Schrödinger's BPM
Is it dead or alive?

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Let's work through three questions…

- Is it the end of the line for BPM?
- Are we seeing the end of "transformation"?
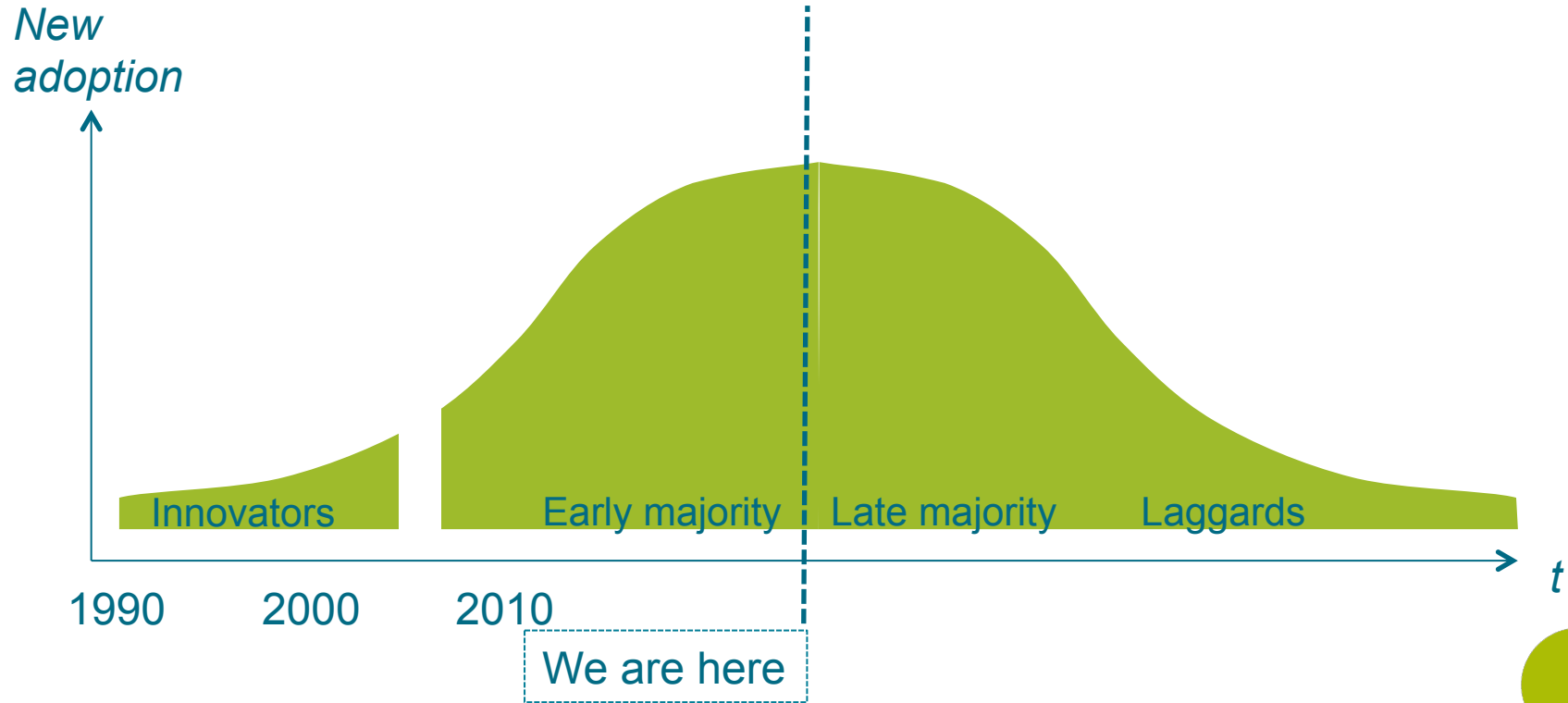- Where next?

BPM: Dead… or alive?

