

The Long Tail of Process Automation

As seen excerpted in No World Border's blog - www.noworldborders.blogspot.com



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The theory of the Long Tail is that our culture and economy is increasingly shifting away from a focus on a relatively small number of "hits" (mainstream products and markets) at the head of the demand curve and toward a huge number of niches in the tail. Businesses with distribution power can sell a greater volume of otherwise hard to find (scarce) items at small volumes profitably than of popular items at large volumes. The long tail theory can also be applied to process automation and process management. Organizations have thousands of interconnected business processes. This patchwork of process and logic includes human tasks as well as computerized activities that access and update enterprise systems and applications. BPM (business process modeling) helps meet niche requirements in areas where historically, enterprise software has fallen short, making the automation of all types of processes more affordable and cost-effective. The key challenge in the implementation is to balance "analytical thinking" of defect removal methods with "design thinking" which fosters empowerful innovation and true value creation. This implies an important cultural shift: hegemonies of staff control from the past must give way to talent management.

Process
Innovation,
Parallels in
Retailing &
Process
Automation
Technology



Contents

| | |
|--|----|
| Long Tail Economics | 3 |
| The Long Tail – Cost Effective Process Automation | 4 |
| The Role of Process in the Enterprise | 4 |
| Process Classification | 5 |
| Evaluating Organizational Maturity and Continuous Improvement Levels | 6 |
| Challenge: Project Based Control vs. Innovation & Design Thinking | 6 |
| Financial View of Re-engineering - Opportunities for Iteration | 8 |
| What are common organizational factors that support both approaches? | 9 |
| Types of IT Organization & Evolution | 10 |
| Hegemony of the Past vs. Talent Development & Continuous Improvement..... | 10 |
| Avoiding the Pitfalls – Mistakes to Avoid..... | 14 |
| Multiple Roles of the BPM Plan | 14 |
| Planning Process Steps – Guide to Action..... | 15 |
| Communications: Consider the Audience | 16 |
| Project Governance – Making Good Decisions..... | 17 |
| Best Practice Framework - ITIL | 18 |
| Conclusion | 20 |



Long Tail Economics

The theory of the Long Tail is that our culture and economy is increasingly shifting away from a focus on a relatively small number of "hits" (mainstream products and markets) at the head of the demand curve and toward a huge number of niches in the tail. Businesses with distribution power can sell a greater volume of otherwise hard to find (scarce) items at small volumes profitably than of popular items at large volumes. In retail metrics, "same store sales" is all about the most efficient utilization of retail assets. Long tail suggests ways to create greater efficiencies and utilization of those store fronts, as well as online. Forrester estimates that almost \$400 billion of store sales — or 16% of total retail sales — are directly influenced by the Web as consumers research products online and purchase them offline.

An example of long tail economics is a simplified traditional retail scenario in which 20% of the products account for 80% of the revenues and virtually all of the profits (because high-turn products use shelf space more efficiently). But in Long Tail market, where shelf space is infinite and the cost of carrying a niche product is roughly the same as carrying a hit product, three things change: (i) you can offer many more products and (ii) because it is so much easier to find these products and (iii) Because the economics of niches are roughly the same as hits, profit is spread as evenly as sales.

A recent [MIT Sloan Management Review](#) article, titled "From Niches to Riches: Anatomy of the Long Tail," examines the Long Tail from both the supply side and the demand side and identifies several key drivers. On the supply side, the authors point out how e-tailers' expanded, centralized warehousing allows for more offerings, thus making it possible for them to cater to more varied tastes.

The Long Tail may threaten established businesses. Before a Long Tail works, only the most popular products are generally offered. When the cost of inventory storage and distribution fall, a wide range of products become available.

For example, Web content businesses with broad coverage like The Wall Street Journal, Wired, or CNET may be threatened by the rise of smaller Web sites that focus on niches of content, and cover that content better than the larger sites. The competitive threat from these niche sites is reduced by the cost of establishing and maintaining them and the bother required for readers to track multiple small Web sites. These factors have been transformed by easy and cheap Web site software and the spread of [RSS](#) which enables users to create their own custom aggregated news content from a





variety of sources – often without having to view advertising until clicking through an RSS link.

The Long Tail – Cost Effective Process Automation

The long tail theory can also be applied to process automation and process management. Organizations have thousands of interconnected business processes. This patchwork of process and logic includes human tasks as well as computerized activities that access and update enterprise systems and applications.

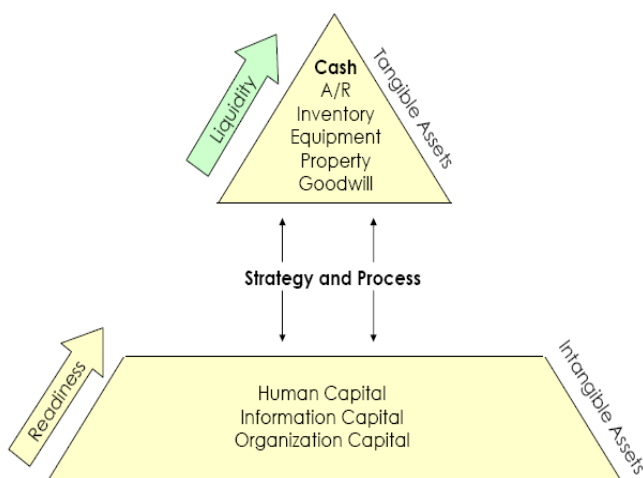
While all of these processes work collectively to support the goals and strategies of the organization, enterprise software has typically been targeted toward high demand process that are roughly similar across the organization (Customer Relationship Management (CRM), Enterprise Resource Planning (ERP), Human Capital Management (HCM), sales force automation (SFA), etc.)

For each process automated in one of these enterprise software applications there are hundreds of highly customized, unique organizational processes that are not adequately addressed by these systems.

