

Quick Guide on **Royal Cyber** **BPM Center** of Excellence

BPM programs around the world have developed in the recent years, so have the challenges that are encountered, and goals sought. Your enterprise need not prove the value of BPM but needs to accelerate it. The encounters in doing so are challenging, and there are the teams that are employed to address them. These teams are defined by the new generation of challenges they seek to surmount, the risks they hope to subside, and the promises they hope to fulfil.



Why Have a BPM CoE?

Transforming your enterprise requires time and perseverance, investment in people and technology, and commitment from executive leadership, middle management, and the workforce. Although most BPM projects begin as individual, loosely connected efforts, today's operational landscape demands scalability and enterprise-wide adoption, which sooner or later necessitates bringing individual BPM projects together in a consolidated BPM program. To meet the demand of scalability and enterprise-wide adoption of BPM, a BPM Centre of Excellence (CoE) must address the key focus areas of responsibility :

1. Defining a higher business goal or vision, driving BPM initiatives and aligning individual projects with that vision
2. Executing a scalable delivery resource model for discovering, implementing, deploying, managing, and supporting BPM initiatives
3. Administering a shared infrastructure for hosting and maintaining the solutions that are the outcomes of BPM initiatives

- Why Have a BPM CoE?

- BPM Team Roles

- The Need For a BPM Governance Organization

- The Pillars Of a BPM Governance Organization

- Areas Responsible For a BPM CoE

- Success Metrics For Delivery in a BPM CoE

- Purpose Of Shared Infrastructure in a BPM CoE

- Deployment Execution Processes

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BPM Team Roles

BPM projects, although profoundly different in the tooling and the practice for those directly involved in the project, will be funded, measured, and managed with any other IT project. The challenges in an initial BPM project are very similar to any IT development. Although they might engage the line of business and document processes differently, these deep-seated differences are not noticeable at higher levels in the enterprise.

For an enterprise to accelerate the essential value a BPM project proves, the enterprise must transform. Change must occur around projects. Funding, staffing, infrastructure, governance and essentially every aspect of how BPM solutions are implemented must change before the enterprise can develop to meet the planned goals to accelerate the value of BPM. This transformation signifies an unprecedented trial to those enterprises that are midway through the pursuit of BPM excellence.

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The Need For a BPM Governance Organization

Transforming your enterprise involves patience and time, investment in people and technology, and commitment from executive leadership, middle management, and the workforce.

Even though most BPM projects begin as separate, loosely connected efforts, today's operational setting demands scalability and enterprise-wide adoption, which eventually necessitates bringing individual BPM projects together in a consolidated BPM program.

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- ▶ Strategy
- ▶ Delivery
- ▶ Shared Infrastructure

Purpose of strategy in a BPM CoE -

CIOs across industries have the following criteria's as their priorities:

- ✓ Increasing enterprise growth
- ✓ Attracting and retaining customers
- ✓ Reducing enterprise costs
- ✓ Creating new products or services
- ✓ Delivering operational results
- ✓ Improving efficiency
- ✓ Improving profitability
- ✓ Attracting and retaining the workforce
- ✓ Improving marketing and sales effectiveness
- ✓ Expanding into new markets
- ✓ Improving governance, compliance, risk
- ✓ Implementing finance and management controls

