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Next Generation BPM Thinking

Business Outcomes are the New Frontier

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Business Process Management as it exists today has failed to deliver on its promises to deliver process efficiency that meets the needs of the line of business and at the speed that constantly changing requirements demand. That's why the next generation of BPM has to realign its priorities to focus on being agile, responsive and aimed at achieving business outcomes that deliver, drive, and create innovative ways to help organizations stay competitive.

Table of Contents

Overview.....	3
Business Process Management–Outcomes Defined.....	4
<i>Business Process Management (BPM) Foundations</i>	4
<i>The vision of forward thinking business enablement</i>	5
<i>Side benefits of a sound BPM strategy</i>	7
Business Process Management–Current State	8
<i>In Short–BPM has failed</i>	8
<i>Foundations of what is missing</i>	8
<i>Converging Methods and Concepts...and the problem with this</i>	9
Hindsight and Foresight BPM2020	10
<i>You and BPM</i>	10
<i>How BPMS need to evolve</i>	11
<i>The Outcomes “If I do this”</i>	13
<i>OpenText steps up to the plate</i>	13
The OpenText Vision Realized	14
<i>Suggested Additional Reading:</i>	15

Overview

The Business Process Management vision has, as yet, failed to deliver on its promise. This is a result of the methods vendors use to promote their “silver bullets,” customers not taking ownership of the technology, end point solutions that only focus on specific pain points, technically rich and overly complex products, and an inability for BPM Innovation teams to remain innovative.

Business Process Management seems to have forgotten that the focus was always intended to be about delivering successful business outcomes. The market has abused the concepts and continued to deliver technically rich functions to technical teams, while leaving companies to try to “figure out” the methods, approaches, and how to leverage BPM to deliver business value.

BPM vendors need to refocus on the intended vision, adjust their capabilities, and deliver to the business users functionally rich capabilities that a business user or business analyst is able to maximize. BPM Systems need to ship with pre-packaged business intelligence that can be extended by those business users (not technologists) to deliver, drive, create, and invent business processes. All while also spending more time conversing with their customers on how to deliver value in ways the business can relate to.

Our entire industry has to move away from point-based solutions and re-focus on business outcomes, drive transactional information and experiences into business relevant information that can directly help generate more money or protect existing money. It is no longer enough to assume that simply doing what you did but cheaper is enough; you have to do new things, in new ways, and BPM has to demonstrate how it is able to support, and in many cases drive, the next generations of business models that will be required by business.

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Business Process Management— Outcomes Defined

Business Process Management (BPM) Foundations

The market has clearly defined a common outcome and expectation for Business Process Management (BPM). Contributors have varying approaches or priorities when it comes to topics ranging from the concepts of BPM through to intelligent BPM, Dynamic Cases, Business Process Modeling Language (BPML), BPM Systems (BPMS) etc. Some examples include Forrester¹, Gartner², OpenText³, Wikipedia⁴, TechTarget⁵, Oracle⁶, Pega⁷, AIIM⁸, BPM Institute⁹, and the 7 Steps Perspective¹⁰.

In summary, a successful BPM initiative will touch a wide range of processes an organization may run on a day to day basis to make or protect revenue. This places BPM at the heart of what makes or breaks a business and how it may differentiate itself from its competition.

There is general agreement that there must be a vision, an enterprise approach, innovation enablement, and specific organizational goals and objectives tied to the BPM initiative. However, there is still much discussion and debate about whether BPM is about a management approach to doing business supported by technology, or a technology-driven approach to changing business. Experience suggests that, in reality, it is a blend of the two schools of thinking that is required. Vertical specific approaches, methods and or terminology may include Business Process Management, Process Improvement, Continual Improvement, Lean®, and CMMI, to name a few. The core is common: evolve current processes to drive new money or retain existing money.

BPM is used by, and directly affects, shareholders, business leads, and stakeholders both internally and externally; it should behave the same.