- 'BPM' disappearing from vendor communications
- Market for BPM technology platforms is growing only very modestly (maybe 3% p.a.)
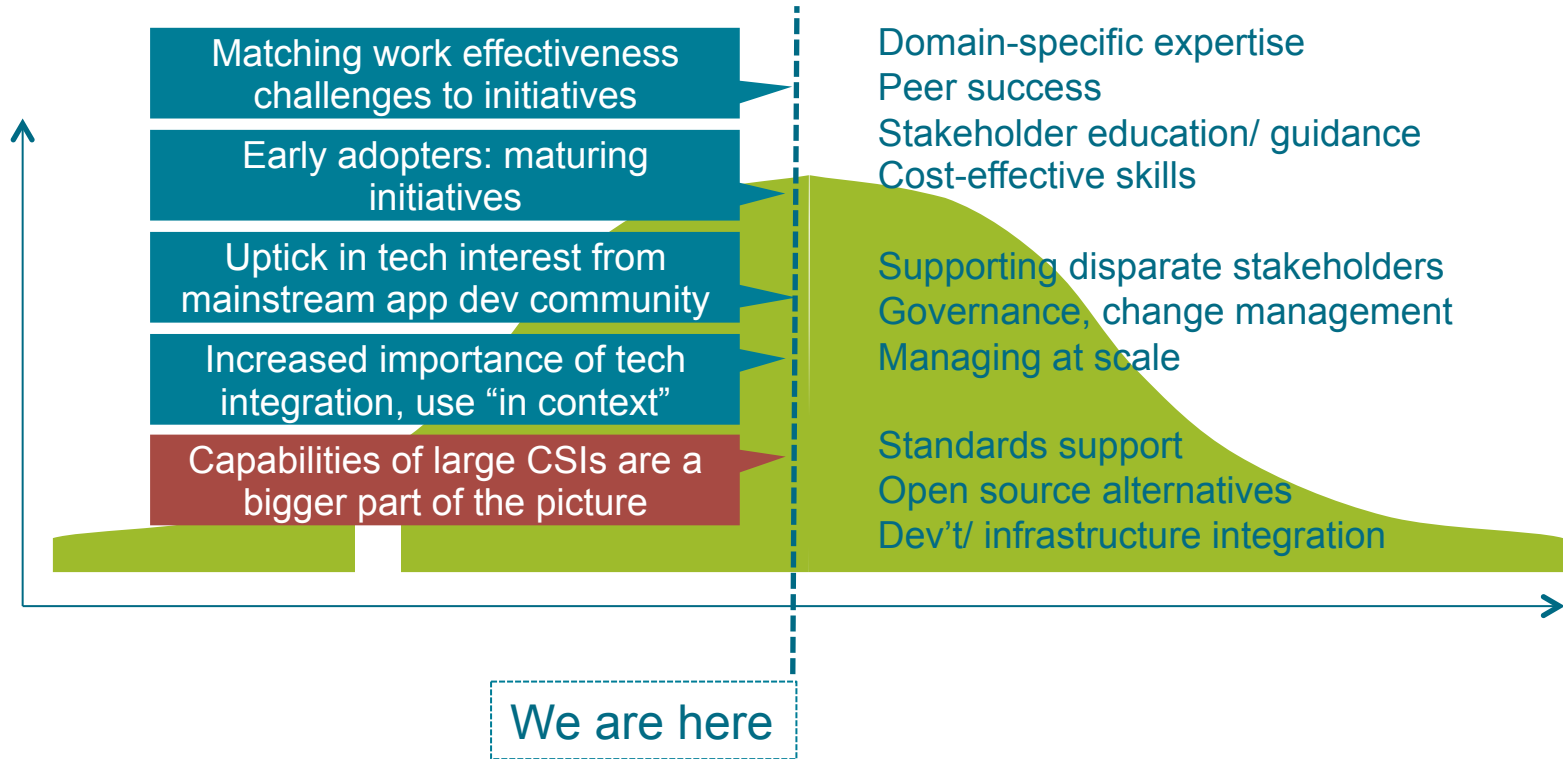- Maintenance revenue starting to dominate license revenue

- We're getting plenty of vendor selection enquiries!
- Increasing interest from 'non-traditional' sectors – retail, hospitality, travel/ transport, local govt, utilities, …
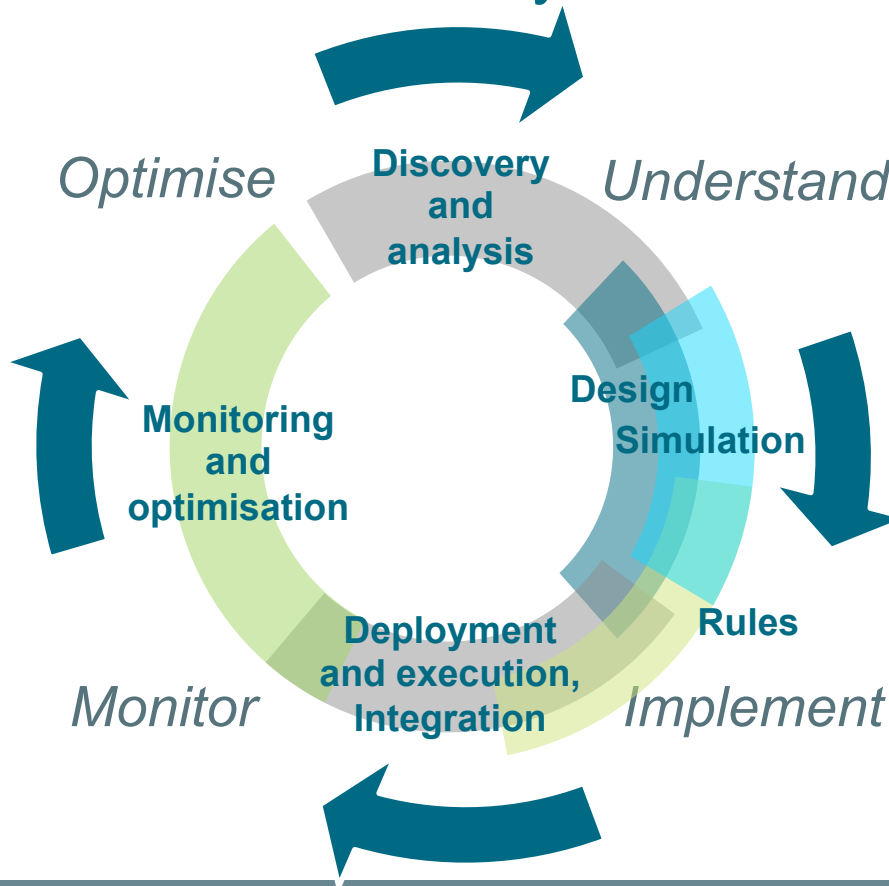
Actually, we're in the middle of mainstream adoption

