

Dealing with issues tied to?

- ◇ I can't see it
- ◇ I can't find it
- ◇ I can't control it
- ◇ I can't track it

The real driving force for process optimization is efficiency. As a project manager, you are always being asked to shorten cycle times – in short, to be more efficient. The reason, of course, is that Efficiency will always improve your company's bottom line.

What is BPM [Business Process Management]?

Let's define a process as a collection of related, structured activities [a chain of events] that produce a service or product. These are the kinds of processes that tend to get management's attention. They are performed daily and their costs are not insignificant. [A product can be a manufactured item, an insurance policy, software, a home mortgage, medicine, etc.]

Let's identify another process - the process to define, measure and improve your processes – we call it a 'process optimization process'. This process should get more attention than it does, because this is where you uncover improvement opportunities.

Business Processes exist on 2 levels – the people and the technology. In casual conversations, you will discover that there are 2 camps in the BPM world. There are those who focus first on the people and there are those who focus first on the technology.

On the 'people' level

Some pundits see BPM as a philosophy. Management could be saying to underlings that they want their business processes managed more effectively.

A Business Line Manager could be managing his own business processes. They could define their process, they could measure it [see how long the process takes], they could look for trouble spots and they could make improvements to the process. They could have their own optimization initiative.

Either of these strategies could be manual and they are considered BPM, even if they do not utilize technology. In the manual environment, you have a documented process that people follow and when you make changes to that process, you distribute a new documented process for them to follow.

On the 'technology' level

Some pundits see BPM Software as Business Process Management. They skip over the people level and go right to the technology.

Other technologists only see that information must move between enterprise software packages. They think of SOA and BPM as synonyms.

While still others believe that modeling is needed to create that 'perfect' process. Therefore, modeling is BPM.

BPM Primer

You would be mistaken if you chose to leave any of these 'angles' out of the definition of Business Process Management. Business Process Management includes all of the activities required to manage business processes.

Companies that have implemented BPM successfully will start with their 'people', because it is your company's 'people' that define your business processes and your business processes drive your technology choices.

Project Processes & Issues

Companies have a wide range of projects that span from complex [like software development] to simple [like rolling out a new software tool]. Likely, a majority of companies will use MSPProject to plan their projects. MSPProject allows you to identify all of the tasks that make up a project. It allows you to identify who will be performing the task and how long the task will take. It identifies any and all contingencies as well as the time expected to complete the project.

MSPProject is a very good project planning tool, however it is static. If you don't open up a project plan and update what has happened, you will not know anything about the project. If your workers are overworked, it is unlikely that they will update a project plan with any regularity if at all.

Having experienced the lack of project information, many companies will hire a 'program manager'. This 'program manager' will call or visit project participants to gather the status of each of the project tasks. They will create a report [or update the MSPProject plan] to provide accurate project information. Normally, this is a weekly event - so, at any one time, the project status information could be as much as 6 days old.

What if an activity was supposed to start on Monday and be complete by Thursday and you discover on Friday that no one has started the activity? You are instantly a week late on your project. If you knew on Tuesday, you might only be one day late.

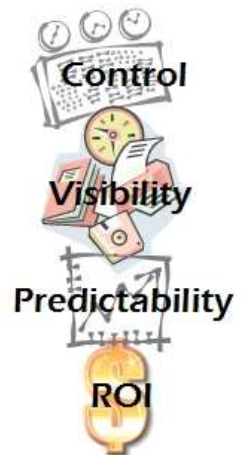
A Complex Project

A manager of a department wants to implement some new enterprise software package that contains a database. The process might go like this: Someone requests the service; IT gathers the requirements for the department's solution; IT looks into COTS [commercial off the shelf] solutions; IT looks at building the solution in house; IT analyzes the trade offs between the COTS and in house development; the choice is made; IT develops a project plan; IT assigns activities; IT begins the project; Activities are completed; IT tests the solution; IT trains the users; IT rolls out the solution.

On the IT management side, how does IT manage all of these projects? How do they track them? How do they know what is done and what is not done? How does the requestor know the status of the project?

Today, 85% of these kinds of projects are not completed on time and almost a third of these projects are cancelled. What does this cost your company?

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Active Packet
Technology
Provides:**



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BPM Primer

Ingenuus Manages Processes

The Project Manager

Our objective is to put the power of Business Process Management into the hands of the Business Line Manager – the process owner. They are responsible for their processes and they are the ones that will be rewarded for their process improvement successes.

Ingenuus is designed to be configured [by Business Line Managers] not coded [by IT professionals]. At the same time that the Business Line Manager is configuring the software to follow their process, they will be configuring the user interface to show only those fields that are needed in the process.

The Business Line Manager can use the information in his MSProject plan to configure the Ingenuus Software. Ingenuus will notify a person when to begin their tasks and when they are done, they just click 'send'. Ingenuus tracks the project in real time. Status reports are available from a click.

Ingenuus allows the Business Line Manager to dictate who will perform an activity, what activity they will perform, how long that activity should take, what information is to be created, who will perform the next activity based on simple [if, then, else] logic, etc. And, it provides the Business Line Manager with visibility into the process to make sure that it is on schedule. They will always know who has performed what activity and who is working on it now.

Ingenuus Software

The Ingenuus Process Orchestration Software can easily manage very complex processes like engineering change control as well as simple processes like purchase requests. It provides the Business Line Manager with the ability to Orchestrate their business processes by linking processes together where they actually intersect.

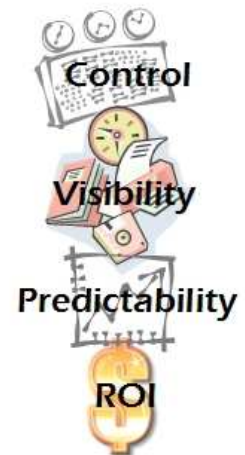
Ingenuus works with our customers to create a process optimization process utilizing our process optimization pyramid framework. This includes the necessary metrics [reports] needed to see if improvements are actually being made.

Ingenuus provides the tools necessary to automate steps locally [within our software] and to automate steps globally [integrations to other enterprise software].

Ingenuus combines Forms management, document management, task management and project management into one piece of software that provides visibility and control of your company's business processes.

All this Efficiency at a relatively low cost of entry.

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BPM Primer

Benefits

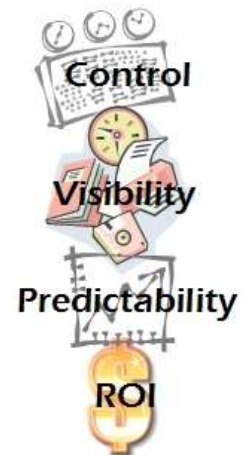
What's in it for IT?

Efficiency...

- ◇ Visibility into your processes [projects] means you will be able to see [in advance] if an activity will not be completed on time.
- ◇ Visibility into your process [project] means you will always know who is working on what activity at that moment in time.
- ◇ The ability to assign time spans to an activity means you should be able to shorten process cycle times [project durations].
- ◇ Shorter cycle times means more activities are completed in a shorter amount of time.
- ◇ Project visibility with control of how long activities take provides managers with some predictability.

And, Efficiency will always improve your company's bottom line.

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