¹ <http://www.forrester.com/Business-Process-Management-%28BPM%29>

² <http://www.gartner.com/technology/core/products/research/topics/businessProcessManagement.jsp>

³ <http://www.opentextbpm.com/resources/ot-bps-BPM-primer-whitepaper.pdf>,
http://www.opentextbpm.com/resources/ot_bps_BPMGlossary_ds.pdf

⁴ http://en.wikipedia.org/wiki/Business_process_management

⁵ <http://searchcio.techtarget.com/definition/business-process-management>

⁶ <http://www.oracle.com/us/technologies/bpm/overview/index.html>

⁷ <http://www.pega.com/products/bpm/bpm-professor#sthash.zGMaBo7M.dpuf>

⁸ <http://www.aiim.org/what-is-bpm-business-process-management>

⁹ <http://www.bpminstitute.org/resources/white-papers>

¹⁰ 7 Steps eBook-Perspectives by T. Shurter

The vision of forward thinking business enablement

Accordingly, BPM's goal is to focus on creative, innovative, immediate, consistent business enablement that is continuously changing to match business outcome needs; a common theme across all of the research material.

▪ **Creative:**

The ability to transcend traditional ideas, rules, patterns, relationships, or the like, and to create meaningful new ideas, forms, methods, interpretations, etc.

Creativity is designed to unleash the potential of the company to conceive new ideas. This could be realized in any number of ways. Most often, they become something we can see, hear, smell, touch, taste, or are thought experiments.

BPM is intended to allow companies to be creative, to think about tomorrow, to invent, to dream with the sound knowledge that creativity can be realized.

▪ **Innovative:**

- *To introduce something new; make changes in anything established.*
- *To introduce (something new) for, or as if for, the first time.*

Innovation is introducing change into stable environments and is concerned with the work required to make an idea viable. By identifying an unrecognized and unmet need, an organization can use innovation to apply its creative resources to design an appropriate solution and reap a return on its investment.

This entices organizations and innovation teams to “burn the box,” to empower itself at a people, process, and technology layer beyond the constructs of current thinking and to turn creative ideas and concepts into executable patterns.

BPM turns creative thinking into reality and meets the business demand for instant innovation. Bringing enablement and changes to the real world, impacting how a company drives effective improvements. BPM delivers on continual improvement concepts, allowing methods like Lean® etc., to continually realize organizational value.

▪ **Immediate:**

- *Occurring or accomplished without delay; instant: an immediate reply.*
- *Following or preceding without a lapse of time: the immediate future.*

Organizations need to be able to creatively deliver on revenue generation and retention opportunities as quickly as the revenue sources change. This includes driving existing and needed operational activities, enhancing and enabling the organization now, right now, and again tomorrow.

Creativity and innovation are irrelevant without the ability to realize these benefits immediately; competitors would always be ahead of the game. BPM places the enablement and realization of behavior, process, and revenue changes in the hands of, and at the speed of, business demand.

This means that innovation teams are positioned to deliver changes now, and become an integral part of an organizational strategic execution.

▪ **Consistent:**

- *Agreeing or accordant; compatible; not self-contradictory: His views and actions are consistent.*
- *Constantly adhering to the same principles, course, form, etc.: a consistent opponent.*

To immediately execute processes and activities consistently within the boundaries of creativity and turn the current operational transaction into business relevancy. Allowing an organization to realize the immediacy of business change predicates that existing execution will not be interrupted. It also demands that the new processes adhere to already defined standards of execution.

BPM process segmentation allows for core operations to remain intact. The methodologies allow for a systematic approach to reducing human error and simplifying system interactions. Sound approaches also allow for existing investments, information, and well run processes to remain as productive and in place as they are today, while making the systems relevant, and ensuring human interaction with, and execution between, systems are executed as intended.

The consistent execution of process allows for common data, in common format, common time stamps and common uses. This then facilitates and enables the beginnings of Operational Master Data management, i.e., turning operational execution and processes into regular business expressions.

This allows the information to be predictable, be trended, and offer a proactive base from which to automate activities. Additionally, it provides a sound basis for tying together operational information for a 360 degree view of how the business operates, how it makes money and how the operational transactions influence the business of tomorrow.

Consistent execution through BPM provides sound role-based execution and adherence to governance requirements.

