event Processing and Activity Monitoring

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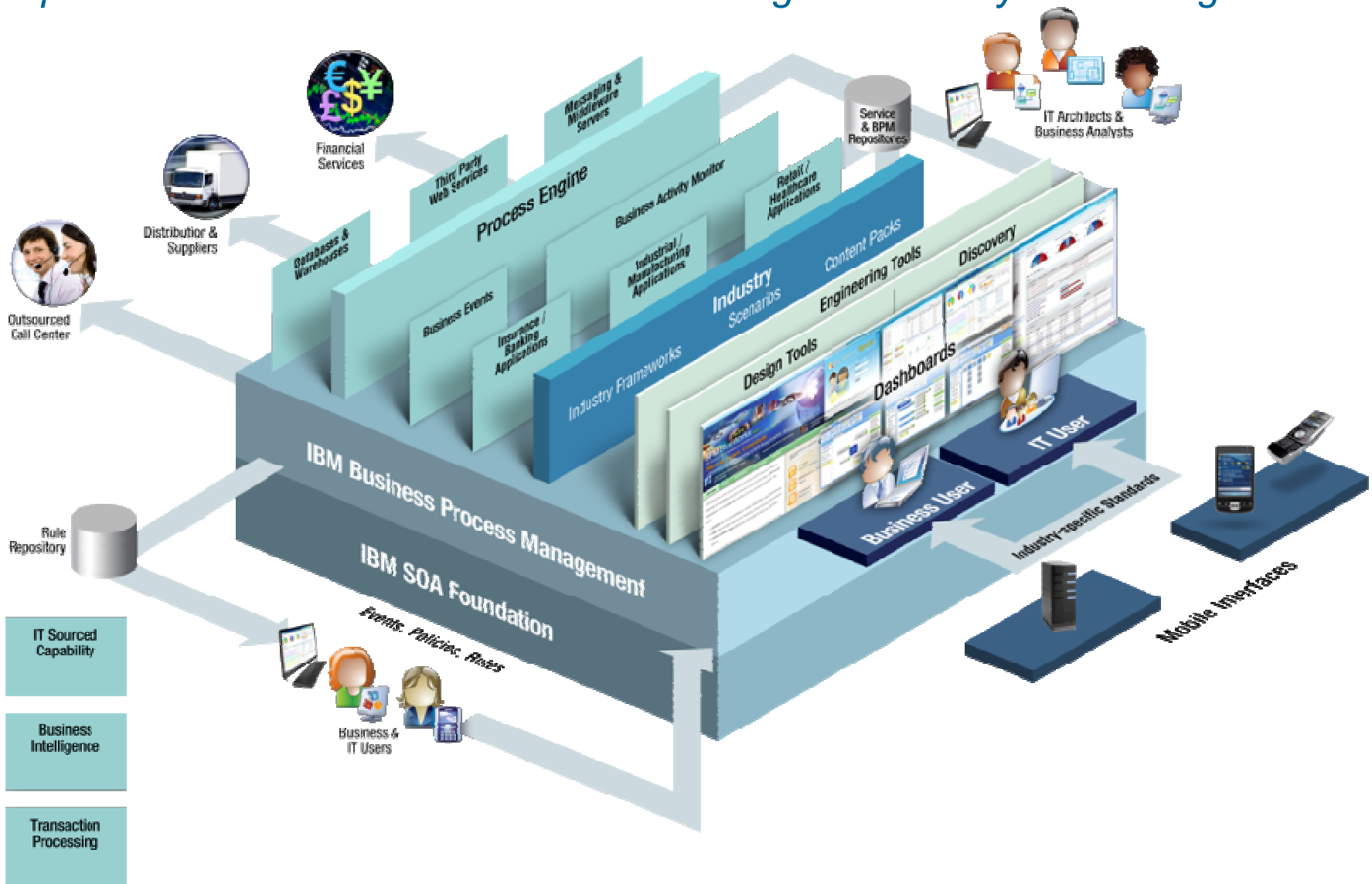
Iterative solution design & process improvement
Business driven design

Discover your business intent; Map intent to business capabilities and processes; Identify and prioritize options

