Patty Brown: Good morning, good afternoon or good evening, depending on where you are in the world and welcome to today's Webcast, Business Process Optimization -- Achieve Better Outcomes with BPM and Decision Management, brought to you by InformationWeek, IBM and broadcast by United Business Media Limited. This is Part 2 of 4 of the IBM Good Decision Webcast series, Architects and Developers' Crash Course in Decision Management.

I'm Patty Brown and I will be your moderator today. And we have just a few announcements before we begin.

You can participate in the Q&A session by asking questions at any time during the Webcast. Just type your question into the Ask a Question text area below the video window and then click the Submit button. At this time, we recommend you to disable your pop-up blockers. The slides will advance automatically throughout the event. You may also download a copy of the slides by clicking on the Download Slide button located below the presentation window.

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And now, onto the presentation, Business Process Optimization -- Achieve Better Outcomes with BPM and Decision Management. Discussing today's topic with me is Dr. Asit Dan. He is the chief architect of SOA\BPM and Information Agenda Alignment for IBM. Asit is a master inventor and an innovation leader in the IBM Software Business Process Optimization group, champion adoption of information-centric services, including analytics and business solutions.

Asit is responsible for the alignment of IBM's BPM and IA capabilities and is spearheading various initiatives, including development of BPM, case management and decision management integration pattern and leveraging the patterns in industry-specific solutions. Now earlier, he led various IBM research groups, working on a service-oriented and autonomic computing transaction processing architectures and video service.

Now also joining us is Pierre-Henri Clouin, who is the Head of BPM and Decision Management Strategy with IBM. Pierre leads BPM and Decision Management strategy for IBM, laying out a common vision across IBM for bringing its best-in-class capabilities and expertise in BPM, business rules and events and advanced analytics to IBM customers. Pierre is regularly working with customers looking to BPM and Decision Management to build smarter processes that fulfill the full potential of business process and decision improvement and make their knowledge workers more efficient. Pierre has been involved with BPM, business rules and events and decision management for over 10 years and came to IBM through the ILOG acquisition in 2008.

So those are the folks that will be speaking today. I will now hand things over to Pierre to begin our conversation. Pierre?

Pierre-Henri Clouin: Thank you. In today's session we'll feature two sections. First we'll introduce decision management in the broader context of BPM and business processes and how decision management have a significant impact on processes effectiveness in particular by looking at some customer examples. Then we'll take a closer look at the implementation patterns based on best practices of how IBM works with some of their customers, looking at decision management implementations ranging from the tactical to the strategic.

That's what we call a disclaimer. I won't read through that.

So first one with the decision management introduction. This is the broader context for our discussion today. As you probably experience on a day-to-day basis, the modern enterprise is a network of complex interactions; interactions within an organization, between various divisions, complex interactions with customers across multiple channels from brick and mortar to online and mobile, as well as constant interaction with providers and, you know, combining in-sourced and outsourced services to provide value to your customers.

All of this needs to be supported by effective business process management. And what we're going to focus on today are some of the key decisions in those processes that have significant impact on these processes' effectiveness.

If you take a closer look at some of the decisions, we can see why they're so critical to business processes' effectiveness. As you can see across industries and the cross-section of industries that we have here, those decisions incorporate tradeoffs, across the organizations, across competing requirements and that's required the ability to be able to manage those decisions at a very fine grain, as well as manage them dynamically because they have to be responsive to changes in your environment.

If you take the example of retail for instance, pricing in retail has to obviously take into account what your competition is doing because you want to be more competitive with your competition, as well as market conditions so you want to make sure you maintain your profitability margins when you compute a pricing, taking into account things like net landed cost for instance or CPG allowances. And so you want to be able to combine all of these to make the best price you can offer to your customers but at the same time, maximize your profitability.

And so we see those kinds of tradeoff across industries in the financial services, typically combining the opportunity to acquire new customers with the risk associated with those customers as well as compliance requirements. In other industries like travel and transportation or in the telecom industry, there's this contention between the types of personalization and new services that you'd like to offer and have the availability of those services at a given place or a given time. So, you know, there's no point offering an upgrade if it's in fact not available or certain types of telco services are not available in all locations.

So let's take a look at one of our customer use cases. Our first use cases today comes from a leading North American retail bank that set up a decision management solution to make the right offer to the customer that walks in the door.