■ **Business Outcomes:**

- *An end result; a consequence*
- *something that follows from an action, dispute, situation, etc. result; consequence.*
- *Final product or end result.*
- *Conclusion reached through a process of logical thinking.*
- *Final product or end result; consequence; issue.*
- *Conclusion reached through a process of logical thinking.*

Economic performance and results must always take precedence; which means increasing the capacity of the economic resources currently available. Critical to this is understanding the sources of revenue, drivers of growth, competitive insights, and an organization's unique advantage.

By understanding these outcomes, an organization will be positioned to institute measurement strategies that are creative, innovative, and can be realized continuously. A sound BPM strategy and approach is well primed to meet these outcomes, and failing attainment, should be discontinued or be re-innovated.

Leveraging BPM for enablement ties outcomes directly to the market aligned strategy of the organization. Companies have an unprecedented pressure on margins and profit that crosses the very organizational and departmental boundaries that give the company a significant edge over their competition. This capability-meld drives "holistic solution" thinking which transforms end-to-end cross-functional value. This then has a direct impact on "customer" experience, which, in turn, directly affects revenue realization opportunities.

This maniacal focus on business outcomes, with a culture of creative innovation, the ability to realize the new visions and execute continuously places the company, the team, and individuals in a paradigm where the stars are the limit, customers are the focus, and shareholders are dancing.



Side benefits of a sound BPM strategy

There are a few side benefits of a sound BPM strategy, many of which are lost if BPM is not leveraged strategically. This assumes that BPM has been adopted as a strategic outcome and that the BPM Solution (BPMS) platform is being maximized as envisioned.

Examples include:

- **A sticky interface:**

This includes the provision of a common work-place launch and consolidation point; regardless of role, location, function, or work task through the extensibility of BPM concepts. This means that mortgage administrators, attorneys, finance administrators, sales, human resources, facilities, front office, project office, and customer front line staff have a common, sticky work page.

- **Closed loop swivel chair integration:**

Much of the challenge today is the result of very valuable, functionally rich, value-specific applications, processes, and data. These may include HR systems, order entry, background checks, credit scoring, supply chain, store management, etc. These systems deliver functional value and there is no commercial value in replacing them.

These multiple systems do, however, cause varying roles to interface with a wide variety of interfaces, emails, social, etc. Thank goodness for multi-window systems. Sound BPMS utilization helps organizations automate system pass-through removing the human replication, delay, and trash can errors, while maximizing existing system-specific value. This places a company in a spot where process orchestration becomes a reality.

- **Process orchestration:**

The ability to allow micro-flows/work flow segments to be executed between varying systems, manual and automated, and to provide end-to-end bracing to ensure that all of the micro-flows are executed as designed. This offers closed loop process execution.

Onboarding of a new hire is a classic example. Onboarding entails many departments, many micro-flows, and many processes. Some examples include system access, building access, facilities, equipment, contracts, pension contributions, medical, payroll, taxes, etc. Each of these micro-flows has well practiced methods and tools of execution. Orchestration allows us to brace all of these activities and provide a closed loop experience on timing, governance, execution, and improvement opportunity identification.

- **Information & system federation:**

Similarly, BPM promises to provide in-place utilization of existing resources, with the critical ability to progress away from legacy systems and tools that bog support and infrastructure organizations down. This allows for inflight processes, utilization of information, and understanding of what information and systems need to be discontinued or sunset without creating another point of data origination through that learning curve.

- **Master data management for operational data:**

By leveraging the same information to close the loop, tying operational data into commercial relevancy in a consistent manner, BPM facilitates in-place Master Data. That means information in varied systems, used and presented in a common way, on a regular basis with direct ties to business outcomes; Master Data Realized!

Business Process Management— Current State

In Short—BPM has failed

It is fascinating that there is a common vision for what BPM is; not what it should be. BPM has evolved into a technical platform that has failed on vision while delivering specific functions, replicating data and process. It's built in a non-reusable fashion and has burdened innovation teams with maintenance activities.

Our innovation teams have created a litany of processes that have evolved to varying levels of maturity. As a result, the innovation teams have turned into process maintenance teams, and BPM programs have come to grinding halts when it comes to creativity and innovation.

We have manufactured fractured abilities within most organizations. BPM, rather than becoming the strategic contributor it was intended to be, has in many cases turned out to simply add to the existing systems silo challenges. More importantly, most BPM initiatives are so focused on transactional delivery that they have completely forgotten that they were intended to drive and deliver better business outcomes.