New adoption

Innovators | Early majority | Late majority | Laggards

1990   2000   2010

We are here

t

What we're seeing

What tech adopters tell us they're looking for

Matching work effectiveness challenges to initiatives

Early adopters: maturing initiatives

Uptick in tech interest from mainstream app dev community

Increased importance of tech integration, use "in context"

Capabilities of large CSIs are a bigger part of the picture

Domain-specific expertise
Peer success
Stakeholder education/ guidance
Cost-effective skills

Supporting disparate stakeholders
Governance, change management
Managing at scale

Standards support
Open source alternatives
Dev't/ infrastructure integration

We are here

The BPMS: fundamentally, unlike most enterprise tech

Optimise

Understand

Discovery and analysis

Design Simulation

Monitoring and optimisation

Deployment and execution, Integration

Rules

Monitor

Implement

Requirements

Architecture

Design

Development

Operation

Change management

Business intelligence

Reactions to novelty

"I can use this to reinvent the way we work"

"We need a new approach; the old ones don't deliver"

"We tried BPM; it's a waste of time and money"

"This is just another attempt to get us to buy an enterprise platform we won't use"

Requirement for culture change too "expensive"
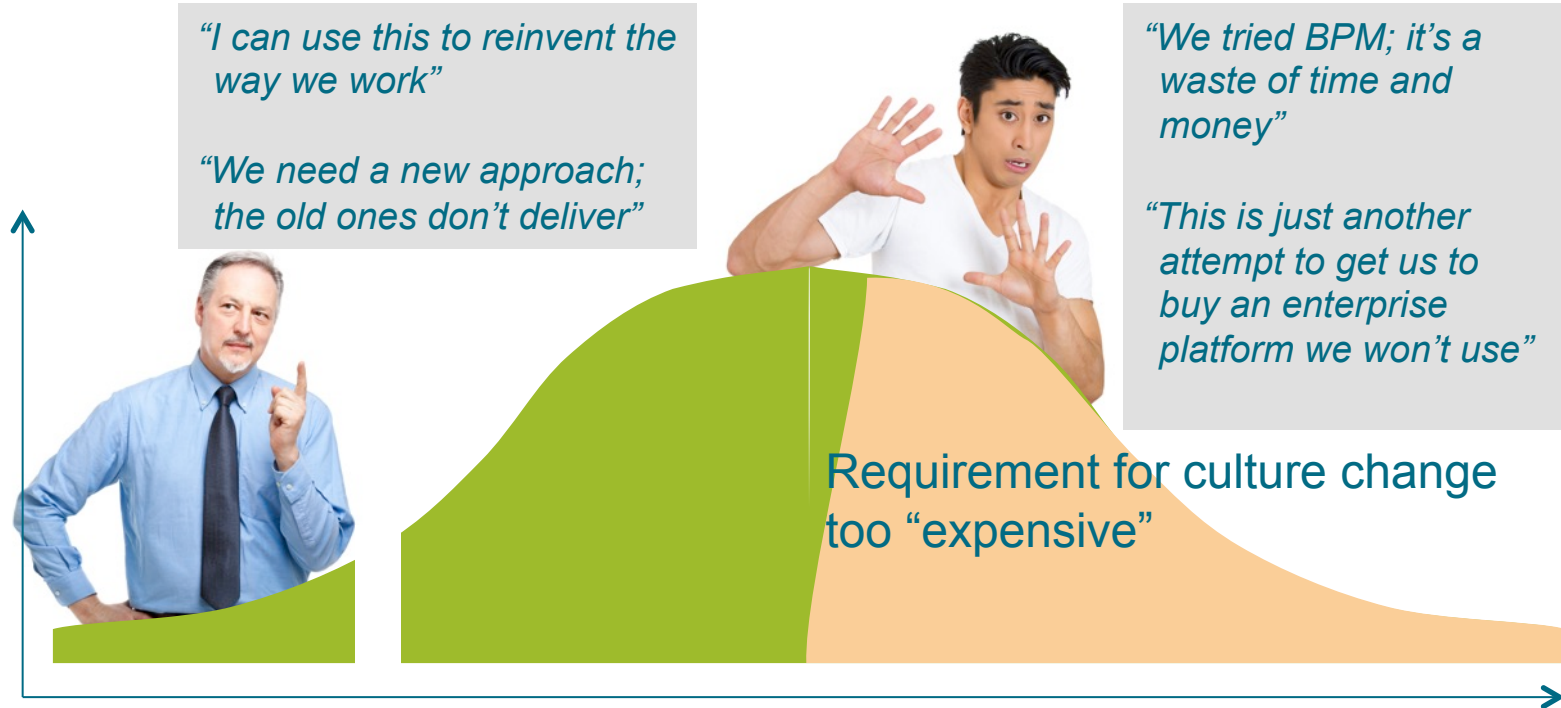
A tale of two organisations