One of their issue was the fact that they had a very broad network of branches and obviously many opportunities to interact with their customers that they thought they didn't really capitalize on that network and those interactions. They were heavily relying on their frontline employees and tellers to figure out what were the right offers to make to their customers based on customer request and profile. And they had about 10 systems that the tellers could rely on to figure out how they should approach the customers.

So they decided to build a decision management solution that would combine inputs from these services and various systems and revamp the whole decision support around those various offerings. So they wanted to be able to provide a holistic view of the customer when they were focusing those offers. They wanted to be able to personalize the advice to a pretty -- fairly fine grain and really support their various facets of their customer interaction going from customer acquisition, customer retention, looking at growing the share of wallet and also maintaining the ability to manage their risk effectively.

So what they did is set up a solution using business tools management that capture the best practices and the know-how from their best sales rep so that they could start propagating those best practices across all of their customer interaction. And using the business tools platform they we're able to not only combine those best practices and the input from the marketing team, but also directly inject at the touchpoint with customers, some of their compliance requirements, as well as their risk objectives so that if you were offered a credit card for instance, this credit card offer had actually been pre-approved. So that wouldn't have to go through steps of filing your applications and then being denied because all of a sudden you were going to a different system.

So that approach proved very effective. They were able to get up and running very quickly in just a matter of months. And in just a matter of weeks after going live, they saw tremendous uptake in their cross-sell generation and client offer acceptance because they were able to prioritize the right offer and really provide the best offers to their customers. And the system essentially paid for itself in just two weeks.

And once they had that up and running, they started gathering data about the effectiveness of the offers they were making and using predictive analytics, they are now regularly updating the types of offers they're offering to their customers based on the knowledge they are building over time of what's being most effective.

Now moving on to our second customer use case, in this day and age, you not only want to make the right offer to a customer, but you also want to figure out the right time to make that offer. And this example comes from a leading Korean bank that has leveraged capabilities from business event processing to exactly that.

I think as a user, you can definitely relate to some of the challenges that this bank was trying to achieve, essentially trying to matter their customers at the right time, trying to take advantage of all the things they know about their customers coming from different types of feeds and different systems they have, but also trying to be very sensitive about not over-marketing their customers just because this customer has the right profile and we don't want to market this customer, you

know, on a day-to-day basis. They want to be able to figure out the right time to make the right offer.

And so business event processing really provided the ability to feed in feeds from multiple systems and filter and correlate those various events so that you really figure out the right -- identify the right patterns for triggering an offer and then obviously prioritizing, given the customer history, when to make that offer if you want to limit customer fatigue around marketing offers.

And so the solution tracks thousands of events across multiple channels a day and delivers offers, you know, in a very rapid fashion when they've identified the right types of sequence of events. At the same time, as it has been pretty successful at committing the number of offers they are making on a regular basis so that you only market customers when you think -- without over-extending them.

Those examples, as well as our interaction I believe give you a pretty good view of what decision management is about. And it's essentially just an approach that combines some of key software capabilities with internal know-how and expertise to automate and optimize some of the critical business decisions across processes and applications.

And there are three benefits from the decision management approach. The first one being the fact that you're really improving your agility in managing those decisions by using platform like the Business Rule Management Platform that empowers business users to manage the decision criteria they are going to be operationalized by improving responsiveness, by using something like a Business Events Platform that will constantly monitor what's coming through your systems and help correlate and then identify some event patterns.

You're going to be able to align your enterprise by fostering cross-departmental collaboration on those decisions so that it's not just the decision being managed by marketing or by the risk management team, but really a decision service that embodies all the various criteria coming from the various parts of the organization and really enabling you to optimize efficiency by taking into account the various tradeoffs and really make sure you balance all your requirements.

And finally, it enables an organization to advance customer centricity by being able to deploy those decisions at the various points of touch with the customer, being online or at brick and mortar or point of sale, and thereby providing consistency in terms of the experience and types of decisions that the customer is going to experience.

WebSphere is supporting decision management with a combination of leading offerings. The backbone to this offering is our IBM Business Process Manager that we provide the ability to orchestrate the processes around those decisions, as well as manage the various sequence of those decisions. It's a leading product in this marketplace. We also have the leading products from a business rules management standpoint that provides the ability to automate decisions at a very fine grain and provide the ability to business users to manage those decisions, author those decisions themselves and thereby improving agility in how you manage decisions.

