





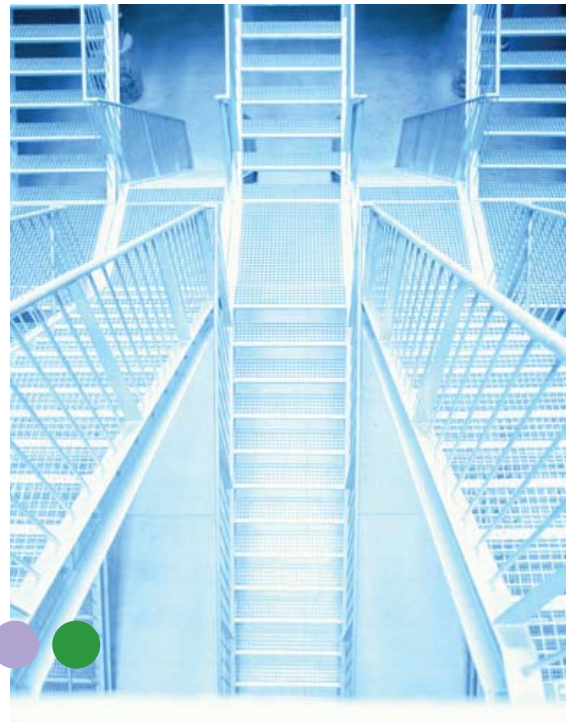
## ***Optimize and deploy business processes that are in line with your strategic goals***

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Everything is changing; are you ready to change with it? Unpredictable market forces—such as mergers and acquisitions, expanding regulatory requirements and globalization—are turning up the pressure on your business. To survive and thrive, you need to improve the ability of your business to respond to customers, partners and the competition.

A recent IBM survey of 765 chief executive officers (CEOs) worldwide found that 65 percent of CEOs recognize that their organizations must make fundamental changes to respond to external forces in the next two years. Yet, fewer than half said they have managed this kind of change successfully in the past. Executives are looking for ways in which IT can make the company more prominent in a competitive market. Chief information officers (CIOs) are looking to help the business stand out with strategic and innovative use of information, business processes and intelligence in products and services. They are looking to use technology tools, rather than buying package solutions, to support competitive difference.<sup>1</sup>

Business process management (BPM) is the key to meeting these challenges. IBM defines BPM as a discipline combining software capabilities and business expertise to accelerate process improvement and facilitate business innovation. Your organization must streamline business processes to become capable of responding rapidly to changing market conditions. And to create this responsive environment, you need to integrate your company's people, applications and information into your business processes. You also need to monitor, control and continuously improve business operations. Achieving these goals can enable you to create more responsive business processes that go beyond meeting regulations and automating routine tasks—helping you to improve your company's bottom line and meet your strategic business goals.





### IBM business expertise

As part of the IBM BPM Enabled by SOA Services offering, IBM experts will assist you in implementing proper BPM procedures and leveraging a service oriented architecture (SOA) for the greatest efficiencies and best business results. The IBM team will help you model your existing processes to pinpoint areas in need of improvement, determine how to increase efficiency where necessary, and then simulate the performance of modified and new processes.

The team will also collaborate with business leaders to define performance measurements for business processes and to establish performance-monitoring methods. Finally, IBM will help you develop a governance strategy for managing changes to existing processes, as well as the creation of new processes to make sure that you can balance enhanced flexibility of your business with the right level of control.

