

# Impact2010

The Premier Conference for Business and IT Leaders



## *Il Business Process Management per generare valore alle Aziende e per i Clienti*

**Salvatore Merando**

*IBM BPM Worldwide Tiger Team*



## Agenda

- **Il Business Process Management**
- **Gli ambiti estesi di applicazione**
- **Alcune esperienze concrete**
- **Le soluzioni BPM *best of breed***



## Migliorare i Processi è la priorità #1 per i CIO

2010

Da 5 anni consecutivi!

2006 - 2009

Business expectations for IT focus on improving current operations and performance

Business expectations	Ranking of business priorities CIOs selected as one of their top 5 priorities					
Ranking	2009		2008	2007	2006	2012
Improving business processes	1	↔	1	1	1	2
Reducing enterprise costs	2	↑	5	2	2	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

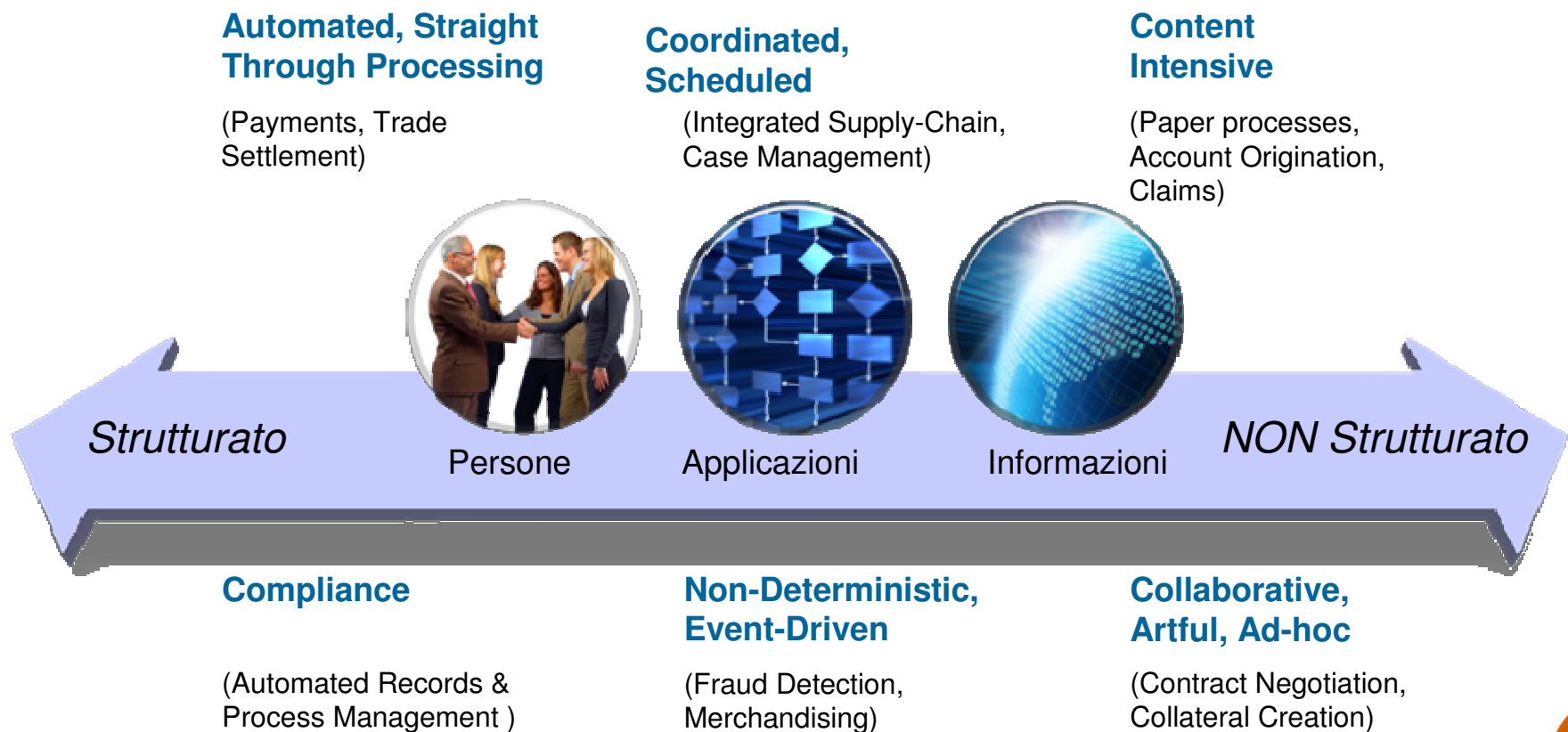
Top 10 Business Priorities	Ranki
<b>Business process improvement</b>	<b>1</b>
Reducing enterprise costs	2
Increasing the use of	3
Improving enterprise workforce	4
Attracting and retaining new	5
Managing change initiatives	6
Creating new products or services	7
Targeting customers and markets	8
Consolidating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