We also provide business event processing that provides situational awareness and helps improve responsiveness. And finally those systems are tied to both business monitoring and IBM's suite of advanced analytics to continuously monitor and improve those decisions.

So with that, I will now hand it over to Asit who will walk you through some of our key implementation patterns.

Asit Dan: Thanks, PH.

Let me just review before I get started with the implementation patterns of how to bring in decision management in the BPM. Let's just review the two key points from -- that PH just went over. The business decision are key, they impact outcome and they need to be managed for consistency, for agility and in a repeatable manner. A decision management platform is very key.

And the second point is that there is a variety of technology that come into play in managing the decision starting with rules, the predictive analytics capability, the business events, monitoring, and that all needs to be brought together in doing this business process management.

So in this spot, what I'm going to look into how do we bring these capabilities into -- in managing our business process. So if we look at this picture of the logical stack -- capability stack that -- dealing with improving business process management, so there's three key type of capability business analytics or various -- it's both business insight, that is the data analysis that shows up in the form of reports drilldown that you can visualize in terms of seeing where the outliers are, what the trends are, you know, various kinds of analysis that leads to taking decisions.

So it's aiding human decision making, but as well as predictive analytics where the data being analyzed to see -- to be able to build a predictive model so that as new customer come in or new loan application come in, we'll be able to predict whether or not it's a fraudulent application, whether or not a certain kind of discount is to be offered. So that's predictive analytics.

Business rules is very core and key to decision making. I mean, not only the business knowledge is captured through these rules, and this is why it needs to be very agile and needs to be changed and some of the capability that PH just went over helps you managing that.

So the Business Rules manage all the way from the calculation of pricing policies -- discount to the compliance, checking whether or not a loan application and risk management or other kinds of compliance are being followed to the point of even some of the predictive models, et cetera, can be used to generate rules to a point to make an offer, when to make a certain kind of discount, et cetera, so that all can be captured by the business rules.

And then there is Business Events. So Business Events is certain kinds of business situation that needs to be detected whether it's via -- done via automated fashion or whether human in the loop by looking at reports, trends and outliers, certain action needs to be taken. So that's what we mean by the business event.

And so these are the capabilities that we need to bring in to the business process management. And on the top as you see that the three different ways these capabilities come into play in business process management. Obvious one is the in process, leveraging of these capabilities in terms of selection of alternatives. So for example, is this loan risky or is this -- yes, is this loan risky or is these claims to be fraudulent? And depending on that decision, you will take very alternative business processes paths. For example, if the claim is fraudulent, likely to be fraudulent, perhaps a more adjudicated process to be followed, otherwise more straight-through processing of more timely payment of that claim can take place.

So in that in process execution, as I said, the different way -- all these capabilities come into play. So clearly you can imagine that it was a business rules, but some of the predictive analytics in the form of business -- along with business rules. But as well as even some human-centric decision making might take place as part of that process execution. And this is needed when you don't have criteria, when you're not able to leverage existing data analysis to be -- make the decision making process more automated. Over a period of time, the things which are human-driven, human-aided decision making can be made into perhaps more automated.

So the next ways that we leverage these capabilities is monitoring the outcome and monitoring the effectiveness of decisions through the business monitor dashboard and as well as the data when we see sudden trends and dynamic trends as it's being presented or outliers as it's being presented to drill down and see more insight from that data. We could also observe certain kinds of business situations occurring whether via human aided or via automated fashion.

Now that brings us to the third phase, the third way which is once we detect certain kinds of problems that's occurring in our business process, other problem on the sense of that outcome is not what is desired to be and there are some underlying issues. And so more analysis and drilldown and simulations of how we can change the business process to be more effective.

So let me take a very simple example of showing how this kind of analysis might work. So let's say you have a loan application process and you have a loan administrator who is your critical resource, and you want to make sure that the amount of time being spent by the administrator is small. So this is a content-centric process. There are various kinds of content that needs to be looked at by the loan administrator in terms of approving moving forward.

So let's say the way the process was designed, you could reach that stage without having all the documents being collected. So you want know that and as a result, in the business performance, you see there's a lot of time being spent for certain loan applications. But most of the time it's going through very smoothly. So it's very hard to understand what the root cause is without having drilled down into this data. And in this case, after looking at business monitor and looking at the outliers, we may choose to now drill down and see what the reasons are.