Our IBM BPM Methodology Framework provides a prescriptive process for developing cross-functional, customer-focused, end-to-end core business processes. The framework can help your organization achieve strategic business objectives, integrate verticals, optimize core work and create a framework for continuous improvement. It helps to ensure that business processes are supported by the right technologies and that they are governed by a governance framework focused on strategically aligning business processes throughout their life cycle. BPM is a discipline—comprising standard methods, policies, metrics and software tools—that organizations leverage to take the following steps toward greater competitiveness:

- Achieving process insight and optimization.  
*The first step in many BPM engagements is simply to monitor current processes. A true understanding of what is happening inside the business facilitates the ability to enhance the key aspects of an organization.*
- Accelerating process improvement.  
*Business needs change all the time, so it's not enough to simply identify the improvements that need to be made. A company must adjust with speed, identifying and implementing the changes that meet current objectives.*
- Establishing better flexibility for future change.  
*A sound BPM strategy helps keep a company prepared for the inevitable but unforeseen future changes that every organization faces. Leveraging SOA can help you to achieve more effective, agile BPM.*





### Software capabilities

IBM has built a comprehensive set of software offerings that span the entire BPM life cycle and match all the capabilities required for BPM:

- IBM WebSphere® Business Modeler, *a design, drawing and analysis tool that enables business managers to design and simulate processes*
- IBM WebSphere Business Monitor, *a business dashboard that enables you to monitor your business processes so that you can make continuous improvements*
- IBM WebSphere Process Server, *a business server that enables you to create and deploy new business processes and synchronize business information in multiple business applications on diverse platforms*
- IBM WebSphere Business Services Fabric, *a comprehensive SOA offering that extends the IBM business process management platform to assemble and manage composite business applications*
- IBM FileNet® Business Process Manager, *a platform that provides comprehensive process-management and expanded content-management capabilities*

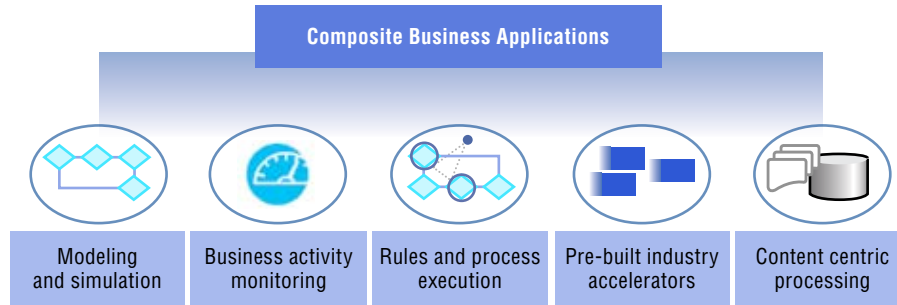
Other related software products include IBM WebSphere Enterprise Service Bus, IBM WebSphere Integration Developer, IBM WebSphere Portal, IBM WebSphere Service Registry and Repository and IBM Lotus Forms.™

### Reducing business complexity

In any organization, employees must spend a lot of time working on developing processes or workflows to provide customer service and generate sales. They must access and update customer records, check loan applications, process orders and check their status—the list is endless. These transactions or business processes are repeated so frequently that they constitute a huge investment of time and resources. Unfortunately, it's only recently that tools have been available to enable business and IT to maximize the return on this investment.

IBM BPM solutions provide you with the objective information you need to increase employee productivity by intelligently streamlining business tasks and optimizing business process performance (such as account-servicing time). By uniquely helping you understand, define, run and optimize business processes, IBM BPM solutions help you gain the insight needed to improve business productivity and bottom-line results.

With these solutions, you can design, automate and administer operational business processes to deliver a high-performance, responsive business. As a result, you can make the most of your resources and assets—from employees to IT systems. Improve customer service by increasing efficiencies across the value chain. Better anticipate and adjust to changing business needs by incorporating business metrics into a process-modeling tool, so that you can use them to simulate and design your processes to their optimum level before deploying them into production.



*IBM BPM enabled by SOA capabilities help you optimize and innovation your operational business processes.*

**IBM provides the building blocks for BPM and SOA, working together to achieve business flexibility**

IBM has been developing solutions based on SOA for the past ten years. And IBM has used this expertise to build an extensive portfolio of tools that you can use to support business processes that can respond quickly in today's marketplace.