relationships Source: Gartner, 2010 CIO Survey



## I Processi di Business nelle aziende

Un **business process** è un insieme di task correlati tra loro, che assolve a uno specifico obiettivo aziendale ed è tipicamente costituito da sotto-processi

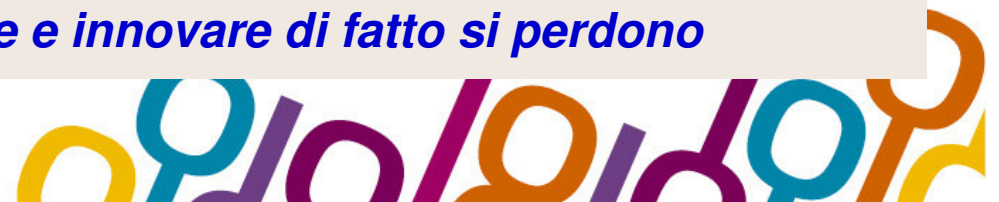


## L'enfasi è su Processi adattabili ma...

- **Spesso sono “annegati” in una singola applicazione**
  - Modificare i processi è costoso e richiede tempo
- **Spesso “passano attraverso” più applicazioni**
  - Ogni modifica interessa tutte le applicazioni
  - Difficile correggere in tempo inefficienze e scarsa efficacia
- **Spesso sono gestiti manualmente**
  - Non esiste automazione che permetta modifiche al processo “on-the-fly”
  - Non è possibile attivare un processo in maniera automatica su base evento
- **Spesso si tratta di processi “Ad-hoc”**
  - Molti sistemi non sono in grado di supportare processi “ad Hoc”
  - Monitoraggio, tracking di processi “ad Hoc” è quasi mai possibile