These processes are often being managed through e-mail, MS Excel, faxes and telephone calls or handled by custom coded software or internal IT organizations. The Internet reduced inventory and distribution costs making selling niche products profitable.

Similarly, BPM (business process modeling) helps meet niche requirements in areas where historically, enterprise software has fallen short, making the automation of all types of processes more affordable and cost-effective.

The Role of Process in the Enterprise



Several driving factors are impacting the need for increased agility and a better understanding of processes, and how to evolve them to ensure excellence and competitive advantage. These include:

- Globalization
- Commoditization
- World-wide capacity offshore
- Product & service choices are vast
- Outsourcing to world-class operations
- Incursions by non-traditional

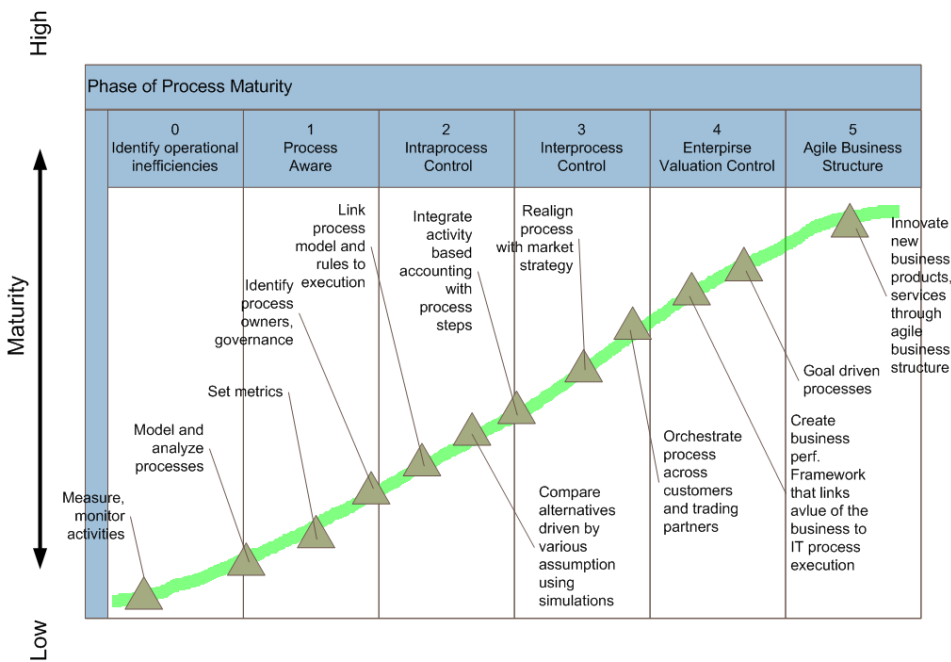


- companies & eCommerce distribution
- Trend is towards the poles of cost or differentiation
- Mergers & acquisitions / consolidation
- Pace of change is quick

The ability for organizations to adapt quickly becomes more important each year. According to leading research, the rate of change doubles every 10 years. 11 of the largest 12 companies in America at the beginning of the 20th century are gone at the beginning of the 21st century.

Process Classification

(1) Commoditized processes such as order fulfillment and invoicing commonly lack variance and often they are the staple of rigid, off the shelf software such as traditional ERP (enterprise resource planning) software.



(2) Typical processes that are roughly similar across organizations are require some customization such as capital planning and IT provisioning due to minor variances, they may be streamlined by pure-play BPM software products.

(3) Unique processes require highly specific activities that are organization-specific and often create sustainable competitive advantage, such as strategic sourcing, customer engagement management, have a higher cost of customization, and therefore require specialized knowledge and tools, usually integrating workflow, BPM and eCommerce, order management, or CRM systems.



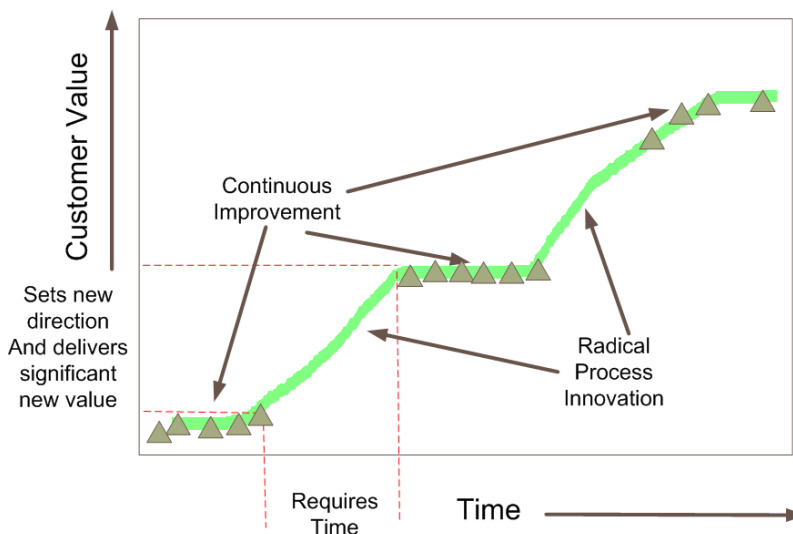
Evaluating Organizational Maturity and Continuous Improvement Levels

The ambition for the plan must be directly related to the level of maturity. Where you are on the BPM maturity model sets the stage for the scope of planning to pursue.

First stages of BPM planning target the modeling process for appropriate targets, followed by analysis, design, metrics and implementation — and on to a sequence of continuous improvement and redesign over time. There are many considerations of planning for the acceptance of this new perspective, as well as all the cultural and human issues to consider.

