



Dynamic business processes for government: Enabling perpetual collaboration with IBM BPM.

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Executive summary

In 2008, an IBM Institute for Business Value (IBV) study documented six key drivers that are shaping all levels of government worldwide, resulting in a mandate for “perpetual collaboration” –“creating ‘virtual organizations’ to enable greater teamwork and interconnectedness.”¹ The downturn in the global economy has underscored and accelerated the need for the governmental strategies identified in the study. This white paper shows how governments can achieve perpetual collaboration cost-effectively by implementing dynamic business processes using business process management (BPM) solutions from IBM, such as IBM BPM powered by Smart SOA™.

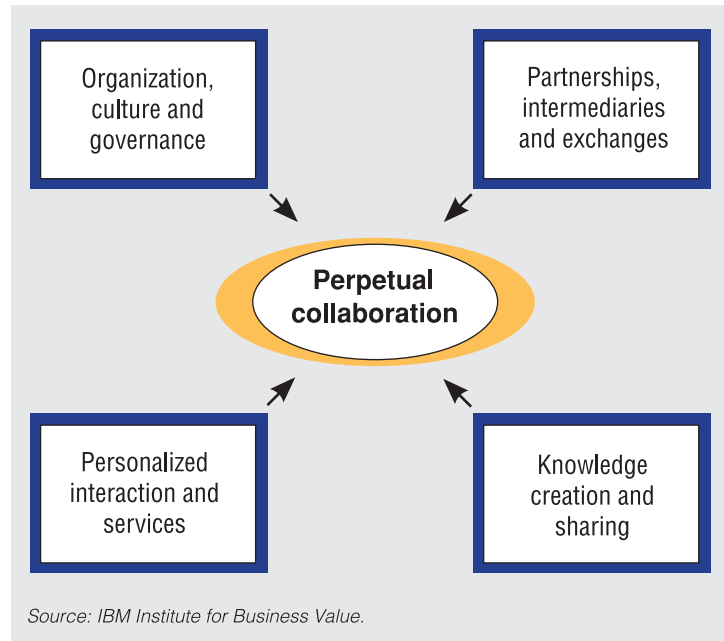
The governmental challenge: Perpetual collaboration in a down economy

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.

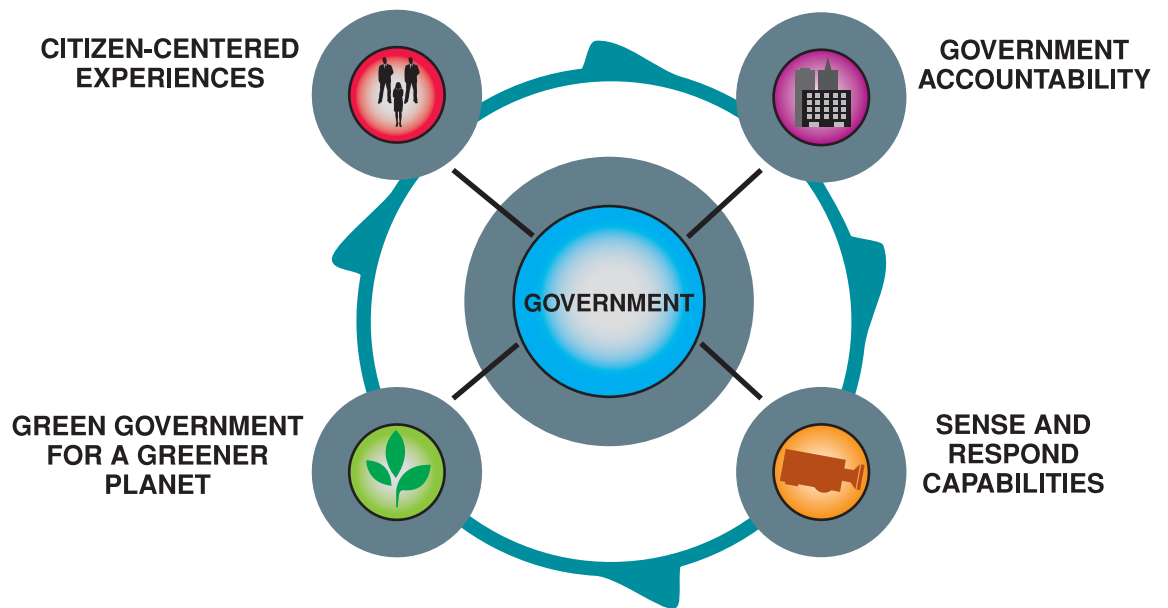
Responding to these drivers requires a new level of collaboration – perpetual collaboration – equipping governments, agencies and organizations with enhanced communication and connectedness to address these global challenges through the development of four “core capabilities” shown in Figure 1.