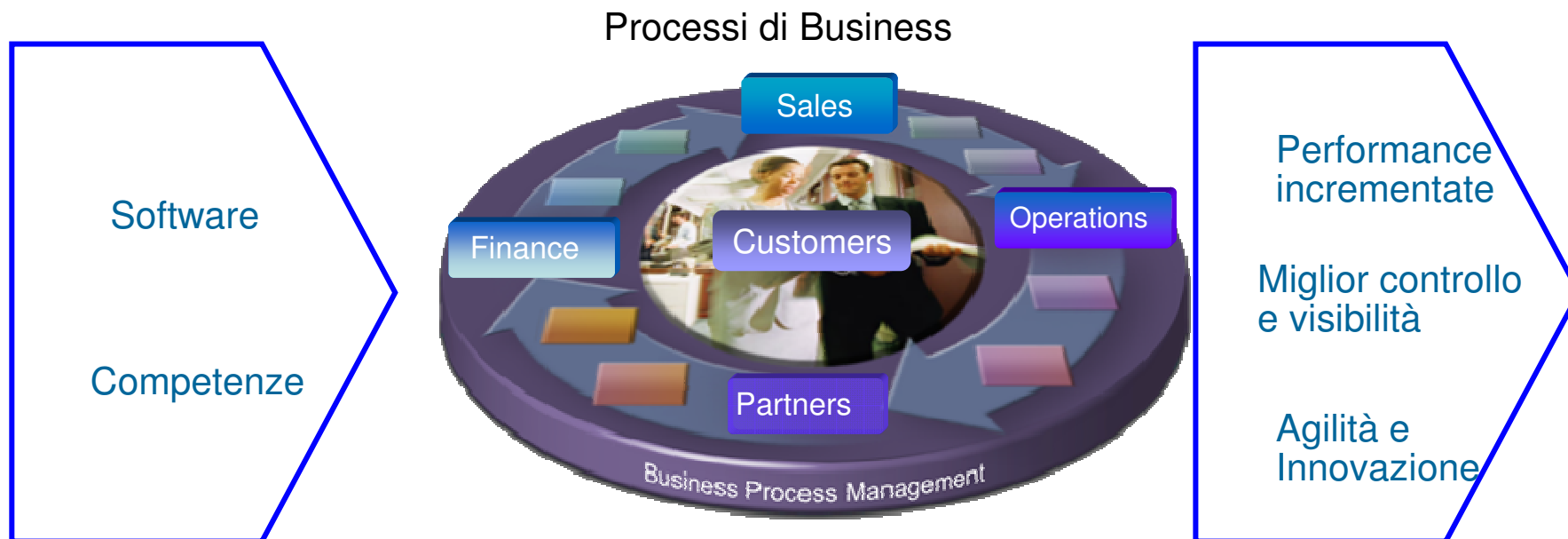


*Le Opportunità per migliorare e innovare di fatto si perdono*



## Cosa è il *Business Process Management* ?

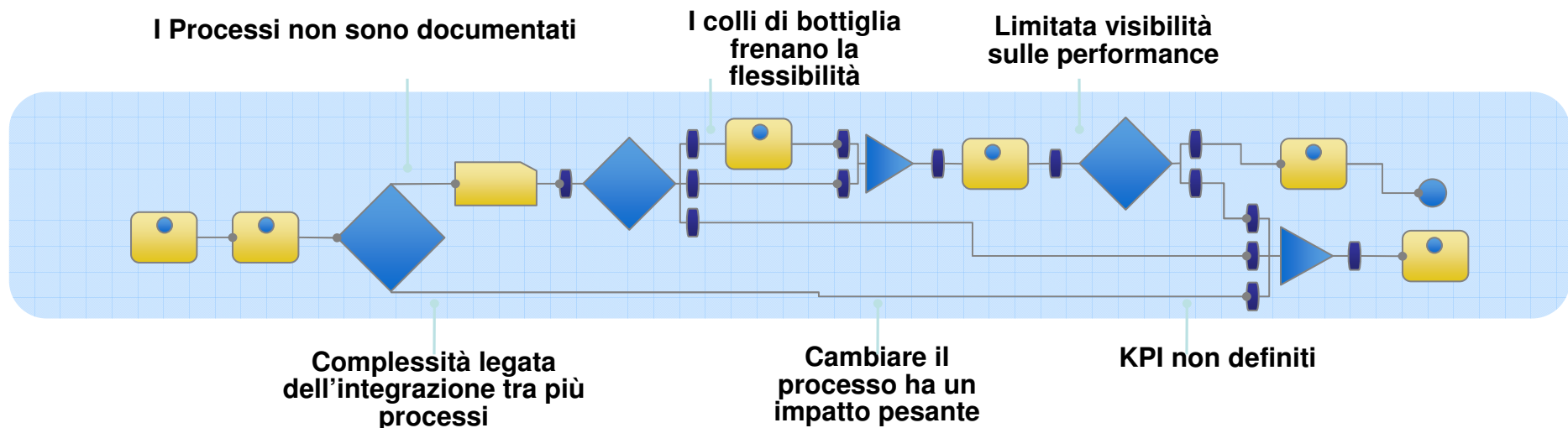
Per accelerare l'evoluzione dei processi e facilitare l'innovazione,  
il BPM interviene combinando  
capacità software e competenze di business



**Il BPM migliora i processi integrando Sistemi, Dati, Informazioni e Attività allineandoli alle necessità di business**



## Il BPM supporta la risoluzioni delle più comuni issue



*Gli ambiti/iniziative che possono trovare soluzione con il BPM sono innumerevoli:*