Developing flexible business processes based on an SOA enables you to optimize business processes and functions, integrate business processes with the underlying infrastructure, and make changes on the fly without rewriting all your code. And building BPM capabilities on top of SOA enables you to achieve these advantages fast, with reduced risk—without breaking the bank. BPM capabilities based on IBM software are excellent solutions for companies that want to:

- *Enhance, update and integrate manual procedures and processes.*
- *Reduce the number of paper-based processes to combat potential slowdowns.*
- *Model, design and simulate processes without using development resources.*
- *Comply with increasing government and industry regulations.*
- *Maximize the efficiency of business operations, within the organization and beyond.*

As your IT infrastructure becomes more complex because of expanding products or mergers and acquisitions, you must streamline processes to keep employees productive and customers satisfied. BPM can help align IT resources with business priorities while increasing IT infrastructure flexibility.

IBM's BPM software capabilities draws on capabilities from across its software portfolio. This industry-leading SOA platform helps provide end-to-end integration across the value chain. The products that make up the IBM platform are designed to help you maximize performance, scalability and adaptability, providing compounding value that enables:

- *Business process change through process modeling and simulation.*
- *Business process deployment and composite-application building through process automation.*
- *Business activity monitoring through process management.*

### **Process modeling and simulation for easier collaborative planning**

To help drive business process change from the beginning, you can use WebSphere Business Modeler, a tool that allows business managers to design and simulate end-to-end business processes. The tool includes drag-and-drop business process modeling, providing a structured environment that allows easier participation in business process design. Best-in-class simulation and analysis allow you to run the process with real business constraints, enabling your company to obtain valuable business-performance information.

Modeling and simulating your processes enable you to gain an operational-level understanding of your business, provide valuable insight into why your business performs the way it does, and give you the tools and insight you need to identify how you can maximize business performance by creating a better business design. And the collaborative environment with version control creates a “sandbox” for business innovation—enabling you to test the impact of business process change practically without risk.

### **Process automation for faster response**

After you've learned about your company's specific business processes, you can take the next steps toward automation. IBM BPM solutions reduce the resources required to update or automate integration solutions. The comprehensive portfolio includes model-driven development tools, monitoring tools and WebSphere Process Server, a business process server to help you automate tasks and create business processes across multiple systems or applications.



“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.”

— **Bloor Research**



“When you have a big idea, you need to find a partner who can also think big, and—just as important—deliver big. IBM understood our goals better than anyone and helped us to articulate a solution for making it a reality.”

— **Ton van Schie, CEO, Cashferium**

These solutions can help you increase the efficiency of your development or maintenance efforts while at the same time increasing the quality and consistency of the resulting solutions. Another benefit is that the IBM BPM portfolio enables you to effectively reengineer business processes using SOA-based modular middleware platforms and development tools. You don't have to start from scratch, because SOA enables you to extend the existing IT assets and applications that you already have.

Users can decrease development and deployment cycle times through the use of easily designed, reusable building blocks, or services. Creating common services helps you reduce ongoing maintenance costs. Cashferium used WebSphere software to build just such a solution. With banks and retailers spending some €50 million euros each year on the handling of cash, the incentive for reducing the amount of cash in transit—one of the main sources of this cost—is powerful. However, with banks and retailers separated by a mountain of disparate processes and systems, the goal of a shorter cash cycle has yet to be realized.

IBM had the solution—startup company Cashferium created a whole new process framework for the exchange of cash among retailers, banks and their ATMs. Cashferium then engaged IBM to help define and optimize these processes, and to create a secure, flexible platform for delivering—and continually adapting—its service. The benefits: a reduction of up to 50 percent in the cost of cash processing for retailers and banks with an estimated total savings of €250 thousand euros for each site deployed.