Business Analyst

Business Leader
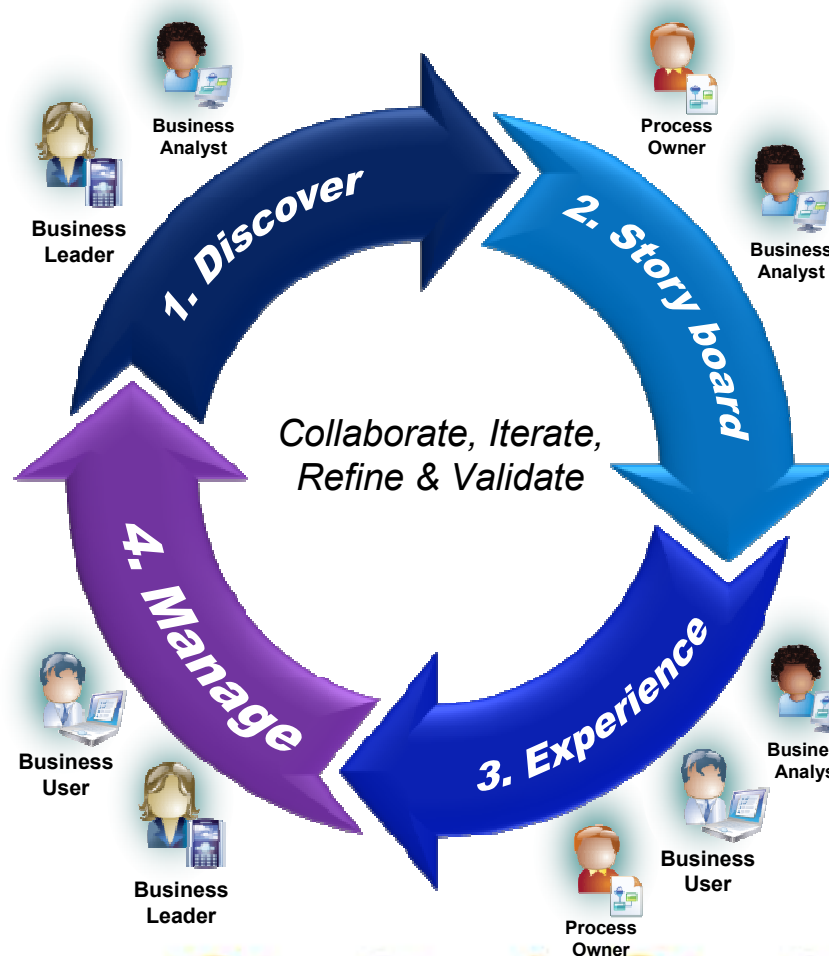
Story board the user interaction by capturing and defining as-is process and to-be processes; Specify business measures & KPI's; Mock up forms to validate and visualize human interactions

Process Owner

Business Analyst

1. Discover

2. Story board

Collaborate, Iterate, Refine & Validate

4. Manage

3. Experience

Manage real-time performance by empowering business users to customize their experience, managing KPI's and alerts based on changing business conditions

Business User

Business Leader

Business Analyst

Business User

Process Owner

Experience/visualize the solution via elaboration and refinement of business measures and KPI's; Add operational characteristics to future state processes; Interactively validate elaborated processes in IT sandbox