- Iniziative scaturite da Piani Strategici
- Progetti specifici delle varie LOB
- Programmi di Cost-Take Out
- Programmi di Compliance
- Progetti di Outsourcing
- ERP / CRM
- Programmi di miglioramento della Supply chain
- Investimenti M&A
- Progetti di ecommerce
- Progetti di Collaborazione e di Web 2.0
- Programmi di BI / KPI
- Progetti di Risk Management
- Programmi di Infrastructure Consolidation
- Gestione di Human workflow



## ...rendendo le aziende più “agili” grazie alla convergenza tra Business e IT (+7% EPS growth; +49% ROI than their industry peers)\*

### ***Deploy, Execute and Change***

- Automate Business Processes and Rules to improve efficiency and profitability
- Adapt and collaboratively respond to change

### ***Model and Simulate***

- Align business strategy and IT execution
- Assess, capture, and analyze core value processes



### ***Monitor, Analyze, Predict and Act***

- Business users monitor business performance, business events and define new alerts based on KPIs

### ***Governance e Compliance***

- Maintain business and IT consistency as well as organizational and regulatory policy
- Manage and reuse IT administered services to streamline development and deployment





## ... molte le opportunità per progredire.

**90% di riduzione della manualità nei processi**

**Razionalizzazione operatività:**  
Bank of New York Mellon

Ha **razionalizzato l'operatività per ridurre del 90% la manualità** nelle attività di verifica compensazione assegni, ottenendo una riduzione degli errori

**80% riduzione del backlog per la gestione delle eccezioni**

**Razionalizzazione processo di gestione della Dichiarazioni dei redditi:**  
New York State

IBM ha sviluppato un sistema automatico capace di gestire le eccezioni con l'integrazione di un **motore di eventi e di regole attraverso workflow** riducendo drasticamente carichi di lavoro manuale

**75% riduzione costi delle penali dovute a ritardi di consegna**

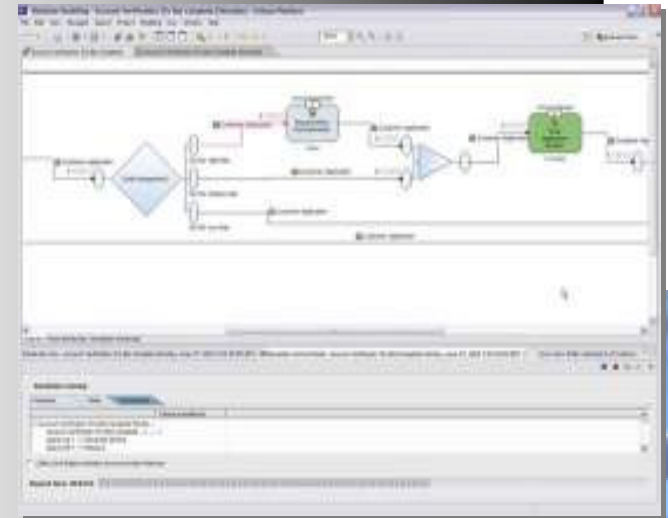
**Automazione Supply Chain :**  
Trade Merit

Ma anche **63% riduzione** nel costo della gestione della "carta" **85% riduzione** dello staff richiesto per la gestione di task manuali