- Large retail group
- Implemented platform to manage delivery of premium in-home customer services
- Transition from store-based service to omnichannel
- "Customer Project Manager"
- Cloud-hosted
- Case management

- Large banking group
- Implemented platform to address group of major end-to-end operational processes
- IT-led initiative
- Spent $millions
- Ran out of resources and failed to architect properly
- Back to the drawing board…

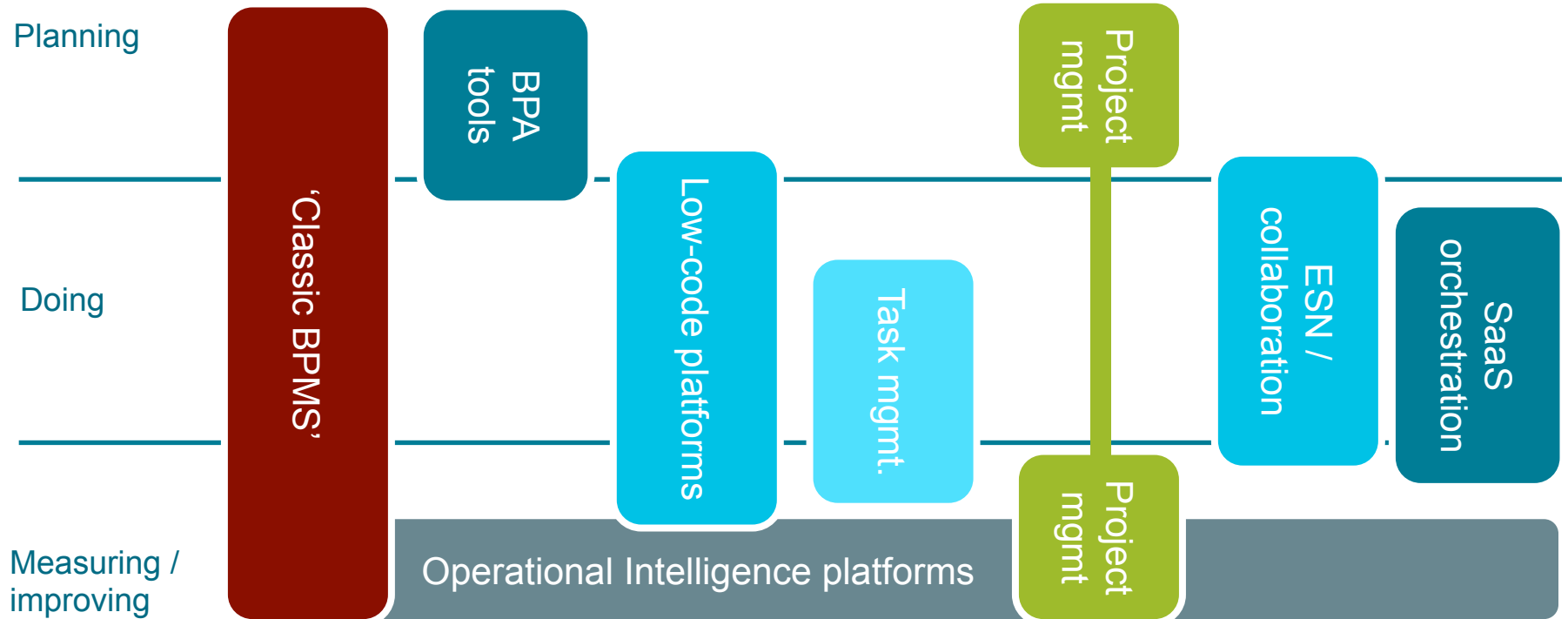# At the edge of diffusion: low-cost, low-challenge propositions