Challenge: Project Based Control vs. Innovation & Design Thinking

Business process management means gaining greater control over the end-to-end process to deliver greater value to customers and shareholders over the long term. This chart



above displays the life of any given business process by time and its ability to deliver greater customer value. The process constantly undergoes both incremental enhancements and more radical process re-designs. Process re-designs may be triggered by a number of challenges. For example, the competitive landscape may change, and obsolete current procedures, or technology enabling the process, must be retired or replaced with new functionality. Whether time is measured in years

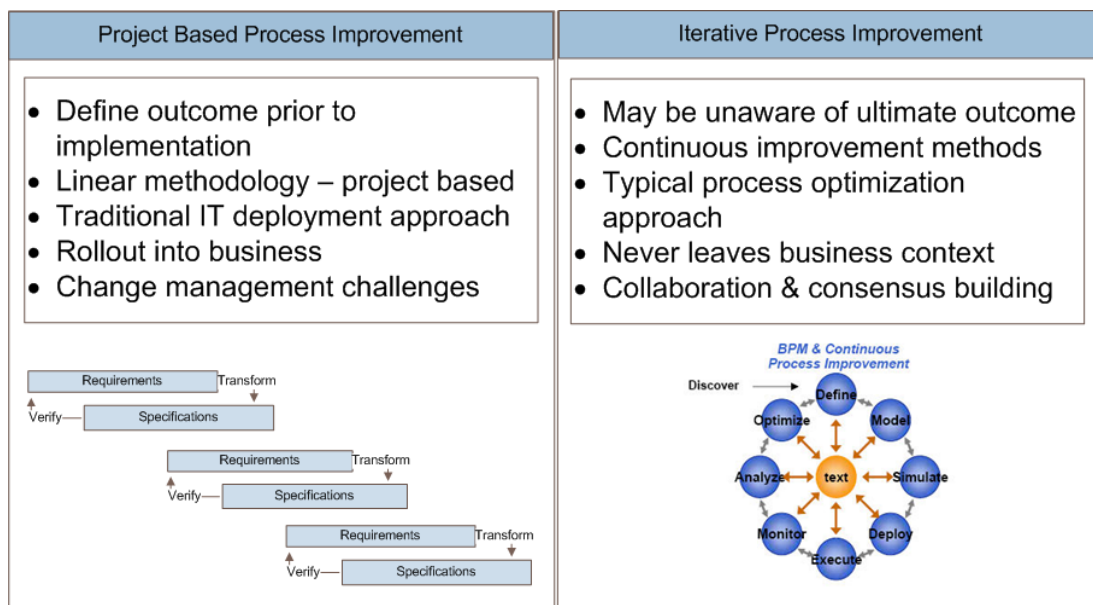
or decades, normal operating conditions will demand constant improvements that are supplemented by more radical redesign changes to keep in step with market conditions and pressures from competition.

The challenge many organization have with balancing these two methods together revolves around two issues.

- (1) First, the investment in continuous improvement disciplines like Six Sigma runs counter to the approach used for radical re-engineering of a process.

(2) Second, most enterprises are not yet organized for continuous improvement. For example, the IT department is optimized around performing project work. Once a project is completed, the system moves into maintenance mode. Your organization must view the life of a process as a combination of more radical process re-engineering projects and continuous improvement techniques.

Below, we find two very different options for addressing changes to a business process. One approach to improving a process is the project method. This method for decades has driven skills, structure and culture within the IT organization and is used in business to help plan out milestones for large complex re-engineering initiatives. The other approach is considered more of a continuous process improvement method. It's an iterative method that we refer to as the revision cycle of a process. Unlike the project approach, the continuous improvement approach works well in a dynamic environment where changes with roles, responsibilities and business rules occur frequently. It's not uncommon for the revision of a process to have nothing at all to do with IT — such as better aligning the organization.



The project approach, on the other hand, works well in a more static environment where the organization has the time to assess the situation, gather requirements and clearly define an ideal end state. This traditional project approach has been widely accepted by the IT department since it's predicated on the technologists' need for time to gather automation requirements, develop code, test it and deploy it into the business. The ideal



state is to craft an environment where these two methods live in harmony and complement each other.

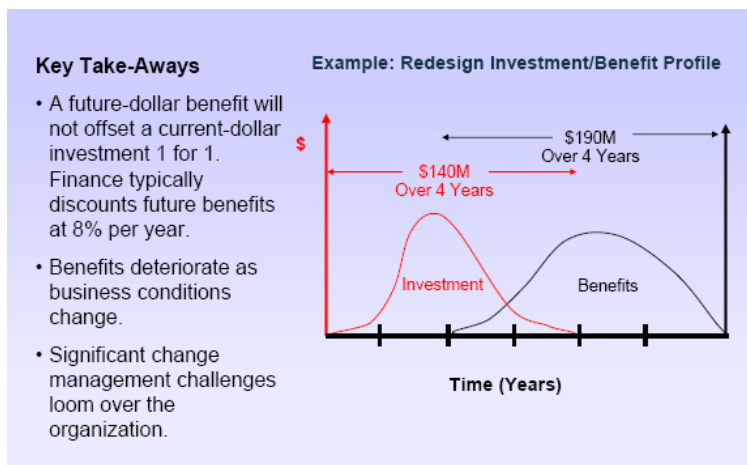
For many organizations, business process management means preparing the organization for the ongoing management of its processes — not just project work. For this reason, line managers have been investing in techniques such as Six Sigma and lean to address continuous improvement. The risk that business and IT are going off in different directions is great in the face of this trend, building further barriers for technology to support business needs. **Tactical Guideline:** Organizations must craft an approach to balance the culture and methods of long-term project-based with continuous improvement (or more iterative-based) approaches to process management.

Corporations have antibodies that attempt to kill innovation. Six Sigma for example can take defects out, but it can be counter to the very culture that innovators seek. Companies need to protect ideas and insulate them from too many metrics early in the innovation cycle. Recognizing the difference between measurement and corporate self-assessment is important.