## Come il BPM genera valore: *Aiuta a tracciare i processi*

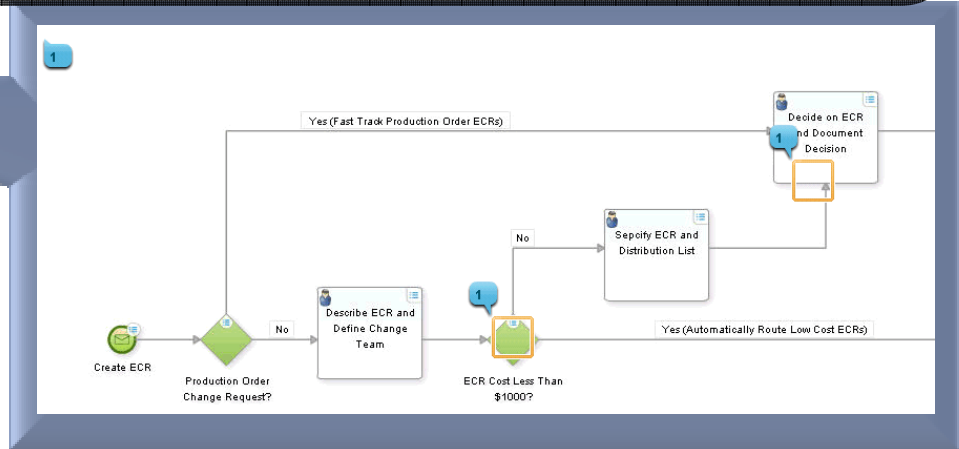
- **Modeling for Compliance & Documentation**
  - Document processes for use by a business to understand the business process
  - Customers use output for training, collaboration, documentation requirements for compliance regulations (Sarbanes-Oxley and Basel II)
  - Linkage to real time monitoring provides 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



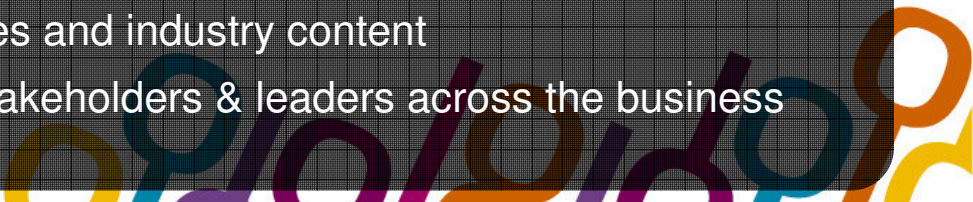
## Come il BPM genera valore: *Integra business goals, modello dei processi e organizzazione*



- 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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## Come il BPM genera valore: Sfrutta le logiche Web 2.0 di Collaborazione e del Cloud

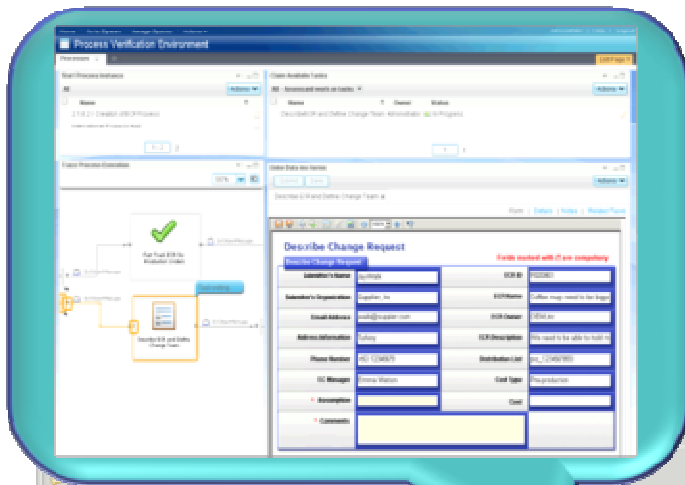
Collaborate on process designs

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

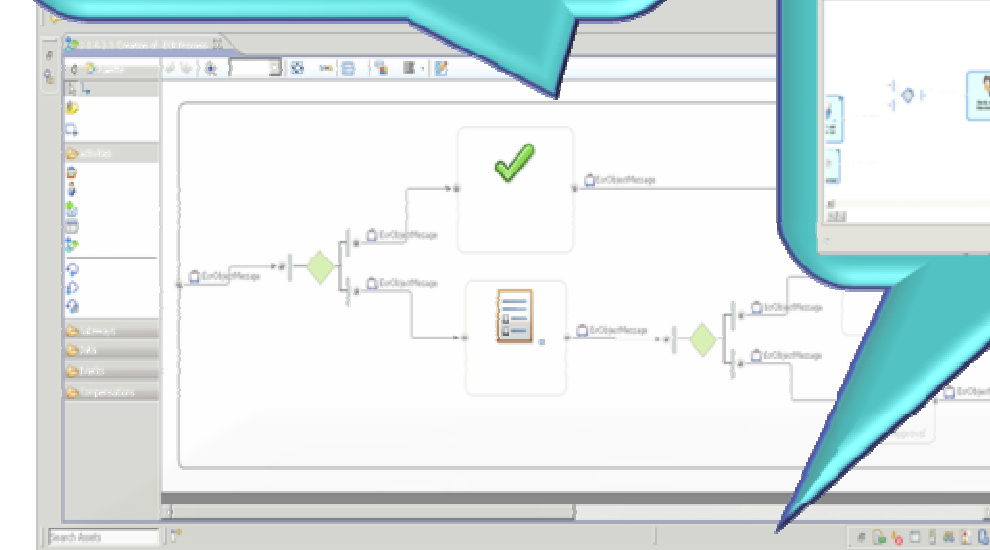
Quick, contextual navigation to get to views that help get the “job of the moment” done (e.g. calendar, time of day, role, context)