BPM has fallen into the same trap that many IT projects have over promise and under deliver through missed deadlines and an inability to maximize information and have been relegated to the same discussion forums as the IT infrastructure Library (ITIL®) and service improvement programs, e.g., an IT solution to an IT problem while completely forgetting about the business.

It is also interesting that within the BPMS space, we have managed to take business outcomes into very specific generic (intentional contradiction) solutions—usually by thinking of IT-centric outcomes as business outcomes. All this has been done while vendors seek to rebrand their 101 capabilities. Product vendors have a culture of force feeding solutions without understanding customer-specific outcomes, trying to make the turnaround time of solutions easier and more maintainable for those vendors—kind of like, “See, we delivered on the vision.”

One only needs to track the BPM market and forums to find these trends. This is not a new phenomenon or one that is applicable just to BPM.

Foundations of what is missing

Exposure to a myriad of customer engagements highlights some simple, common elements many of which require a mentality of staying the course.

▪ Remaining focused on organizational outcomes

The true value in BPM is being able to realize business outcomes. Ensure this is critically understood in the sales cycle and project initiation. Organizations have got to get very, very specific around how any BPM work contributes to organizational value.

Successful BPM projects will have a strategic lead, will bring in varying business lead contributors, and be on the hook for presenting commercial relevancy; this includes balanced score card reporting to the senior leadership within the organization.

Deliverables must be turnkey in nature; i.e., continual iterations and sprints that collectively tie into the realization of business outcomes and the vision.

▪ **Comprehensive, strategic thinking**

Once initiated, the project has to remain front and center in the company's strategic thinking. Any creative and innovation must tie into the enablement vision. Organizations must have a visionary lead driving these programs. Relegation to a specific line of business will guarantee end-point solutions and result in missed outcome opportunities and a failed initiative.

▪ **Sound executable operations**

The deliverables of the BPM effort must be driven into the organization. Creativity and innovation typically pokes the bear at the most opportunistic time that it does not want to be poked. Executive leadership must drive adoption and stay the course.

▪ **Governed, structured methods and approaches**

The most significant value on BPM is its Achilles heel; BPM can do anything, anyway, anyhow. Along with remaining outcomes focused, the BPM initiative must define simple, agile methods, configurations and with reusability, and stay the course.

There may not be any enablement, design, or configuration that is adopted (method, process, configuration, or system) in a BPM initiative does that not meet the statement of outcomes relevance and reusability, period! This applies to daily standups, form design, integration, or data process configurations.

▪ **An enabled business**

This is where the rubber hits the road, primarily because companies get "bored" waiting on small SWAT teams that are going to make a difference. BPM systems are far too complex at almost every layer; processes, forms, rules, integration and automations.

BPMS has to be, without exception, in the hands of business users. To attain the definition in the sections above, BPM innovation teams have to empower business users that are able to create, manage, report on, and change business processes (within appropriate vertical specific governance and controls) as they experience changes in their lines of business without being dependent on the innovation team.

This places the innovation team straight in the heart of outcomes realization through organizational enablement. Yes innovation team...that means letting go!

Converging Methods and Concepts...and the problem with this

The industry has many converging concepts right now that are blurring the real value proposition of BPM. These concepts are phenomenally valuable within the confines of delivering the targeted business outcomes, nothing more. Too often these concepts become the defining light, the excuses for change and the reason for failure all the while organizations complain about non-delivery and vendor's drain on their resources. Examples include Lean®, CoBIT, SixSigma®, ITIL®, etc.

Vendors have responded to these challenges by breaking BPM systems into vertical-specific focuses, generic enough to pitch to a wide base, yet specific enough to help a company try to stay focused. Vendors have done this to protect installs, investments, and customers.

The challenge with this approach is that they have taken the vision of BPM and contradicted it on many levels. Most critically, all that this has done is deliver another specific end-point solution or accelerator into a company's already over-crowded infrastructure.

Accelerators and end-point solutions have defined functional outcomes that BPM initiatives have to comply with. These become end-point solutions and not organizationally changing initiatives, and by definition cannot deliver on the BPM vision.



"BPMS has to be, without exception, in the hands of business users."