Design thinking vs. analytical thinking can help. Analytical thinking, which most of us were taught in school focuses on “why not?” It helps to disprove ideas as valid. Design thinking is iterative and allows for testing, trial and error.

(See the No World Borders Blog, “Preventing Corporate Antibodies from Killing Innovation”).

Financial View of Re-engineering - Opportunities for Iteration



Let's examine one of the more important organizational factors, that of the financial perspective. This graph represents a fairly large-scale (\$100M+) process re-engineering initiative. Although many process reengineering initiatives may be smaller (in dollar size and time duration) the investment/benefits picture is very similar. In this case, the first two years are spent planning and

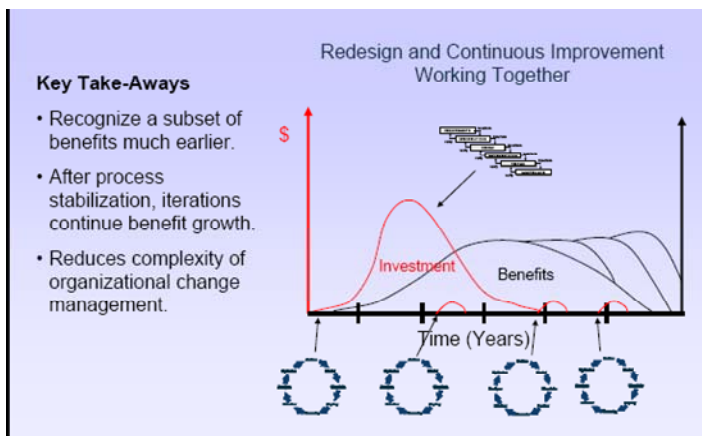
building new system functionality. The next two years are spent stabilizing the new

process, and the last two years represent the lion's share of realizing the benefits. There are opportunities this approach can benefit from by blending iterative improvement techniques in parallel.

From the financial perspective, the business case was crafted at the beginning of Year 1 and looked out five to six years. Finance will depreciate the dollar five to six years out — meaning a dollar of benefit is worth less than the dollar of investment. More importantly, business conditions are constantly changing. What was defined as a future state when the business case was developed becomes obsolete over time and benefits deteriorate. Generally, the further out benefit realization is planned, the higher risk it will not meet business needs.

What are common organizational factors that support both approaches?

The need for continuous improvement using an iterative approach does not go away during a large-scale reengineering project. During the early stages of planning, the organization continued to perform iterative improvements that are focused on organizational



process and immediately took action to better align the roles and responsibilities of people and departments. The focus on organizational alignment moved benefit realization up sooner in the project rather than waiting for the new IT systems to come online. Because of the company's ability to separate the IT-driven benefits from those of organizational alignment, they claim 40% of the project benefits

were realized prior to the new IT systems coming online.

This makes sense since changing culture, responsibilities and reporting relationships take time for an organization to adopt.

As the new IT system's "go-live date" nears, some functionality is typically pushed further out. This is typically due to the need of maintaining the business plan timing and limiting scope creep. The functionality that gets moved beyond the go-live date should be moved under the scheduling of the continuous improvement procedures. After the process begins to stabilize, the list of further improvements needs to be addressed by continuous

improvement procedures managed by process operations. In this example, the shift in focus from a project-based method to a continuous improvement method extends the benefits from the original business plan and delivers the opportunity to add more.

Types of IT Organization & Evolution

IT organizational types are developing in response to the maturation of traditional applications of technology, the growing role of outsourcing and the greater penetration of technology into all aspects of business. Types 1 and 2 have been familiar for several years. Type 3 typifies many leading IT organizations in 2006.

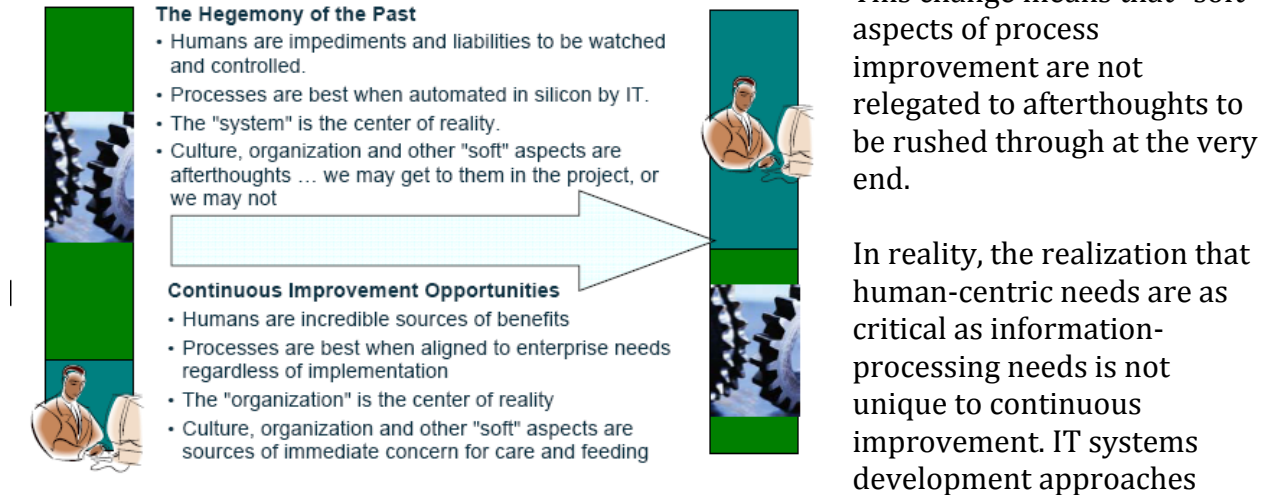
A new organization type is emerging — one that will take the lead on information and process. While it will grow from an IT base, its primary focus will be business transformation and strategic assets of information, process and relationships. When mature, it may no longer be identified as an IT organization. This parallels the evolving roles of IT leadership that Gartner has previously outlined, in which the strategic IT leadership role will split into business technology and business network leaders. An alternative evolutionary path (which Gartner calls Type Z