## Come il BPM genera valore:

*Monitora costantemente le variazioni dei processi per una completa automazione*



- 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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## Come il BPM genera valore:

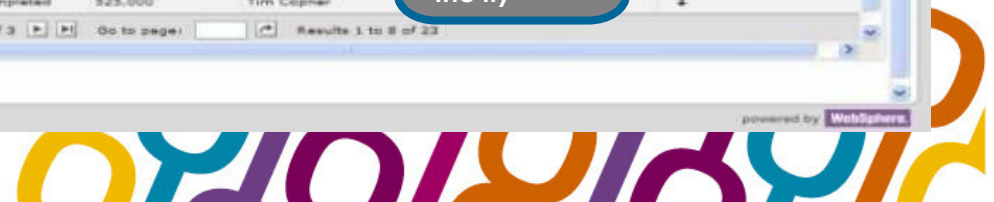
*Monitora e fornisce analisi ai CxO per migliorare il business*

The screenshot shows a BusinessSpace dashboard for JKLending. It features several key components:

- Analysis by underwriter:** A 3D bar chart showing metrics for five underwriters: Jane Parsons, Paul Lyon, Sheril Holmes, Steve Haskoy, and Tim Copner. Callout: "Identify trends, forecast events, make smart choices".
- General KPIs:** Three gauge charts for "# Days Late", "Jumbo Loans Percentage", and "Processing Time". Callout: "Understand up-to-minute business performance by monitoring KPIs".
- Alerts:** A list of "Delayed Underwriting Alert" messages with dates. Callout: "Detect, respond rapidly to change".
- Business news:** A section with CNNMoney.com news articles. Callout: "Customize dashboards easily".
- Loan application instances:** A table listing loan details. Callout: "Rebalance human workload on the fly".

Additional callouts include: "Continuously improve key business processes" pointing to the overall dashboard layout.

Loan ID	Status	Size of Loan	Associate ID	Loan Account Number	Loan Document MC
1000	Error	750,000	Sheril Holmes	92-658,362	€
2000	Processing	10,000	Steve Haskoy		€
3000	Processing	10,000	Steve Haskoy		€
4000	Processing	200,000	Paul Lyon		€
5000	Processing	200,000	Paul Lyon		€
6000	Rescinded	200,000	Paul Lyon		€
7000	Rescinded	200,000	Paul Lyon		€
8000	Completed	525,000	Tim Copner		€



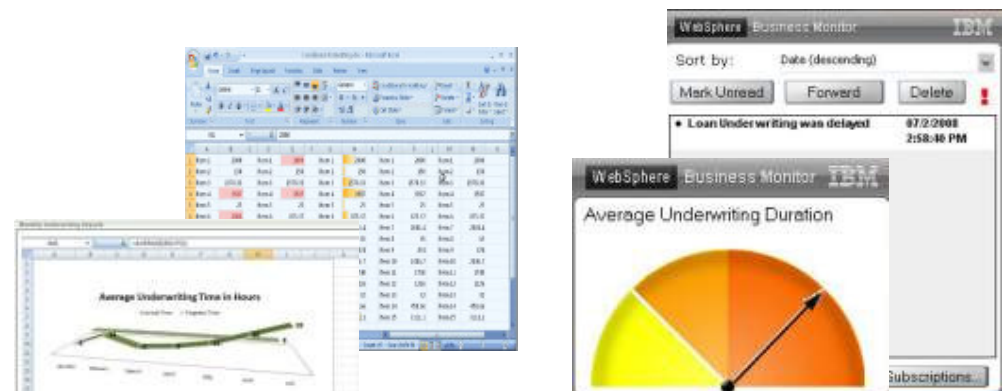
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## Come il BPM genera valore: Sfrutta la multicanalità e la mobilità