In this case, we might have --actually have to interview folks who are associated with those loans and why it is taking more time. And then perhaps learn that not all the documents are present when we enter this phase in the process. So one quick fix at that point would be let's put up a checklist of certain kinds of document must be present before we enter this step. So that's how, for example, analysis can come.

But generally speaking, through business monitoring when we observe whether it's documented or human driven, we can go in one of two ways. It may be a tactical decisions that can be fixed. So just go and change your criteria or break the model or perhaps more elaborate or more larger changes in the form of business process that needs to be done.

So if we -- so that's how various ways we can bring these capabilities together. All right, so it sounds simple. So how do we do this in an interesting process?

Well here in the picture, on the top picture as you see an existing business process, perhaps it's in your legacy applications or perhaps it's a modern process, whatever may be the case. But either way, this process hasn't been designed to take advantage of the various kinds of insights and predictive capabilities and agile business decision making perhaps to be taken in as an input.

And in the bottom box what you're seeing is the various decision management capabilities. through data collection and analysis or business tools that we can capture that can provide those decisions. But it's harder to inject into the business process because the process hasn't been designed. At best, decision making can produce some output which, if the process could look up -- if there is a step that was to look at a -- whether a customer is likely to be or whether an application likely to be fraudulent or it's other kinds of attributes that we look at, to be taken advantage of.

So -- but generally speaking that we have to go and change this business process as well, not only we have to gather data and find the right ways of decision making, but we also have to change the business process to be taken advantage of. And there are different ways to approach this. Do we need to solve this problem very quickly, but not necessarily the most due diligent sort of ways.

One of -- some of the characteristics of a good decision management is consistency across processes, the same decision that shows up when a -- in a marketing process, for example, an offer that goes out, it should be the same criteria as when the actual credit card application or loan application happens because otherwise, it's inconsistency, repeatability and all of these other aspects.

So to do that, you have to analyze multiple processes and see where those decisions are and how could we make them consistent, and what is the platform do we use, whether it's going to be purely rule based or whether it's going to be predictive and rule-based combination or some other ways, certain kinds of business situation we'll be detecting. So that's one aspects of how quickly we want to get to a solution. So obviously your timeline and investment scope is something you need to look at as well.

And so generally speaking, we need to go and repair these processes in terms of improving the operational decision management. And in the next slide you see, I'm going to summarize various ways that we can -- the various kinds of patterns. So we have defined a set of patterns that we can apply. Obviously there are set of criteria that we can look at when to apply this pattern and

that gives you a guideline in terms of how we bring in one or more of decision management capabilities into this business process management.

So the first set of patterns are probably a situation, we call it tactical patterns. These are -- the focus here is to solve the business problem, the burning business problem, immediately without necessarily thinking of the longer term of whether or not these decisions are being consistent, whether or not this business process needs to be redesigned, et cetera, et cetera.

And so once such example -- so I'm actually going to go through a couple of these patterns in a little more details in terms of when we can apply them and what's the -- solution pattern might look like.

So going from tactical to incremental. So the focus here is we're going to start small. Start small meaning start in a single process or a handful of process. And the goal here is to identify decisions that we can manage better. Rather than being embedded legacy code, can we externalize these things so that we can make them agile, they can be managed using a more modern decision management platform like business rules where more user -- business user friendly sort of ways we can express them, and as well as you can make them more effective. We can bring into, you know, some of the predictive capabilities into that decision making.

So -- but incremental starts with -- starts small on a single process, but focus on that decision that we externalize, not only to help that process, but over a course of time to adopt and make it consistent across other processes. It's kind of like a SOA approach. I mean, as you know, the same sort of ways, the reuse of services, so reuse of decision services, that's what you are looking at.

It's -- this incremental approach applies not only for the package application, sort of our legacy processes, but even where the processes are ad hoc or human-centric, human-driven workflows. So for example, in a portal based or interactive applications, call center type of applications, where you could use some of these recommendations and decision making using a decision service.

In a strategic pattern, what we're looking at things, as the name suggests, is strategy. It's a longer term. It's to make things consistent across processes. As a matter of fact, some of the decision services identified through incremental pattern, we can now refine them and adopt across different processes. Of course we have to do the analysis across these different processes.