| | |
|---------------------|--|
| type 1 Heritage | Tactical Technology Management Deliver on promises; IT efficiency dominates |
| type 2 Aligned | Strategic Technology Management Align IT & business; IT strategic support drives |
| type 3 Engaged | Business Systems Leadership Enhance business; agility and business value drive |
| type 4 Pervasive | Information and Process Leadership Transform business inside and out Information & processes strategic assets drive |
| type z Commodity | Commodity IT Dispersed in Business Business unit line management fully owns IT sourcing & execution with no IT-specific roles |

because it's not part of the same evolutionary path as Types 1 to 4) is for IT to be embedded in business as a dispersed commodity that is managed by business executives as part of their regular roles. In this case, IT will typically be sourced as part of a broader business process.

Hegemony of the Past vs. Talent Development & Continuous Improvement

We all have legacy understanding of what it means to "improve a process." For many, this understanding was stated as, "we have to automate and transform all these manual efforts to silicon." Over time, this model has prevailed as a belief that any process effort is an automation effort. This is not so. A process improvement initiative, especially one based on continuous improvement, can be an opportunity to reset enterprise expectations about what is valued and important in the broad context of the enterprise. Continuous improvement efforts will blend human and systems needs in a proper balance. A kaizen approach will allow cultural and organizational changes to be elevated to a level at least as important as a new report, or process flow, or Web service.

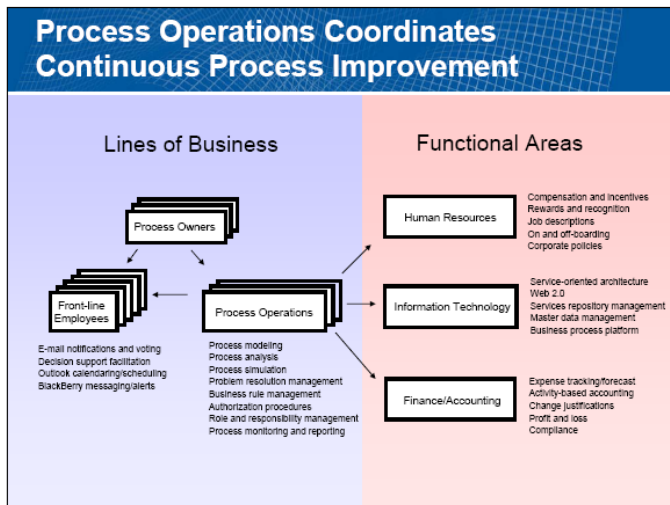


This change means that "soft" aspects of process improvement are not relegated to afterthoughts to be rushed through at the very end.

In reality, the realization that human-centric needs are as critical as information-processing needs is not unique to continuous improvement. IT systems development approaches

have been working with this assumption since the 1980s, to one degree or another. What is opportunistic about continuous improvement is that it represents a catalyst to cement this mind-set as part of the enterprise fabric. Continuous improvement is new to many, and with that newness also comes an expectation of new values and ideas. Selling the idea of the importance of nonautomated aspects of improvement seems so simple, but many will ignore this and simply tout continuous improvement as a fast way to get new systems. Nothing could be more wrong. Strategic Imperative: The continuous improvement philosophy should be used as an opportunity to transform the enterprise's thought process and undo the hegemony of Itcontrolled visions of "improvement."

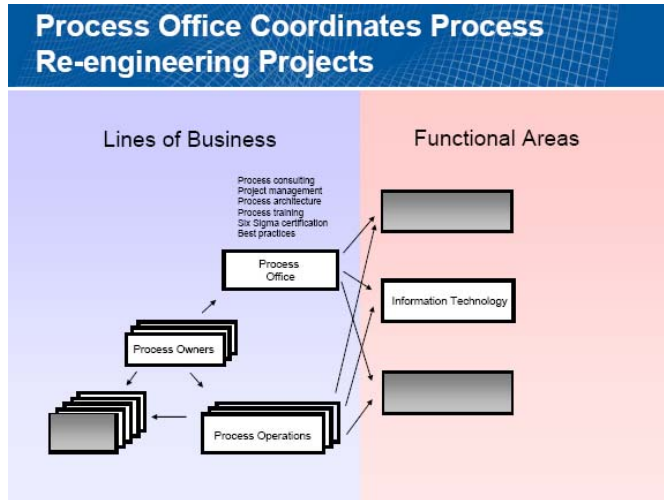
Developing an organizational structure that supports continuous improvement



Developing an organizational structure that supports continuous improvement is one of the most challenging steps to take. Helping expedite the organizational change, however, requires both line-of-business management and IT professionals be free of the fire-fighting that takes place on a day-to-day basis. Both can see the benefits of establishing a group or person dedicated to the coordination of the process activities on a day-to-day basis. Many leading organizations that have embraced business process management found



that having in place a process operations manager is exactly what is needed. With process owners and frontline employees focused on making the minute-to-minute decisions that move work forward, the process operations group is constantly monitoring process



performance and coordinating with other parts of the organization to refine policies, enhance the technical infrastructure and adjust accounting/finance approaches. It's normally within the process operation group where process modeling, monitoring, analysis and simulations take place. Enhance the business process by developing procedures (for example, e-mail notifications) to remind process participants of the decisions that need to be made. Make sure they have the correct information to make decisions (Outlook calendaring

that schedules people to come together and resolve decisions that must be made).