- 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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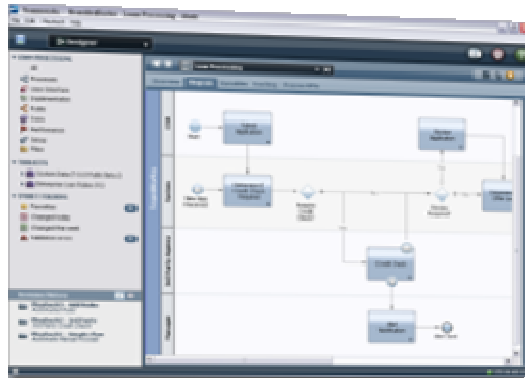
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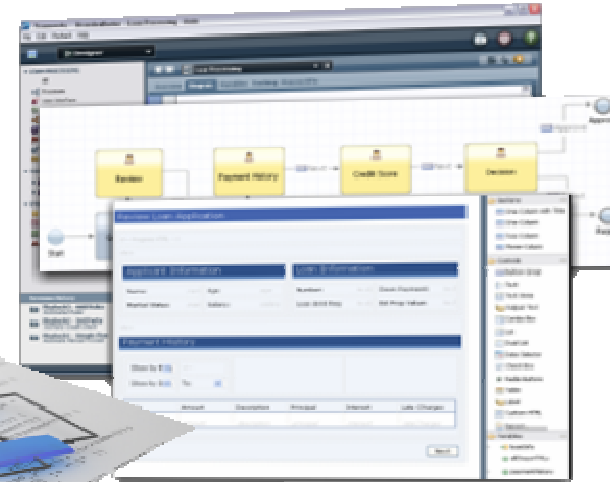
## Un “process lifecycle” che vede coinvolti più attori in un’unica suite integrata...