### **Content-centric BPM to manage content-intensive business processes**

There are certain business processes that are content-intensive. Such processes typically involve creation, review and approval of content throughout. Content is usually maintained in a content repository and managed in an enterprise content management (ECM) platform, such as IBM FileNet P8, that provides capabilities such as versioning, search and metadata management. IBM FileNet P8 is a unified ECM platform with comprehensive and integrated process, content and compliance solutions.

IBM FileNet Business Process Manager manages content-centric processes. It supports Active Content: a change to content can launch a process and processes in turn can cause changes in content. IBM FileNet Business Process Manager fully leverages the process-content synergy. FileNet BPM includes process modeling, simulation, analytics and monitoring capabilities. FileNet Business Process Manager is integrated with FileNet Records Manager so that content can be declared as a record within a process.

Forrester Research ranked IBM FileNet Business Process Manager the number one leader in document-centric BPM in its Q3 2007 document-centric BPM Wave Report.

### **Business process monitoring enables you to continuously enhance their processes**

Complex, siloed processes, applications and infrastructure can make it difficult for business leaders to respond to market opportunities, competitors' moves and regulatory changes. WebSphere Business Monitor enables you to understand how processes are performing, where slowdowns occur and how work items are progressing. You can also track the real-time and historical process-performance times by monitoring key performance indicators (KPIs). The business-level dashboards enable you to track and audit individual work items for compliance. You can use this insight to understand where processes are slowing down—and make adjustments to continuously enhance the effectiveness of tasks and operations. By measuring business process performance, you can help ensure that you provide the best possible service to your customers and trading partners.

“An example of one vendor that is responding to these trends and changes in the BPM market is IBM. IBM announced new initiatives in BPM tied closely to its SOA philosophy. The resulting product set it introduced to the market reflects IBM's understanding of what businesses are looking for in terms of BPM functionality.”

— **Upside Research, 2006 Market Study<sup>2</sup>**



“The IBM FileNet combination provides unmatched market share and strength for managing business processes that also require native capabilities to create, access, read, process and collaborate on scanned images, documents, e-forms and corporate records.”

—**IBM leads document-centric BPMS with a full-featured suite, The Forrester Wave Vendor Summary, Forrester Research, July 2007.**



### **Creating Composite Business Applications**

Businesses need a way to flexibly combine IT assets into composite business applications to achieve greater business process flexibility, faster time to market and lower operating costs. Composite business applications are based on reusable, business-level building blocks called business services, which are policy-driven, customized by business context and dynamically called at run time.

WebSphere Business Services Fabric is a comprehensive SOA offering that extends IBM's BPM platform to assemble and manage composite business applications. It uses business services as the primary element of reuse across multiple business processes and applications, and achieves increased levels of service reuse through the life-cycle management and governance of business services. Business-level policies and metadata determine the behavior of business services, which can be customized based on business context to meet the needs of different business users, customers, partners and IT-infrastructure environments. To accelerate the deployment of industry-specific composite business applications, optional IBM Industry Content Packs contain prebuilt, industry-specific SOA accelerators and templates. In addition, IBM's Global Business Services offers industry solutions with prebuilt assets called composite business services that accelerate deployment of both vertical and end-to-end processes.

### **For more information**

IBM helps your company become more flexible and responsive by providing industry-leading solutions that combine comprehensive capabilities with the potential for low cost of ownership. IBM and its Business Partners have the expertise and capabilities to deliver and support your BPM solutions—bringing you closer to creating a more-responsive business environment.

To learn more about IBM BPM solutions, contact your IBM representative or IBM Business Partner, or visit:

[ibm.com/software/info/bpmsoa](http://ibm.com/software/info/bpmsoa)

To join the Global WebSphere Community, visit:

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<sup>1</sup> Bloch, Marcus, Trish Jaffarian, Mark P. McDonald, Lily Mok, and Sandra Stevens. 2006. Growing IT's contribution: The 2006 CIO agenda. Gartner Research.

<sup>2</sup> Kelly, David, and Heather Ashton. 2005. Changing Business for the Better: A Practical Guide to BPM. Upside Research.