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IBM and Lombardi extend business-driven change
Increasing agility through continuous process optimization
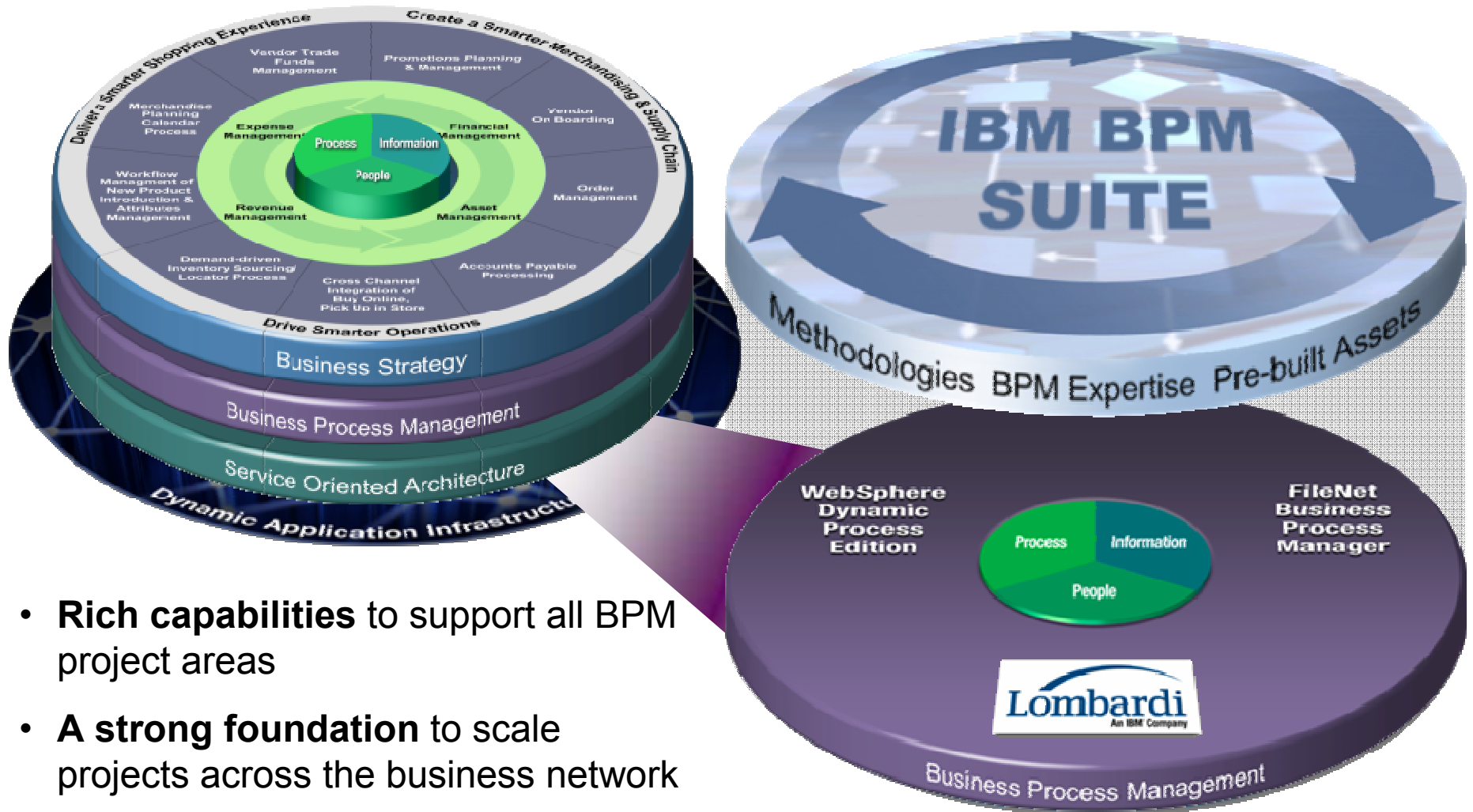
- **Rich capabilities** to support all BPM project areas

- **A strong foundation** to scale projects across the business network

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BPM from IBM **delivers unrivaled customer value**

#1 in BPMS market share*

> **Report: IBM Named Marketshare Leader in Middleware Software for Sixth Consecutive Year**
>
> " The Business Process Management Suite (BPMS) segment grew at 15.2 percent in 2009, Gartner said. **IBM was named the number one vendor in BPM software with a 23.9 percent share – more than double its closest competitor.** BPM software enables companies to develop and implement processes that help their businesses be more agile and grow."
>
> April 20, 2010

PR Newswire
United Business Media

> " IBM understands, embraces and is the **undisputed leader in the 'holy grail' of modularity of processes and services for** sharing, reuse and best practice adoption. Processes and services available through IBM, its partners and affiliates is the best representation of delivering on the promise of service-orientation that exists."