Hindsight and Foresight

BPM2020

Leveraging past experiences, merging platforms, tools, methods, and dealing with business outcomes on a daily basis, are some of the benefits of the OpenText acquisition strategy. OpenText has learned first-hand about the challenges many of our customers face; we are living those challenges every day. The result is that OpenText is in a phenomenal position of truly challenging what BPM is about, what the mantra is, how companies can truly go about realizing the vision of BPM, and, critically, how OpenText can make a difference.

The following are examples from OpenText learning over the years while merging concepts, tools, methods, people, and organizations while listening to customers and intimately analyzing what needs to be done by OpenText. This has all been done to help elevate the BPM discussions today to a level where BPM is seen to make a real and positive difference; to become the leading light that delivers on the BPM vision above.

You and BPM

▪ **Outcomes relevant:**

Your BPM initiative must be able to make every record relevant to organizational outcomes. It must provide you with a cubed view of the transaction and how that transaction is relevant to your organization and how it makes money.

▪ **In the hands of the business:**

Your BPM system should be in the hands of business users, no exceptions. Your chosen vendor should be giving you strategic guidance about how to make BPM real. By handing the deliverables to your vendor, you don't learn how to make every configuration of BPM organizationally relevant. The short term increase in vendor service costs will be recouped countless times when you force your organization to own the outcomes and to manage the project correctly.

▪ **Data replication:**

You should not be replicating data, period! Your BPM solution should be orchestrating access to information and helping move information between systems. Your BPMS should not become another source of the same information.

▪ **BPM initiative reporting line → into the business:**

Your creative and innovation team should not report to a specific line of business or the office of the CIO. It is revenue accountable and must not get locked down or bound by operational activities and decisions.

▪ **Common sticky work platform:**

As hard as this is, you must define your BPM solution as the sticky point for execution orchestration, create a common work platform and present your specific tools and micro-flow systems directly through or linked to your BPM solution. This is a paradigm shift with a view on end point outcomes. This shift will help you keep any BPM deliverables tightly revenue focused.

▪ **Organizational enablement:**

You have to enable your organization. Innovation does not belong with the innovation team. It is not possible for that innovation team to have the time, insights, resources, or ability to address every opportunity within the organization. You have to make sure you empower the organization to be creative, and to invent a new tomorrow. They need to be able to implement and realize new ways of executing things (within the governance of appropriate controls and approvals) to enhance, evolve, change, and improve continuously. Without this, your innovation team will fail to deliver on the BPM mandate.

- **Create and innovate for reusability:**

Anything that is constructed in the BPM system must, by default, be built for reusability. This means thinking about capabilities, construction, and extensibility. For hardcore BPM users (die-hards) this is counterproductive and is often perceived as a prohibitive roadblock to innovation. It is in fact the very opposite. The sound, collective strategic thinking of the functional outcomes will drive the innovation team to construct in a manner that continues to expose the foundational BPM vision to the business.

How BPMS need to evolve

Business Process Management Solutions have to evolve to meet the demands and expectations above. Solutions must become business intuitive, immediately usable, and infinitely extensible. Vendors have to change how they bring their solutions to market, what the solutions contain, and the methods used to enable success.

Similarly, customers have to evolve beyond the technical capabilities. Customers need to get into the mode of demanding and evaluating based on business capabilities. Drawing an analogy from the infrastructure world and picking on ITIL® systems the business ask is, "Does your system allow single sign on, and can you log an incident, and can you link one incident to another?" These feature functions should be stated as expectations, and business outcome elaborated on.

- **Enablement methods**

Vendors need to deliver a sound methodology that is structured and tailored for customers to onboard the initiative and own it. This means structuring teams, plans, and resourcing in such a way that the customer's outcome of completely owning the environment is met. This stretches way beyond the installation and initial processes. The method has to be organizationally owned to deliver organizational needs.

Examples include:

- Project team descriptions
- Innovation team education and enablement
- Agile/Sprint project method injection
- Business user enablement
- Metrics, reporting, and accountability framework

- **BPM needs to provide base business functions**

Business functions do not equal specific end-point solutions or accelerators. It is providing a set of business functions, for business minded folk, in a intuitive, simple interface that allows business users to start leveraging enablement days after installation.