Generally help facilitate frontline employees with more effective ways to make decisions and perform work.

While focused on constantly evaluating process performance and making iterative improvements, new competitive threats may loom in the marketplace, new opportunities may be uncovered, or older IT systems may need to be upgraded. Any of these may lead to a larger-scale re-engineering project, and the process operations group is ill-equipped to address that type of challenge. This is mainly due to the fact that the process operations group is skilled in continuous improvement techniques and tied to the annual operating budget.

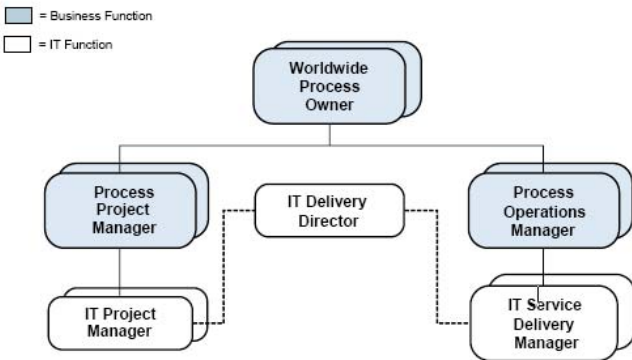
Although the IT department may be comfortable with managing large complex projects, they are normally centered on technology. Business process re-engineering brings with it a much broader set of challenges than just technology. For example, culture and leadership, process governance, skills, and reporting relationships are more challenging to address than the technology component in many cases.

With regard to best practices, we see many leading organizations creating a process office to oversee and facilitate large process re-design projects. Depending on the organization, the process office may be referred to as the process competency center, or process center



of excellence. Regardless of the name, the process office becomes a centralized group that brings together the various process disciplines from across the organization.

IT Project and Service Delivery People Are Assigned to Each Major Business Process



For example, Six Sigma and lean initiatives become a critical component; consulting services aimed at helping the process owners identify opportunities through industry benchmarking and customer analysis, and maintaining broader organizational process models to evaluate the impact of redesign changes.

Here, we take a closer look at a best practice of aligning the IT organization with process. It's

important to note, however, that when the IT organization is driving process improvement, rarely are the roles of process project manager and process operations manager recognized. Taking an IT-centric approach to process improvement and management will typically overlook the broader business challenges of process governance human resources, financial and accounting issues. From a business perspective, IT is but one of several departments that must be coordinated to address the broader organizational challenges, and therefore, business project managers are a must. This organizational structure supports a "business and IT team" approach. Having in place mirrored roles in IT and business increases collaboration, communication and a sense of process ownership. The structure also enables the IT department to focus on what it does best and not allow itself to get distracted by the plethora of other organizational challenges.

One leading organization that adopted this IT-business alignment structure claimed significant cost reductions in their IT operations — 18% over a two-year period.

This in turn allows for the process project manager to deal with the other challenges stemming from accounting changes, human resources issues around reporting relationships, compensation, culture and leadership issues. One leading organization that adopted this IT-business alignment structure claimed significant cost reductions in their IT operations — 18% over a two-year

period. These cost reductions were due to eliminating duplicated effort in technical project work, raising productivity by focusing on just the technology implementation, and better prioritization of IT resources based on process owners' direction.



Avoiding the Pitfalls – Mistakes to Avoid

Craft methods for evaluating the extent of process improvement needed.

- Develop filters that prioritize which process improvements will provide greatest customer value.
- Establish rules to differentiate projects from ongoing operations.
- Differentiate the procedures regarding a complete process redesign vs. a modification to the current design.
- Adhere to standards that maintain a common process vocabulary and notations.

Process Excellence – Planning for Success

- Ensure what you did is correct (feedback loop).
- Identify what you are doing is optimal (optimization loop).
- Discover and learn new ways of working (discovery loop).
- Depending on the objective, different steps in the revision cycle will occur.

Multiple Roles of the BPM Plan

- I. A process to go through to deliver results
- II. A message to the stakeholders — what you're doing and why
- III. A plan for action — people, timing, responsibility
- IV. Measures for determining success and lessons
- V. Visualization – the only way teams can internalize process improvement

Action: Validate that your plan does each task

Once the stage is set regarding the business context and strategy, the BPM planning process can begin. Good planning, however, does not consist of merely creating a "wish list" of things that are desirable — which is often what you see in documents that are called a plan. A good planning effort has four roles to satisfy.

- (1) First, the planning process must define the process that will be pursued to generate the plan, including who will be participating, who will provide input, who will provide in-process feedback and what other documents may be used — as well as the sequence of steps to execute.



- (2) Second, the process must create a document or record that provides the results to the relevant shareholders. It must contain what you are going to do, when, for how much and why.
- (3) Third, the process should direct or specify the action that will occur when the plan is approved. Responsibilities, people, timing, reporting and oversight are delineated at this stage; a timeline is useful.
- (4) Lastly, the means of measuring the success of the decisions must be included: what measures, what specific objectives, who measures and when, and who evaluates the findings and creates feedback.

Planning Process Steps – Guide to Action

1. Creating the vision
2. Defining the goals and needs
3. Reviewing the relevant environment
4. Sizing up the resources — which are most scarce?
5. Defining the alternatives
6. Agreeing on the criteria and the weighting
7. Making the choices — what we will do (this is not meant to be a "wish list")
8. Incorporating the specific objectives

The sequence to follow, subject to the variety of iterations that should occur, starts with creating the **vision**. This is analogous to drawing a picture on the wall of what a project should look like when it is completed. It is an expression of the aspiration — whether it is to pursue an opportunity or fix a problem. This vision is then expressed in terms of **goals** or **needs** to be satisfied.