- BPMS conservatives and laggards are embracing new platforms and strategies – cloud-first, mobile-friendly, agile, low-cost propositions
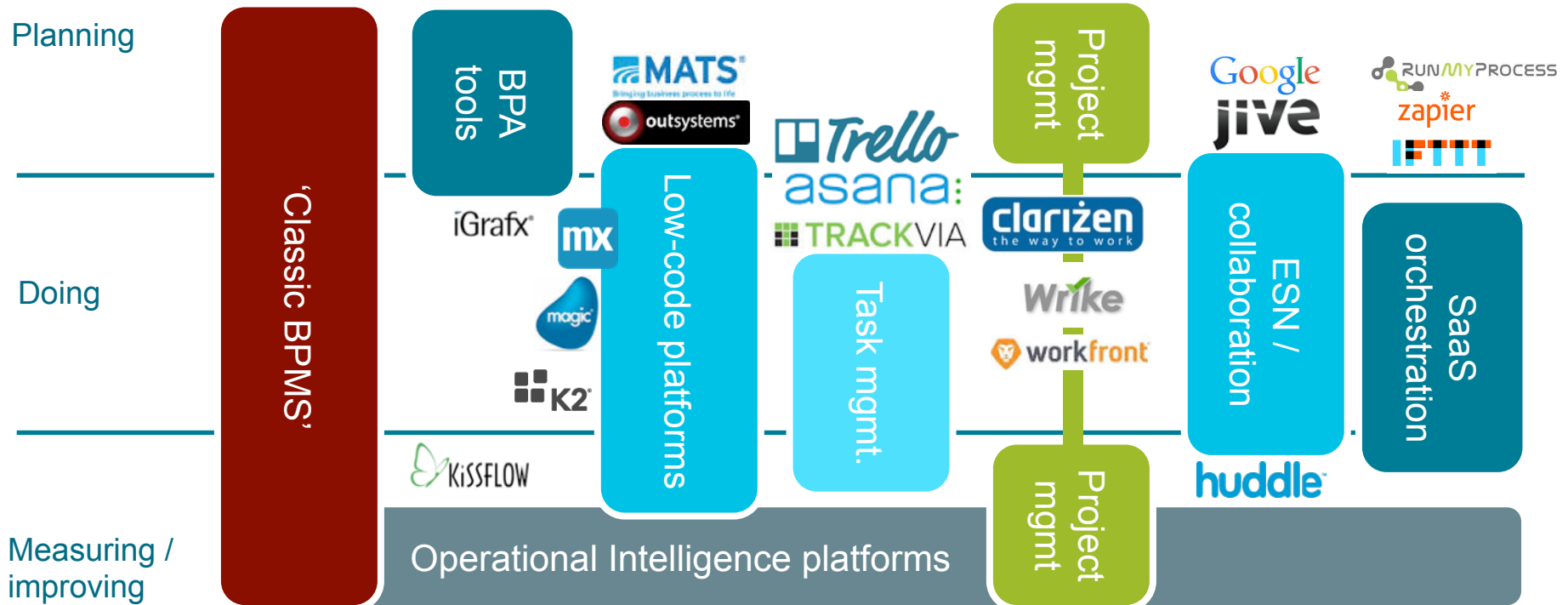- "Lightweight" approaches that deliver results with low requirement for cultural change

"*There was about a seventy year gap between Ignaz Semmelweis proving that hand washing in hospitals saves lives [in the 1850s] until the practice was widely accepted. Even today, in many hospitals less than half of the health care practitioners follow the right procedures for hand washing.*"

- Tim Kastelle, University of Queensland Business School

Taking a wider view of work co-ordination & improvement

Planning

Doing

Measuring / improving

'Classic BPMS'

BPA tools

Low-code platforms

Task mgmt.

Project mgmt

Project mgmt

ESN / collaboration

SaaS orchestration

Operational Intelligence platforms

Interesting players worth watching

Planning

Doing

Measuring / improving

'Classic BPMS'

BPA tools

MATS

outsystems

iGrafx

mx

magic

K2

KiSSFLOW

Low-code platforms

Trello

asana:

TRACKVIA

Task mgmt.