So reuse is one. The other is customer centric. So customer centric, many times we design the processes as very independent. But quite often as we see that they are related and there the decision making that goes on across this process are common. So a new ways of looking at many of these processes is customer centric. So we're at the point of customer contact. You get certain kinds of information and that you use to evaluate the criteria or eligibility or risk, et cetera, and then that information gets used to orchestrate across seemingly many independent processes, for example, marketing in subsequent -- the actual application itself.

Okay, so now we'll look into little more details -- or as a matter of fact, let me start with saying how these patterns is applied in practice for a particular customers, leading health insurance carrier that started with a tactical decision making because in their existing claim processing, it was very important to improve the time to completion because it was a sophisticated process and certain kinds of analysis needs to take place, otherwise the claim process could not be completed in time. And, unfortunately, these analyses are in the backend as most analytics are. And so the time to completion was problematic.

On the other side, you couldn't just fast track it without having some sort of check because then the pay-and-chase model is very expensive. So doing a complete payment and subsequently to go and recover that money is very -- not only time consuming and you don't always recover that -- the payment.

So what the customer did is to identify low risk -- the payments which can be much more streamlined and straight-through processing, whereas the things which are not -- which could be risky are going through a lot more adjudicated process.

So customers started with that but then looked into the broader many, many different aspects of decision making that's going on. It has to do with the compliance as we talked about. It has to do with the calculations. And so all of this using incremental pattern to externalize them and manage through the business rules and as well as in conjunction with predictive.

And going from there, the customers embarked on a journey of making them consistent, strategic, but also making it more patient-centric. As I said quite often, because of the lack of good decision making, we are stuck with either a fixed product design or fixed offering or the process of independent. So as I said, so you could redesign this process to make it be more customer centric, as well as the process being designed to take advantage of identification of good risk and hence some kinds of benefits that might be offered in dealing with this initial insurance scores and things like that.

So that's the journey of one customer. Now let me just go over a couple of these patterns so that you see how these things have -- are valuable in practice.

So here is a pattern of T1 called Tactical Pattern. And the goal here is to do a fast-path on normal transaction. By the way, in your existing claim processing or whatever the transaction processing system of business processes, just introducing some decision-making logic which it should not slow it down. So that's very important.

And that's why the goal here is to identify quickly is it likely to be risky and if so, then augment that process to go to a very adjudicated process. And as -- which is shown on the top using the green box. And as part of that adjudication process, I mean, here we haven't really shown the detail of what this process is. But, you might use more detail insight about these particular customers or applications and various concept adjudications step that needs to be taken before the claim processing is completed.

And in terms of identifying itself, so here is a combination of technologies, it's being applied here. So Get Score, which is what predictive analytics is providing. And then it's one thing to get a score, another thing is to interpret the score, what is high risk and what is low risk and under what other situations we should consider that to be adjudicated. And so that's where the business rules is playing roles before the branching is taking place.

So when to apply this pattern, it's obviously the timeline and urgency is very important here. And so augmentation is going on and, by the way, these steps which are shown in red or orange, depending on what you see, this is -- supposedly can be inserted into the existing process. Quite often, finding such insertion point might be difficult. But -- so that's a best criteria.

So moving to a next pattern, T2, this is another tactical pattern that we might see. And again, as the name Tactical suggests that we're not doing a major reengineering of the existing business processes. But what we need to do is react in a very tactical manner when certain situations are occurring. This is a very good use of business events either to trigger a compensating process. So for example, if there is a multiple supply chain delivery, there are multiple delays. So it may be a time to find a new vendor or some other aspects of the supply chain process.

So similarly, you might be doing this on a -- let's say on a business monitor dashboard when you see certain kinds of trends occurring. And again, you might trigger some kinds of processes.

So it does not address how to correct original processes. And that needs to take place as well.

So the second pattern is -- or the next pattern that we're going to go over is incremental pattern -- okay, is incremental pattern. So the idea here is we start with a small process and legacy application and see where this common logic, which needs to be externalized, needs to be more agile, more effective and perhaps in course of time, share with other business process as well. And these are ideal candidate then for managing a decision management platform.

In the interest of time, I will just go forward with the next pattern.