Then, consider the given **environment** —this covers all the things that generally you cannot change but that could be significant factors. These include your industry, your competition, the economy, the available and expected technology, and so forth. Plus you need to consider your available **resources** —which you can influence — and which of the resources you will consume that are the scarcest. The real planning task is to allocate the scarcest resource to accomplish the greatest good. Given that, one has to create a series of **alternatives** to evaluate. Often, few or no alternatives are considered — which can lead to bad results.

The selection from the alternatives is based on clear and agreed-to **criteria** — which should be weighted as to relative importance. This leads to a prioritized list for the next 12 to 18 months, which is evaluated against the resources to determine the best sequencing to maximize the resource use. The last step is to include concrete objectives to meet.



Communications: Consider the Audience

The step following the selection of what will be done is to document the message of the results. In preparing these messages, you should consider the audiences you will be addressing. Who really cares about the plan?

Easy — the key audience members for the BPM plan are: 1) those who will directly benefit; 2) those whose work may change for execution; 3) those responsible for the effective use of resources such as funding and labor, such as the CFO, CEO and even the board; and 4) other interested parties, such as partners, channel members and suppliers.

- First Audience — the Beneficiaries
- CEO, CFO, Other Project Sponsors
- The Doers — Developers, Operators
- Other Interested Parties — Vendors

Beneficiaries of the planned projects will want to see confirmation of the joint work that was done to create the business case for the investment. This may affect other plans relating to resources, new services, better performance and so forth. None of this should be a surprise to the beneficiaries because they should have been active as sponsors. Naturally, those people who will be doing the work will be very interested — and they'll want to see what results are detailed that represents their challenges and successes. Senior executives want to be sure that allocated resources are being used the best way possible and that their consumption will fulfill what the company is targeting. They can see if their executives are effective planners. Finally, there are external parties that may be either beneficiaries or potential resources.

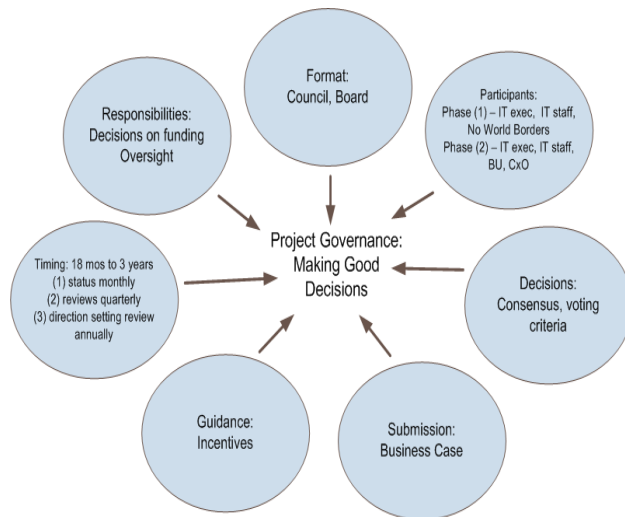
Project Governance – Making Good Decisions

Good planning benefits from a clear and public act of authorization that the plan is formally approved by an appropriate decision-making body. This is the function of **governance**. The term "governance" has multiple uses — some as broad as the act of management itself. But the essence of governance includes the act of making decisions — such as the approval of the plan, after considering business cases and making adjustments.

- Plan
- Implement
- Manage
- Monitor Compliance

This added imprimatur establishes the seriousness of the plan that means it cannot be lightly ignored or distorted without consequences. The second major function of governance is oversight, or the responsibility to track and monitor the results of the

decisions made, so that better execution or better decisions can be implemented. BPM planning benefits from this practice.



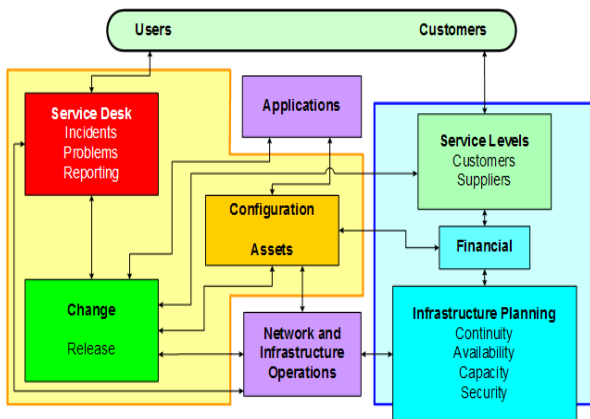
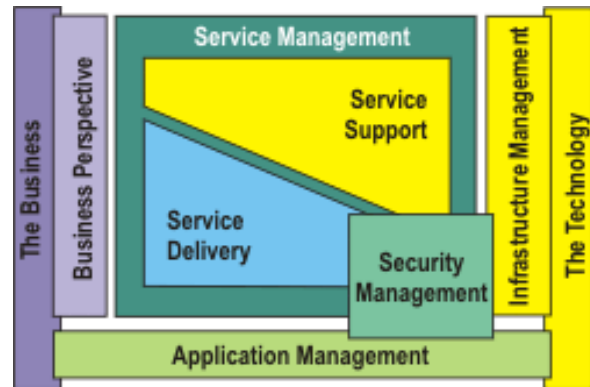
Best governance practices generally include a formal board or council; members that are a federation of business managers, IT staff and perhaps finance; an agreed-on manner of reaching decisions (such as consensus or voting, with the option of some voters or an advisory decision maker having more weight); a required format for submitting candidate investments (the business case); thresholds to control the number of investments under consideration (perhaps 10 to 20 new items); and an established planning horizon and a schedule of meetings.

It is common to have a major direction-setting review *annually*; important reviews for adjustments *every three or four months*, and status reporting plus consideration of urgent needs or changes *monthly*. Monitoring that the proper execution of the decisions is occurring is included. Occasionally there may be disputes that can be referred to a higher-level board.