Project mgmt

clarizen
the way to work

Wrike

workfront

Project mgmt

Google

jive

ESN / collaboration

huddle

RUNMYPROCESS

zapier

SaaS orchestration

Operational Intelligence platforms

The digital business era: new expectations, new threats

New customer expectations

Multi-channel service, instant information, responsiveness, transparency, …

New digital-native competitors

Media, entertainment, payments & banking, travel & transport, hospitality, telecoms, …
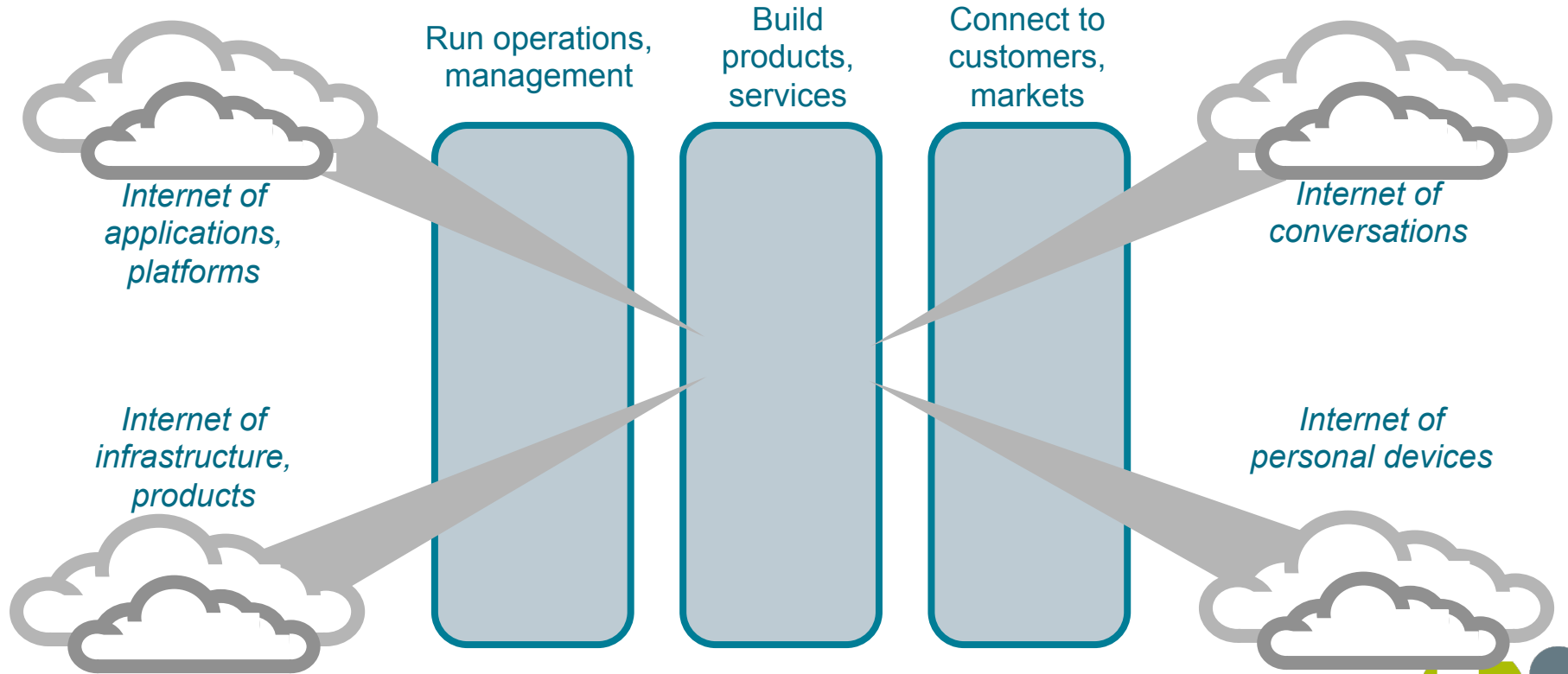
Changing risk landscape

IP theft, human capital risk, environmental risk, business continuity, product liability, credit risk, ID theft, data breach, …
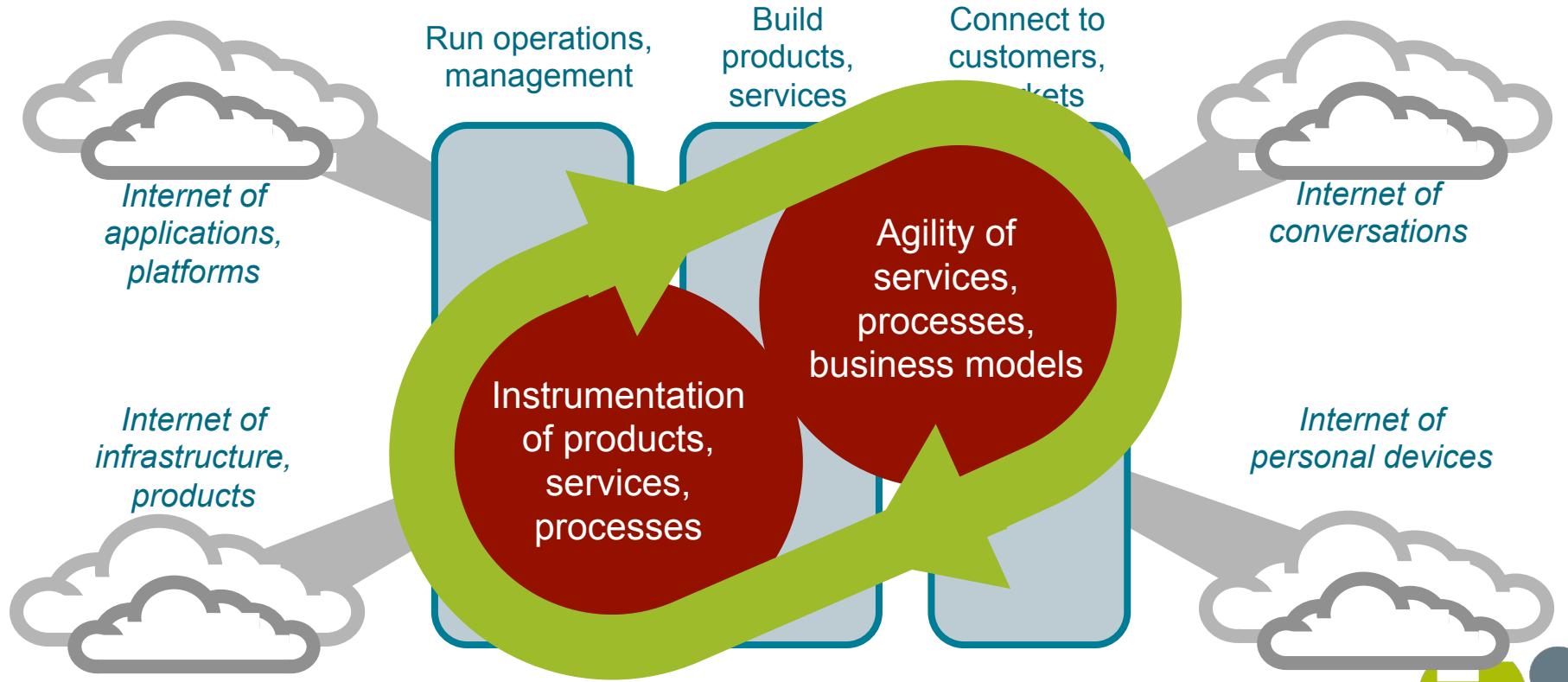
Changing stakeholder expectations