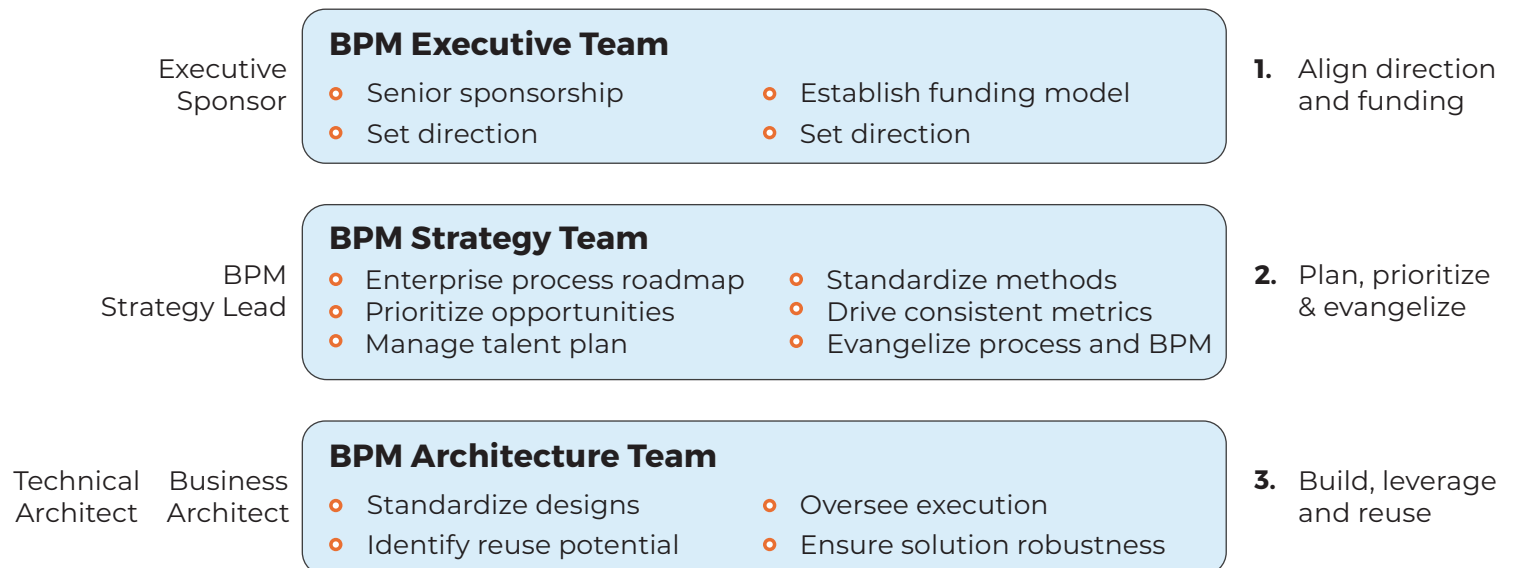
Areas Responsible For a BPM CoE

The domains that fall under strategy are as follows:

- Vision, goals, strategy, and KPIs
- Inventory of processes with the enterprise value chain
- Funding model for individual BPM initiatives
- Organizational awareness, advocacy and education
- Funding for governing body which includes both resource allocation and enablement

Center of Strategy Organizational Structure -

BPM CoE organizational structure for the strategy element



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Success Metrics For Delivery in a BPM CoE

It is mandatory for all organizations, to evaluate the effectiveness, success, and value by using concrete metrics. Typically success metrics include the following things:

User acceptance and adoption

- Number of processes deployed
- Number of releases deployed
- Number of opportunities in the project pipeline

Solution delivery

- On-time
- On-budget
- Defect rate
- Defect resolution time

Reuse

- Process reuse rate
- Service reuse rate

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Purpose Of Shared Infrastructure in a BPM CoE

Even the simplest BPM solution has the potential to have a major impact on your organization. Businesses are often surprised that a successful proof-of-concept business process application can quickly become mission-critical. When you fully embrace BPM, you should understand the implications; the processes you create, automate, and deploy run your core business. Without a concrete platform and practices, users become idle and business comes to a stop. So, when you build the initial BPM platform, it must be scalable, available, and secure, and be sized appropriately to address your foreseeable load.

Elements involved for a shared infrastructure in a BPM CoE -

Areas of responsibility for the shared infrastructure element of a BPM CoE include the following key focus topics, with respect to the BPMS platform that is necessary for implementing, deploying, monitoring, and improving business process applications.

1. Availability
2. Performance
3. Scalability
4. Security
5. Application governance

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Deployment Execution Processes

What are the steps that must be followed to deploy a process application into a target runtime environment? In some cases, this deployment might involve certain approval steps from both business and IT. Deployment might also involve prerequisites. For example, deployment to user acceptance testing (UAT) might be prohibited until after the process application is deployed in QA and accepted by the business process owner.

Auditing -

Auditing process applications can take various forms. The shared infrastructure element of the BPM CoE is responsible for determining which audit types are required for the organization, and then to mandate the appropriate design, development, deployment and operational best practices to ensure compliance.

Compliance Auditing -

This type of auditing is typically used to satisfy legal regulations regarding who did what, when, why, and who approved it. Often, to stay compliant, applications that fall under SOX or other federal regulations must be able to produce audit logs of important events.

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Technical Auditing -

The BPM platform logs data from a system perspective. BPM uses the common log errors, warnings, & debug messages at the platform layer. By default, all logs are on the servers SystemOut.log file. This log file is not usually available to process application development teams.

- ✓ Interrupting business log records into the system log is not proper
- ✓ System logs might be inaccessible to the developers.
- ✓ System log records are probably not important to the business developer.
- ✓ System logs could have sensitive information about the system or even other process applications that are running on the same platform.

Error handling -

If the platform support team has to be contacted each time an application error occurs, the team might easily be overwhelmed. Therefore, an important approach is to process applications and do as much self-service error handling as possible. Errors should be properly caught at the service and process levels; processes can and do fail, which is universally recognized. By using a Process Administrator participant group in process diagrams can help to rectify top-level failures.

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Conclusion -

This quick guide can help managers in charge of the BPM adoption to consolidate and structure their BPM services and internal processes. It is a starting point for the creation of a BPM Center of Excellence in any organization and it is also a benchmark for the continuous improvement of an existing one. It goes beyond the earlier proposed set of BPM services by grouping them and positioning them in a compatibility model.

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Royal Cyber Inc. Headquartered in Naperville, IL is a leading software organization that provides services ranging from application development and deployment to training and consultancy. We commenced the operations in the year 2002 as a specialized Technology provider striding in as a software deployment service provider, assisting clients to meet the standards and demands of doing business in the rapidly changing marketplace.

Today we stand tall as a **One Stop Shop for all your IT needs.**