**Business Analyst**



Modeling



Implementation



**IT Developer**



**Business Leader**



Reports / Analytics



**Business Users**



Interaction / Forms

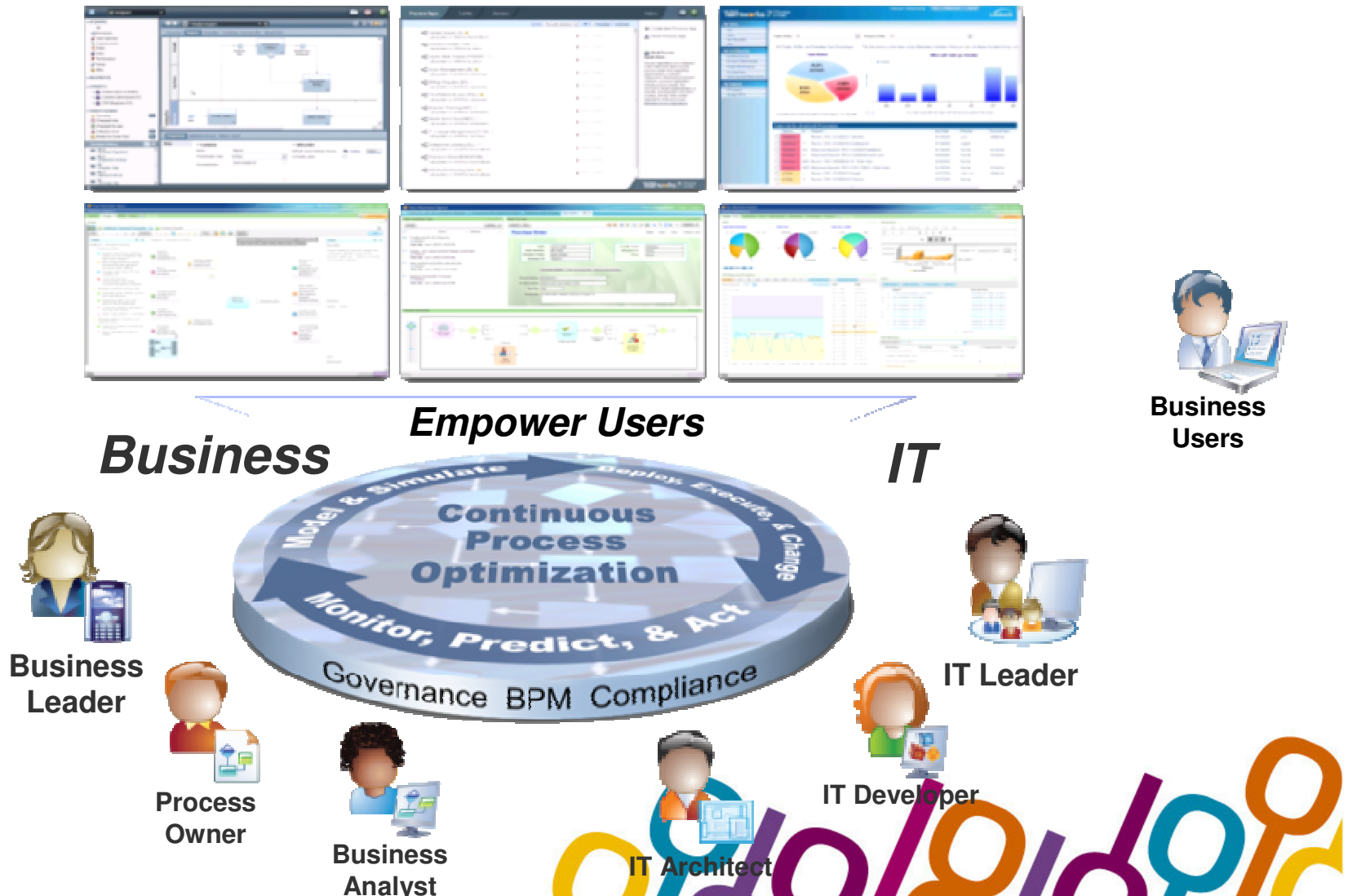


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## ...permettendo una più stretta collaborazione tra Business e IT



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**Obiettivo è realizzare soluzioni che permettano di raggiungere gli obiettivi di oggi e di domani**

**Scalabilità**  
To billions of transactions per day

**Integrità di Processo**  
Reliable execution of distributed business activity



**Sicurezza**  
Processes execute even when one system is down

**Affidabilità**  
For meeting SLA's

**Resilienza**  
Through a robust Infrastructure

**Connettività**  
Throughout enterprise



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## Le Suite BPM di IBM sono le soluzioni di riferimento per il mercato

#1 in BPMS market share (23.9% 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

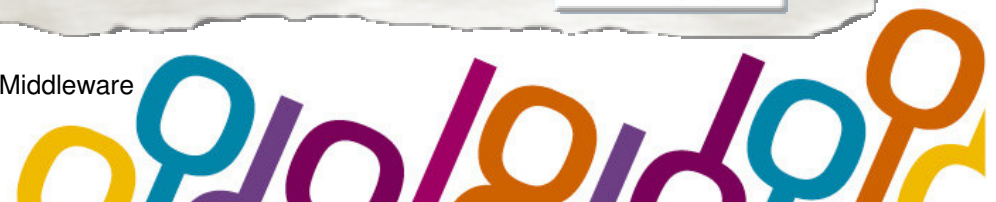


Oltre **5.000** Clienti a livello worldwide che usano e nostre soluzioni BPM

"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."



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



## Come iniziare con IBM

- Il sito [BPM BlueWorks](#) per comprendere meglio il BPM e utilizzare best practices
- Il sito [Blueprint](#) per cominciare un progetto BPM in ottica Cloud/SAAS
- Siamo disponibili per svolgere con i nostri clienti un **Business Process Workshop**

[ibm.com/bpm](http://ibm.com/bpm)

