Video Transcript
IBM Systems Middleware

Why Your Enterprise Needs a Center of Excellence for Business Process Management

- Jean Pommier

Business process management is both meaning a product and technology.

On our side, IBM, we give the name IBM BPM to our product.

But it is also a paradigm, so it requires change management, it requires adoption by the enterprise, it's a new culture as well.

Many organizations, although they execute processes, they don't really think process and the way to manage processes, so that's where the Center of Excellence can help changing this culture, bridging different functions.

So, making a connection and linkage between the enterprise architects, the business owners of the processes, the business modeler, the process analyst, so all these functions.

And of course, behind the scenes, the delivery folks and the production, so there is a very strong component of DevOps as well.

We want to make sure that there is a linkage between the requirements, and the platform is very friendly and allows for dynamic definitions of processes, but you need to be agile as an organization.

So there are many facets of the Center of Excellence.

Of course infrastructure is one, making sure that the infrastructure works and is going to scale, that's for sure a needed function.

Delivery is another one, architecture, business modeling, but also communicating the value of BPM within the organization so you create the right demand.

The Center of Excellence is an element which is very key in scaling, so you don't need a Center of Excellence to have two or three projects successful.
You are focused on every project and that’s classic project management, understanding the paradigm, the product, you need to understand agile as well.

Where you really need a Center of Excellence is when you are talking about ten, fifteen, more, and in organizations you have hundreds of processes, you have hundreds of decisions that you are making so there is really a need for scaling, and this is when you want to consider a Center of Excellence.

The other thing that a COE really can help an organization is this linkage between the business and IT, very hard to have it consistent and at the level where you can really illustrate the business benefits at the strategic level of the company.

A good COE would do that at the program scale.

Another facet of a Center of Excellence is to ensure consistency of the delivery of the way you approach project after project and one way to do that is to have a very formal methodology, a methodology which expresses step by step what to do, when you do modelling, who’s doing what, define the roles so you can think of if you have to scale by a factor of ten, how many new business analysts do I need to bring to my organization.

So a Center of Excellence requires some expertise to be set up.

On our side, IBM, we provide offerings to help organizations define their own Center of Excellence and so that includes defining the funding model, the staffing model within the COE, the organization, the mission, very important we think to accomplish, the charter of the COE.

What’s really important, we talk about project to program as a very important concept from a scaling standpoint. What we shouldn’t forget is that programs are successful only if every project is successful, so again you want to make sure that at the project level, the discipline of applying the methodology exists and that we don’t get lost into just a program dimension and program discussion.

Get the project successful first, each of them, and then you can think of the program dimension and the Center of Excellence is here for that.