Sustainability, transparency, probity, etc

The *Digital Enterprise* emerges from Four Internets

Run operations, management

Build products, services

Connect to customers, markets

Internet of applications, platforms

Internet of conversations

Internet of infrastructure, products

Internet of personal devices

"Think big, smart small, fail quickly, scale fast"

Run operations, management

Build products, services

Connect to customers, [markets]

Internet of applications, platforms

Internet of conversations

Agility of services, processes, business models

Instrumentation of products, services, processes

Internet of infrastructure, products

Internet of personal devices

Focusing on Customer Experience excellence

Gather intelligence through each customer journey to make future experiences more engaging

Customer Journey stage 1

Marketing

Service

Customer Journey stage n+1

Customer Journey stage 2

Your customer

Operations

Sales

Customer Journey stage n

Customer Journey stage 3
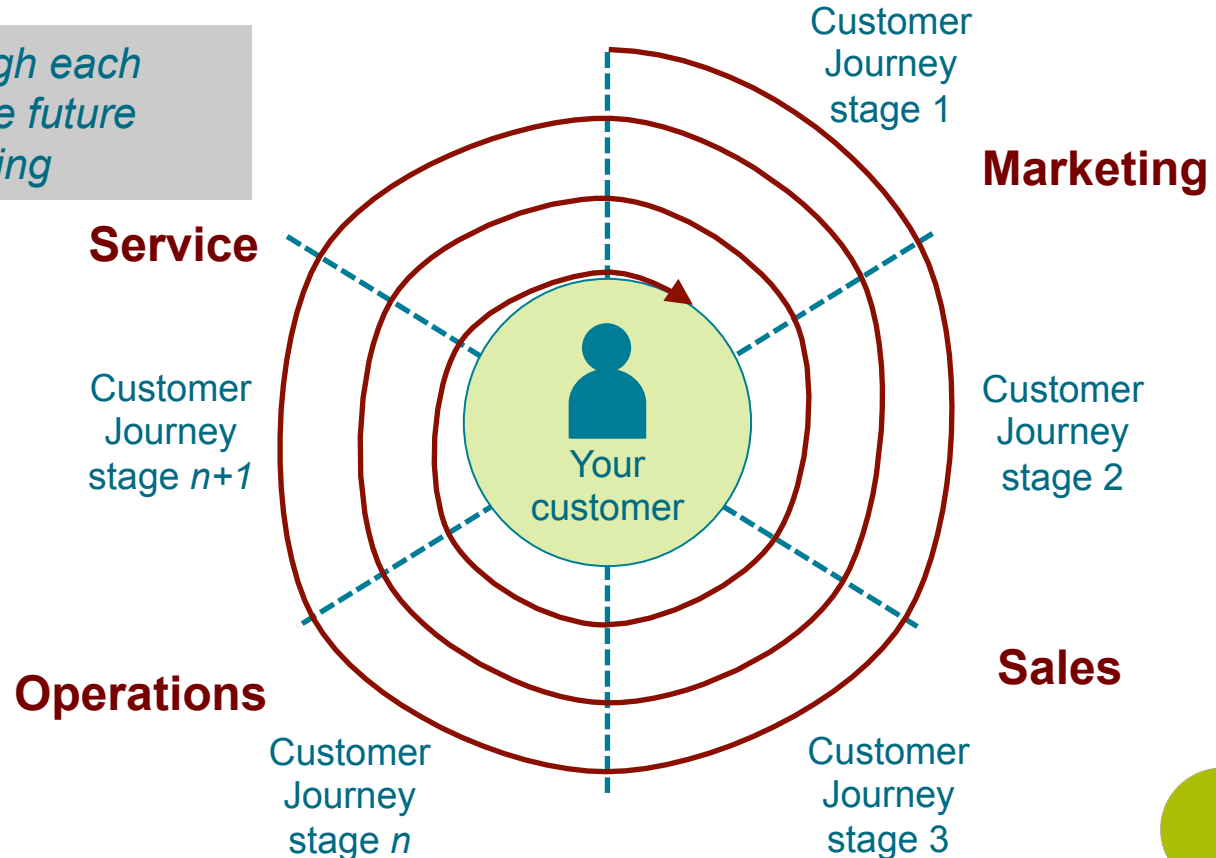