These functions should be able to move between business units, be it customer or internal facing. These functions should be derived from industry standards and methods and extend capabilities.

Examples include:

- "Follow the sun" team-based work assignments
- Organizational and customer hierarchy
- Entity-based objects that allow for the construction of assets and linkage to revenue and operational behavior
- Ubiquitous access to common information, actions, functions, and systems
- In-place dynamic information sourcing
- Common framework for record logging, management, execution, and tracking
- Strategic, business, and operational knowledge
- Approval and delegations

▪ Common processes

BPM Systems need to ship with a standard means of executing process. The power of BPM allows us to engineer any way we want to. The downside is once that is done you have a lovely, tailored, unique, point specific process that has no linkages or commonality with similar processes inside or outside of that business unit.

Examples include:

- Request processes
- Mortgage loan requests
- Background requests
- Performance review requests
- Franchise instantiation
- Governance processes
- Document management
- Business approvals
- Organizational wide change governance
- Notification processes
- Notifications
- Hierarchy escalations
- Cross-business unit escalations
- Communications
- Operational notifications

▪ Enablement teams

Enablement teams should be balanced toward leadership rather than execution. This means that vendors should switch to leading, coaching, and instructing customers. The vendor's role is that of helping people learn and understand a new way of doing similar things, injecting innovation, and thinking beyond the immediate.

This applies to our project plans, resources, and skills matching; account research requires us to staff so as to be able to walk away. It means holding the customer accountable for adoption. It means pushing the customer harder than they want or like being pushed; failing this, the BPMS methods and perception will fall into a similar level of respect as MCSEs, CNEs, ITIL, Leans etc. did. It will become an operational norm verses business innovation.

▪ Information federation

Without exception, BPMS have got to use in-place information wherever possible. We cannot create and innovate while duplicating and maintaining. The systems must, from the ground up, be able to leverage data in use, decisions, and automation. This includes reading and writing to and from the same source, and from one source to another.

Examples include:

- Leaving employee data in the employee system...all of it
- Applying updates to customer experiences or contact information into the CRM system
- Leveraging in-place retail store and warehouse information
- Document management systems and information



The Outcomes “If I do this”

Following this advice will mean you end up with a method and culture that drives cross-organizational creativity and innovation through:

- An operational master database that can be used for predictive analysis, trending, and dynamic execution
- An ability to identify systems and bottlenecks that appear to impact business outcomes, but actually do not, or their cost to leverage for that outcome is prohibitively intensive on resources (financial, time and people)
- An organizational work platform, independent of team, structure, and value proposition
- Same information logged the same way, used the same way, with the same rules, within the same timeframes across systems
- A cubed business-relevant view of operational experiences and interactions
- A company and methodology that is driven by creativity and innovation
- A culture of on-demand enablement, and business through technology
- An innovative company verses a single innovation team
- Everything delivered and enabled has a maniacal focus on business outcomes; driving or retaining revenue

OpenText steps up to the plate

OpenText understands the challenges of BPM solutions that only address parts of the problem, we understand the challenges of bringing different BPM cultures together and the need to create more holistic solutions. By listening to our large and diverse range of customers, our newly combined engineering teams and to the challenges, frustrations, and successes these people have, we fully understand both the problem and the opportunity. As OpenText moves forward, it is bringing the best of multiple worlds together. Our objective is simple; to be your partner of choice when it comes to enabling real BPM success, and we will do this not by following the market, the analysts, and our competitors, but by standing out from the crowd, sharing the tough love needed to ensure success, and to focus on defining what the market needs to be.

Our mantra is “Accelerating time to value,” providing better ways for you to deliver on those business outcomes to and for the business. In short, we achieve this by putting tools in the hands of the business to create and drive business processes at a speed and pace at which the business changes, focusing on business outcomes and making money.