So S1, here is a Strategic pattern, which is directly coming from this I1 pattern -- incremental pattern has identified certain set of decisions. And now we see, we do analysis across different process. And we see where these decisions are common. That needs to be made consistent across these different processes. And obviously, a different part of this lifecycle, once we externalize any such decision through this observe-orient sort of ways, we also make them more effective. Meaning what may start with a simple set of business rules, it could take advantage of existing data and then analyze that to be -- make more effective set of criteria to come up with.

And so that's what's shown here. So there are other patterns as you saw in the summary. All of them are applicable when you start actually looking into the business process design. And that's particularly when you're doing your most strategic decision to look at design processes that are going to be more effective over a changing situation.

So with that, let me turn over back to PH to close and give you some pointers of how to get started.

Pierre-Henri Clouin: Thank you.

So to wrap it up, as discussed before, what I want to leave you with is essentially keep in mind, you know, the various benefits that you can get from implementing decision management as part of a broader business process improvement effort. And the benefits you're going to enjoy really line up around the two benefits we've touched on before. And here we reemphasized some of the customers' successes that we've seen with our own customers. So for instance, in terms of business agility, the ability to deploy new pricing pretty much on a day-to-day basis as opposed much longer lead time that used to exist before, pricing that obviously computes what their competitors are doing, that takes into consideration obviously some pricing optimization. And your management analyzes and essentially combines all that to maximize profitability.

We also see from a responsiveness standpoint an increasing amount of use of business events to monitor potential risk or fraudulent situations. So for instance, we work with stock exchange in Latin America that is using our business event platform to monitor transactions.

From a business alignment, compliance and optimization standpoint, by combining BPM and Decision Management, we've been able to dramatically accelerate eligibility determination and enrollment for one of the leading US Federal Agency, shortening the whole time of that process from six weeks down to just a few minutes.

Another example, more from a front-end standpoint is some work we've done with a leading US insurance company to essentially improve their ability to very granularly price their new policies and thereby increase their amount of business.

And finally, from a customer-centric standpoint, and I think we've touched on these quite a bit during the session, the ability to deploy consistent transaction and, you know, loyalty, promotion offers across multiple touch points, as well as improving the ability to generate successful offers.

So before we move onto the Q&A session, I'd like to invite you to take the next step in getting started with BPM and Decision Management. We have a number of sessions coming up in the next few weeks. And we also have some content online that will give you additional inputs, additional success stories, give you additional context, depending on the industries you're in, so that you can plan for your own implementation more effectively.

We also have what we call the Process Improvement Discovery Workshop that's a complimentary two-and-a-half day workshop that really helps you work with IBM practitioner to identify business process improvement opportunities and work with them to build a business case and move onto a successful implementation.

So with that, I'd like to thank you, and we'll move onto the Q&A session.

Patty Brown: All right. Well thank you, Asit and Pierre. Thank you very much. That was very informative.

Now before we begin with today's Q&A, we will be putting a feedback form up on your computer.

Is that up? There we go. And to complete the form, please press the Submit Answer button at the bottom of the page. And thank you in advance for filling up the feedback form. Your participation in the survey allows us to better serve you.

Okay, let's move on now to question-and-answer portion of our events. And as a reminder, to participate in the Q&A, just type your questions into the textbox located below the media player. Then click the Submit Question button.

So let me see how the questions look.

Okay. Asit, let me start with this question for you. How do you effectively combine business rule management with monitoring and advanced analytics to improve and refine decision criteria?

Asit Dan: Excellent question. So this actually suggests that there are many different capabilities, as the question suggests, that we need to bring together. And is there a way to even move into whatever your starting point is? So you may get started with the business rules. So let's have a business -- have a good sense of certain kinds of decision that they can form even though the criteria is unknown, particularly around the compliance and particularly around things like pricing calculations. But the opportunity and risk area are better served by leveraging predictive analytics. And business may not have either the data or the capability or the -- or perhaps the starting point that the rules just -- where they have started with.

So there is no reason to be stuck with that. But now let's bring in the data that's being gathered and evaluate what are the attributes of the customers or loans or whatever -- or the fraud, whatever the situation that we're looking at and how do we then -- and then using that to generate predictive scores for this opportunity or risk. And as I said, it's not just generating the score, but you also need to interpret and what sort of actions do you want to do with that.