Figure 1: Perpetual collaboration—the core capability governments will need



In a down economy, a flexible and efficient framework for collaboration becomes even more critical. As reflected in IBM’s Smarter Planet “Smart Work” approach, governments all over the planet are facing an imperative to address significant global economic issues through greater collaboration with organizations, communities and each other. Governmental 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 shown in Figure 2: citizen-centered experiences, government accountability, green government, and sense and respond capabilities.

Figure 2: Building a smarter planet



The technology solution: IBM BPM powered by Smart SOA

BPM powered by Smart SOA enables governments to implement these four strategies even in the face of fragmented business processes and “siloes” information technology (IT) by providing an industry-leading solution suite of software technology, tools and methods, and services. The BPM suite can help governmental entities meet their staff, citizenry and constituency demands for greater agility and integrated operation without extraordinary cost and complexity. BPM enables the combination of new software capabilities, legacy IT assets, client line-of-business (LOB) and IT management collaboration, and IBM technical and business expertise that can help optimize processes and facilitate the innovation that today’s governments require.

BPM powered by Smart SOA solutions can help organizations:

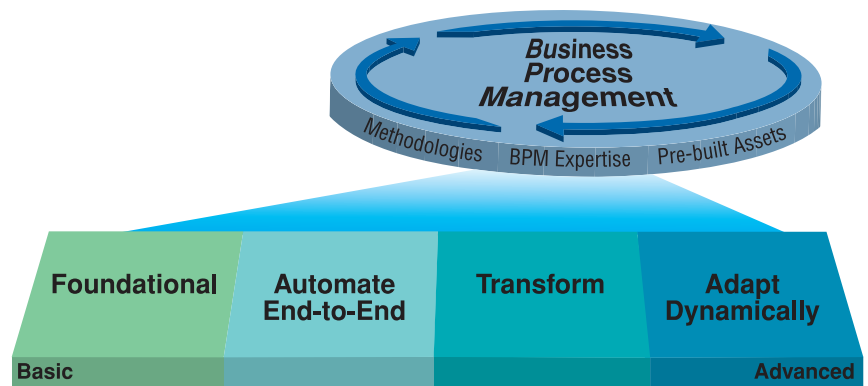
- Realize greater efficiency and cost savings through end-to-end process automation.
- Transform insight into action by providing real-time visibility into process operations.
- Adapt and respond dynamically to changing legislative and regulatory requirements.

Highlights

The IBM BPM powered by Smart SOA suite takes full advantage of the benefits of SOA, enabling hard-coded legacy IT application modules or “services” to be discoverable, shareable and reusable.

Furthermore, BPM that conforms to the service-oriented architecture (SOA) style maximizes business agility and process optimization by enabling hard-coded legacy IT application modules or “services” to be discoverable, shareable and reusable. The IBM BPM powered by Smart SOA suite takes full advantage of the benefits of SOA, providing a comprehensive set of offerings to support every phase of the BPM journey, from small or “foundational” projects to the most mission-critical processes implemented in a manner that transforms the governmental entity’s way of doing business and positions it to adapt dynamically, as shown in Figure 3.