Bloor

Over **5000** BPM customers worldwide and growing

*Source: Gartner, Inc., "Market Share: Application Infrastructure and Middleware Software, Worldwide, 2009", released April 2010

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Get started building dynamic business processes today

- Visit BPM BlueWorks to learn more about BPM and capture business designs

- Begin documenting your BPM projects in Blueprint

- Identify and prioritize projects with the IBM BPM Business Value Analyzer
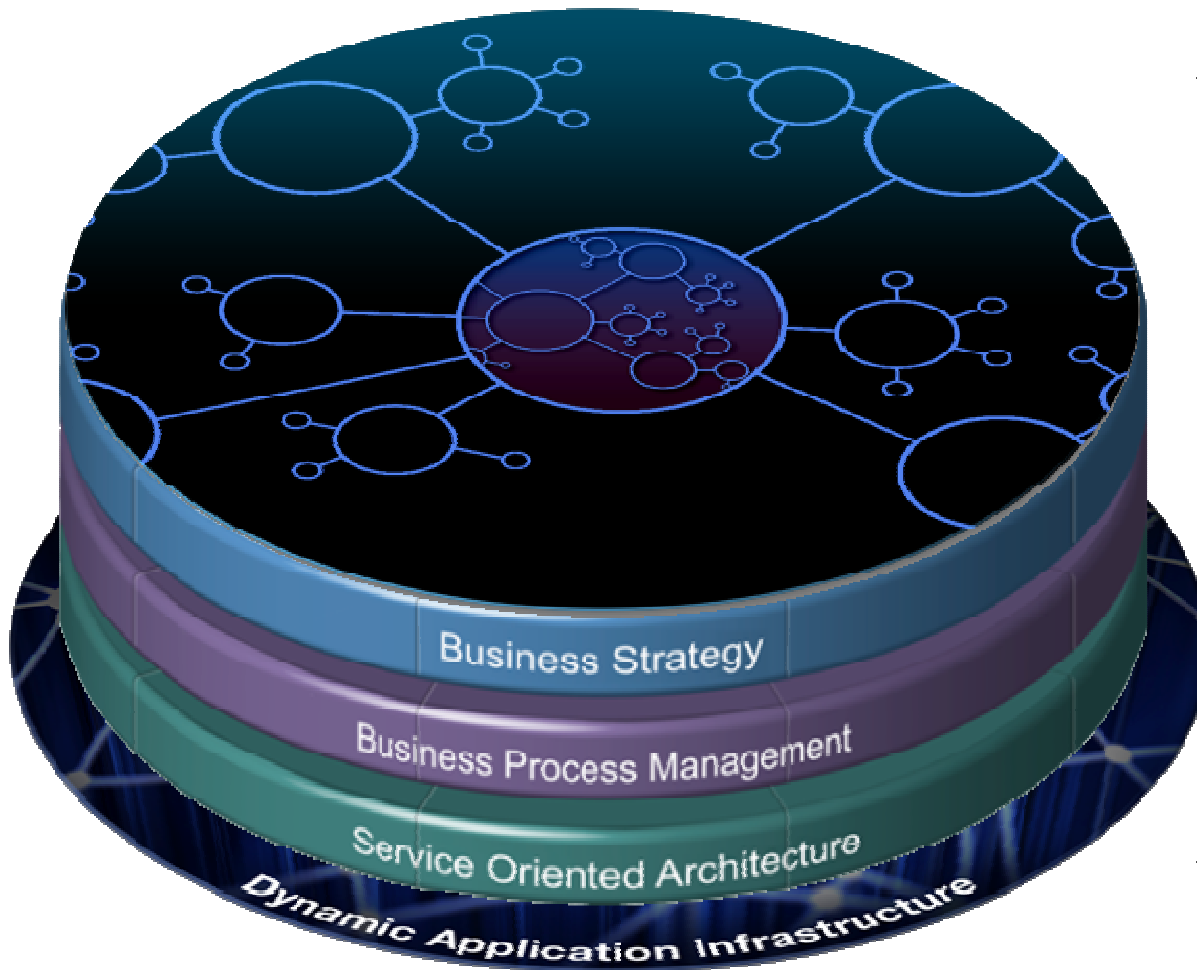
- Contact IBM for a Business Process Improvement Workshop

ibm.com/bpm

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Summary: Driving Better Business Outcomes
By aligning the engines of agility

Agile businesses that actively converge business and technology have

- **7%** higher EPS growth
- **49%** higher ROI

than their industry peers