Real customer experience excellence requires real business integration
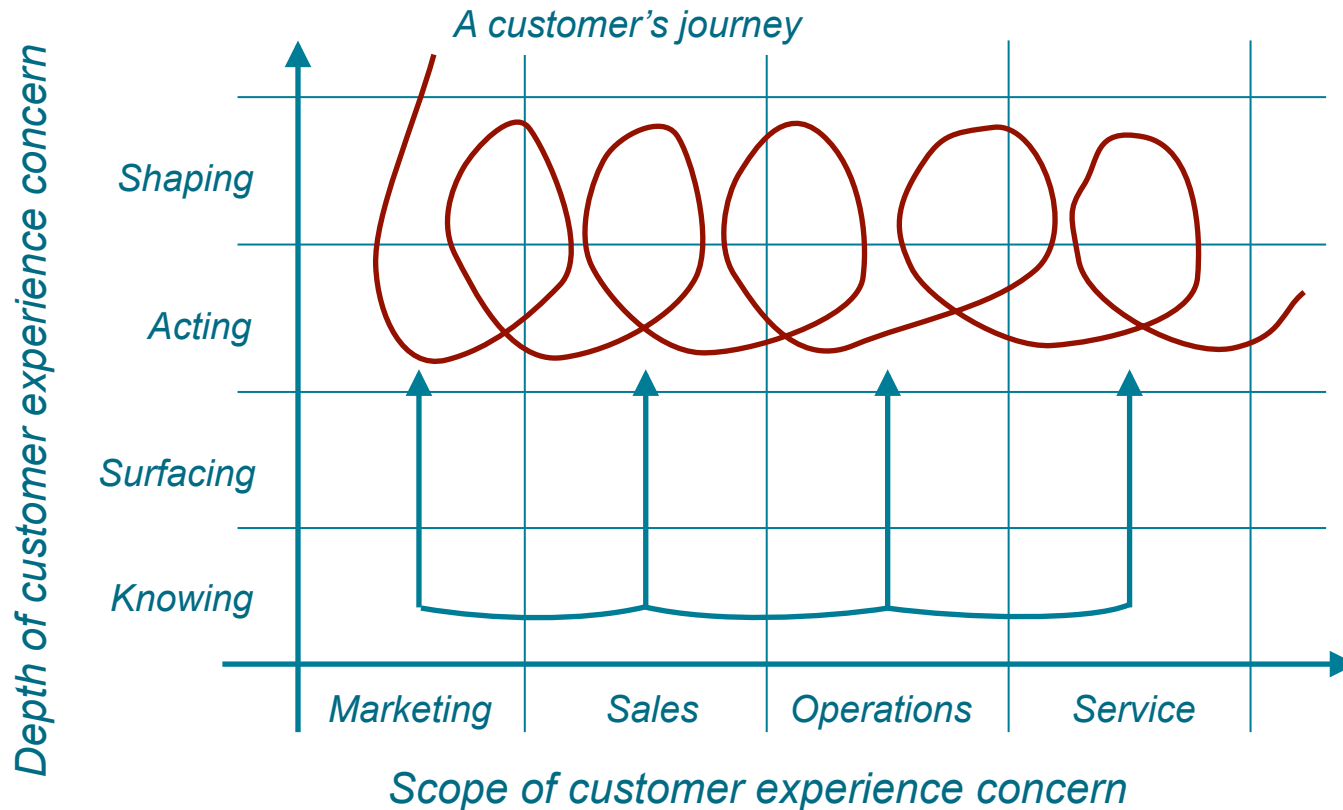
So… is BPM dead or alive?

- It's approaching sunset on the day of the BPMS
- The concept of enterprise-wide BPM is viewed with extreme scepticism

- Organisations are still actively transforming business processes
- Work co-ordination technology is a massive opportunity

My advice

1. DON'T fixate on Smart Process Applications
2. DON'T obsess over traditional competitors; look at the wider work co-ordination landscape
3. DON'T fixate on 'throwing more stuff into the box'
4. DO find ways to enhance 'Bring Your Own Process' tools with power of auditability/ measurement/governance
5. DO look at the implications of Digital strategies and how they link to broader corporate strategies, assets
6. DO enable clients to take portfolio management approaches to business processes and digital work co-ordination
7. DO partner / buy / build to hook into growing segments

What reaction do you want?

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