So this is a good way of combining the business rules and predictive analytics. Of course, this sort of models -- predictive analytics model itself can be exported as rules which can be deployed.

A second way -- so that's a good starting point and improvement. Now your starting point also could have been that BI is being used, business -- the reports, Business Insight. And it's -- you have been -- the process has been deployed for a while and you have -- beginning to have a good sense of how human decision making takes place. And perhaps it's time to qualify some of these criteria in the form of automated business rules. So that's another sort of ways to improve our point -- your existing decision making.

Now let's move even further forward. Now as the business processes are deployed and these operational decision criterias are deployed, we start seeing on a business monitor what outcomes are and how we can improve them. So we could monitor directly how many, for example, false claims are being identified. You know, it's not just a claim but ultimately when we learn that --

what the outcome of that claim is, so we can also identify how many false claims have been determined or vice versa, how many claims have been deemed not fraudulent but actually it turns out to be, well, fraudulent later on.

So we could go about improving our predictive model so that we can improve our operational decision management. And finally, as I said, these business situations can be determined. And then that could lead to redesign of your -- or optimizing your business process with adding modifying steps.

Sorry about the long answer, but hopefully this would clarify.

Patty Brown: No, that was excellent. Thank you very much. That was very informative.

Okay, Pierre, here's a question for you. How do you identify good opportunities to jointly use business event processing and business rule management?

Pierre-Henri Clouin: That's a good question. There has been, you know, over the recent years some controversy around, you know, when do you use business event process, when do you use business rule management. And what we're seeing actually from the way our customers are using it, it actually makes a lot of sense to use them together.

The typical pattern that we're encouraging our customers to use them together is what we would call Detect and Decide. So you're using the Business Event Processing platform to detect patterns that you'd like to act on and using the Business Rules Management to decide what action you're going to do next.

And you can find excellent opportunities across the whole range of situations, going from taking customer opportunities like the example we had with the Korean bank where they're trying to figure out when is a good time to send an offer to a customer. You might also want to use business event processing to watch for risk and for those situations and that's -- I don't know if we're seeing across industry, being in the telco or in the financial services. Customer support is also another area that that's ripe for using that combination of business rule and business event processing.

And so by using the two together, you really maximize the responsiveness, at the same time make sure that you're making the right decision at the right time.

Patty Brown: Okay, great. Thank you, Pierre.

So maybe as we wrap things up, I'll ask you, gentlemen, if you'd like to give us any closing comments and maybe offer anything up to our -- additional information that you're welcome to do so.

Asit, do you have any closing comments for the audience?

Asit Dan: Yes. So I would say that perhaps you have gotten started with the business rules. It's obvious. It's -- and you all have recognized the need for managing operational decision with business rules. So it's time to expand your horizon to consider other kinds of capabilities to bring into that decision making, in particular the predictive analytics and business monitoring, as well as business events as we talked about.

IBM -- we have been working with customers and we have a wealth of experience in bringing these various technologies together. So you may want to take advantage some this workshop that's provided if you have -- if you want to learn or explore how you can bring in these capabilities in your environment.

Patty Brown: Okay. Perfect. Thank you, Asit.

And, Pierre, any closing comments?

Pierre-Henri Clouin: Yes, what I will say is that, you know, we're seeing tremendous uptake in the decision management field and the combination of these capabilities and the way they can work hand in hand with BPM to improve overall process effectiveness.

And I really encourage you to have a look at the additional resources and listen to the other sessions because, if you're talking about opportunities that decision management can help you achieve, you know, your competitors are probably also doing so. And so, you know, we're here to help. And again, you know, we're seeing tremendous uptake in this combination of capabilities. And so, we're looking forward to be able to support your needs.

Patty Brown: Great. Thank you, both, very much.

For more information related to today's webcast, please visit any of our resource links that we will open before you. There we go, open before you. And within the next 24 hours, you will receive a personalized follow-up email with details and a link to today's presentation on-demand. Additionally, you can view today's even on demand by visiting www.netseminar.com.

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So thank you for attending today's webcast -- Business Process Optimization: Achieve Better Outcomes with BPM and Decision Management, brought to you by InformationWeek and IBM.

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On behalf of our guests, Asit Dan and Pierre-Henri Clouin, I'm Patty Brown and thank you for your time. Have a great day.