Best Practice Framework - ITIL

The Information Technology Infrastructure Library (ITIL) is a set of concepts and techniques for managing information technology (IT) infrastructure, development, and operations. ITIL recognizes a number of key disciplines in IT Service Management.

The IT operation needs to understand the Business Perspective, so that appropriate services (Service Management) that align with business needs can be provided.



- The services are then constructed with an operational management component which generally has little from direct contact with clients (Service Delivery) and a Support function.
- IT Applications are created (or purchased and then implemented) and maintained.
- All of this runs on the Infrastructure.
- Management of IT Security and providing appropriate systems access overlaps most of the other disciplines.

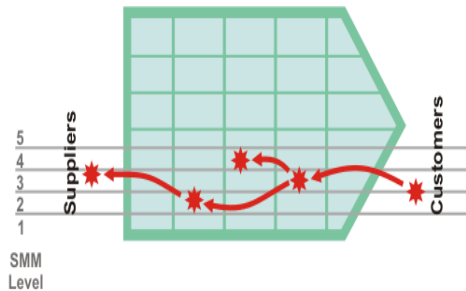
Each of these disciplines rely on a set of interlinking processes to support them, with the core Service Support processes outlined below in yellow, and the Service Delivery processes in blue.

ITIL suggests that any service improvement needs to address people, process and supporting technology issues in tandem, so each level is broken down into these themes in the following table.



| <u>Level</u> | <u>Culture</u> | <u>Process</u> | <u>Technology</u> |
|---------------------------------|---|---|--|
| 5 Optimizing | IT as business enabler. IT fully integrated with the business value chain. | Optimised, proactive and pre-emptive process. | Integration at all levels, including partners. |
| 4 Predictable | IT as partner in realising business strategy. Business focused culture with an understanding of the wider issues. | Integrated service management. Mainly proactive process. Inter- and intra-process team working. | Continuous measurements provide business 'dashboard' |
| 3 Standardized | IT as service provider. Customer satisfaction. Customer related performance measures. | Occasionally proactive process. Clearly defined interfaces between roles. | Largely integrated tools with real-time technical 'dashboard'. |
| 2 Repeatable | Service portfolio focus, little input from business. Customer awareness and promotion. | Defined service support processes and procedures. Largely reactive responses. | Some standardisation and integration of tools. |
| 1 Initial | IT is an infrastructure provider (hardware, software, networks) Cost and technical outcomes drive investment. Technical heroes. | Loosely defined processes and procedures. Reactive response to issues. | Ad hoc systems and process management tools. |

Even progress on the level of process discipline to be attained is part of the plan. So understanding your maturity level can be useful in laying out the optimal plan. It is not



smart to plan beyond the reasonable capacity of what can be accomplished. Service components with maturities at +/- one level can co-exist together reasonably well. Attempting an improvement of more than one level in a single project has a high risk of failure.

Conclusion

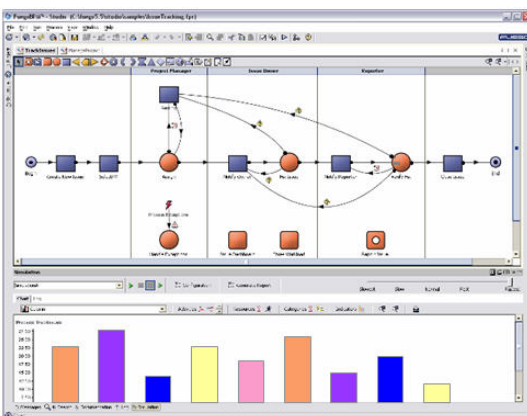
An organization’s information, processes and other intangible assets account for more than 80 percent of its market value, according to the IT Governance Institute® (ITGI).

No World Borders helps companies coordinate and deploy their resources better across application, data, process, geographic, and organizational boundaries. Companies have traditionally focused on financial capital over human capital. Now talent is one of the biggest sources of strategic value to companies. BPM helps emphasize that IT is really a service to the business – and the business is all about people.

Companies must become more competitive by coordinating and deploying their assets, data, and process knowledge more effectively to serve global customers across multiple lines of business. Yet in many firms, the resources required to deliver on these initiatives are locked within “silos” or different lines of business.

Talent is becoming scarcer, at a time when companies need more of it if they are to compete on a global stage. And companies in the developed world can no longer automatically attract the best people from the rest of the world. Managing and leading talent to derive value from the processes they implement is becoming increasingly important.

Separating processes between those that will enable differentiation and those that are more commoditized will be a critical step in creating strategies to enable enterprise agility without compromising process and data integrity. Therefore, Managing innovation is one of the most daunting challenges that businesses face.



Not only do they need to come up with new ideas, but they also need to foster a culture that encourages and rewards innovation. Otherwise, they risk being overtaken by their competitors. No World Borders can help your company build the right framework for innovation.

Whether you wish to capitalize on your strengths, or transform processes to optimize and innovate, BPM provides a powerful combination of



No World Borders
Great Teams, Great Solutions—Globally®

skills and services to help your business. BPM can help you visualize your current process and change more easily with senior management buy-in (see screen).

No World Borders team can help you determine which processes, tools and team members will help optimize your value stream projects. Whether you are optimizing your IT process to align with business, transform retail merchandising, move to CMM, ITIL, or Six Sigma best practices, improve loss mitigation process in a mortgage servicing, comply with FDA or Sarbanes Oxley legislation, or helping your company or optimize your Internet marketing and lead development plan, we have lived through these projects before and we can add immediate value.

Our experience in helping set clear direction, ensuring staff engagement, sponsorship, and readiness assessments position you to communicate the transformation success. We believe in bringing best practices together with respect for the individual – because the true source of value lies in a company's human capital.

Please see our website at www.noworldborders.com for success stories, and our borderless blog at www.noworldborders.blogspot.com for more information.

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