Figure 3: The BPM powered by Smart SOA solution



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

Highlights

An Industry Business Value Assessment from IBM provides a rapid assessment of the business value that a BPM powered by Smart SOA solution can provide.

To help governmental organizations provide quantifiable answers to questions about return on investment and time to value for a given BPM initiative, IBM has developed the Industry Business Value Assessment (IBVA). The IBVA employs a consultative workshop approach that leverages IBM's expertise in the government sector as well as IBM's leadership in BPM technology to determine the potential for success of a given BPM initiative. The IBVA provides a rapid assessment of the business value that a BPM powered by Smart SOA solution can provide, and it includes recommendations for attaining specific opportunities for business process improvement. A proven process analysis methodology, IBVA is an IBM "investment" for qualified customers whose line of business executives value innovation and strategic partnerships.

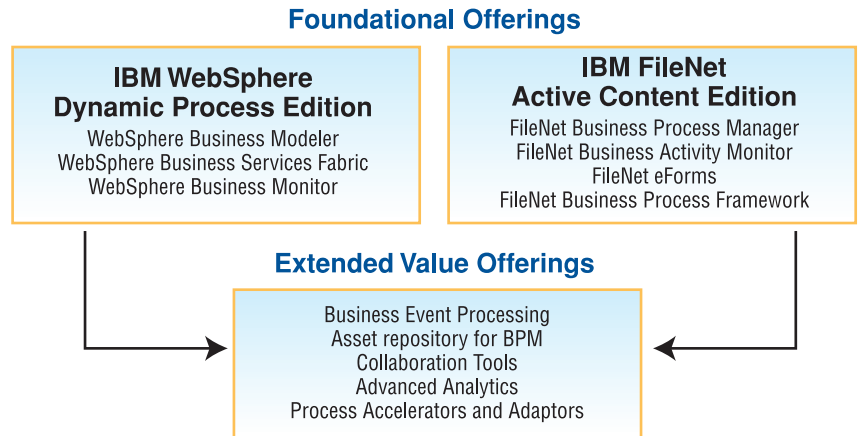
An overview of IBM BPM offerings

IBM's offerings for BPM powered by Smart SOA bring together powerful capabilities from the IBM Software Group portfolio. The suite includes two foundational offerings that make it easier for organizations to get started with BPM:

- IBM WebSphere® Dynamic Process Edition provides a comprehensive foundation to deploy and continuously optimize dynamic business processes across the human- and IT-task oriented heterogeneous environments often found in governmental entities.
- IBM FileNet® Active Content Edition supports process optimization where content is core to the process or where integrated compliance requirements exist, both of which also are typical of governmental processes that originate with forms such as tax returns and service applications.

These and optional extended value offerings shown in Figure 4 can expand the benefits of the IBM BPM powered by Smart SOA suite by providing analytics, repositories, accelerators, adaptors and collaborative tools. ILOG®, an IBM company, brings significant enhancements to rules, optimization and visualization features.

Figure 4: BPM powered by Smart SOA offerings



IBM BPM powered by Smart SOA in action: The Finnish Defence Forces

One government organization that has realized the benefits of IBM BPM powered by Smart SOA is the Finnish Defence Forces (FDF). FDF has achieved tighter coordination and information sharing between military service branches, the militaries of other nations and also nongovernmental organizations. FDF also has embarked on an aggressive migration toward network-centric operations (NCO), partnering with IBM to create the NCO Center of Excellence in Helsinki, Finland.

For more information

Many examples of governmental progress toward perpetual collaboration and virtualization, enabled by IBM and BPM powered by Smart SOA, are observable worldwide. To learn more about these governmental initiatives and other BPM powered by Smart SOA solutions from IBM, visit ibm.com/software/innovate

To learn about the IBVA offering from IBM, visit www-935.ibm.com/services/us/gbs/bus/html/bcs_whatwethink.html



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¹ "Government 2020 and the perpetual collaboration mandate: Six worldwide drivers demand customized strategies," IBM Institute for Business Value, April 2008.