▪ Common capabilities

- The ability to leverage common functions immediately
- A common vertical independent process launch point such as business requests, customer requests, entity provisioning, cases, case reductions
- Business and operational knowledge management
- Program, project, change and release management
- Document management systems connectors
- Consistent escalations and notifications
- Inbound and outbound email by template, task, and attachment that is record relevant
- Bi-directional social connectors, turning social into business records
- The ability to represent stateless organizational entity information of how the business affects itself

- **Leveraging digital information into outcome relevance**

- Documents to initiate, drive, and maximize processes
- Leveraging media, documents, and processes to delivery on outcomes

- **Strategy independent**

- Cloud and local ready
- PaaS, SaaS ready
- Focus on the individual company or department, shared services, and managed services. Your outcomes, your way

We are already delivering a capability that will allow us to launch multiple vertical-specific solutions in short order, using the same platform, same systems, and same modules. This meets the requirements above for a ubiquitous, common platform across lines of business. The result means that you, the customer, can introduce better business solutions in a shorter timescale, with reduced implementation cost, and lower ongoing support costs.

We are taking dynamic BPM to a new level of organizational relevance through the launch of the OpenText Process Suite. This brings to bear the functions and vision above and empowers OpenText, our partners and our customers to construct and realize solutions at a pace that BPM projects have not experienced before.

Legacy systems and technology is always a challenge when it comes to implementing BPM. Migration from old to new systems can be fraught with danger, and even prevent implementation of newer and better systems. While introducing the new OpenText Process Suite, we recognized this with our own customers and are providing multiple paths that enable users of existing solutions to benefit from the power of the Process Suite, without having to sacrifice existing systems.

The Process Suite is focused on business outcomes; we have listened and are delivering Business Process Management 2020 in the hands of the business and the power of our merged platforms. Our three year journey has brought together industry leading thoughts, insights, experiences, and resources. We are now at the point of bringing them to you, the reader, without slapping on the proverbial handcuffs.

The OpenText Vision Realized

The Process Component Library and its associated Case Management Components help take your productivity to the next level. As we have discussed, while you need to focus on creating better business outcomes, we need to focus on delivering solutions that help you do so quicker.

In the construction industry, it is fun to watch a skilled craftsman painstakingly create beautiful things, using simple tools and much imagination. However, few of us can afford to purchase the resulting pieces. The skill required and the time taken mean that it is only in rare circumstances that such pure hand-built construction is commercially viable. Instead, it is more common to assemble properties, through the use of pre-built frames, standard size windows and doors, and then only use skilled labor where it adds value or beauty to the project. In Germany, they have taken house construction to the level beyond normal assembly, and are actually building walls and roofs that are pre-wired and pre-plumbed, and then delivering it to the site as a kit that allows a house to be constructed in as little as four days. The customer can then personalize their chosen property and turn it into a home.



So it is with Process Component Library, we know that the core platform of our Process Suite includes great technology that enables artisans to construct some amazing solutions; we have many examples where customers have already done so. However, we know that to better address many of the points above, we need to help you move from construction to assembly, and this is what the Process Component Library does. Using a range of pre-built components means that you can start delivering in weeks rather than months, and that the level of skill required to assemble solutions is less.

The Case Management Components brings together a superset of the components needed to address service type solution such as for HR, IT, or Customer Service; situations where you need to quickly create solutions that enable you and your staff to better serve your customers. By bringing together these service case elements you can now easily assemble custom service applications that enable you to serve your needs, rather than fitting your needs to a particular software system.

Of course as you would expect, our complete Process Suite also comes with connectors that allow you to integrate existing systems, whether systems of record like content management or systems of engagement, like CRM and Salesforce®.

If your goal is to leverage your existing data and information (electronic or documents, media, etc.), while at the same time addressing human interaction and driving holistic business outcomes, then we should be talking. We truly believe that there is no comparable solution on the market. As the Enterprise Information Management specialists, we understand exactly how to deliver the information, process, and experience that ensures you will deliver the best possible business outcomes.

Suggested Additional Reading:

- *The Six Disciplines of Breakthrough Learning (Define Business Outcomes section) How to Turn Training and Development into Business Results* by Calhoun W. Wick, Roy V. H. Pollock and Andy Jefferson
- *The Trusted Advisor Paperback* by David H. Maister, Charles H. Green, and Robert M. Galford
- *Change Anything: The New Science of Personal Success* by Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan, and Al Switzler
- *Influencer* by Kerry Peterson
- *No Excuses!: The Power of Self-Discipline for Success in Your Life*

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