What’s in your toolbox?

Dynamic BPM for the Future of IT

KPMG

cutting through complexity
Business Process Management

High-Performing agencies and Departments focus on their service based clients/customers and the end-to-end processes that are aligned to their needs. Business Process Management (BPM) supports the end-to-end alignment and visibility of processes throughout the enterprise.

BPM is a management discipline that treats processes as assets that directly contribute to enterprise performance by driving operational excellence and business agility.

Process capabilities support a full spectrum of enterprise transformation from strategy to execution.
What is BPA?

BPA is a sector defined by Analysts typically as (Gartner’s definition) ‘the business modeling space in which business professionals collaborate with IT analysts on business architecture, transformation and improvement, including process analysis and design to support BP improvement initiatives’.

What is BPA in comparison to BPM?

Business process analysis tools can be used as a starting point for business process and workflow design. Most tools can exchange information with Business Process Management (BPM) workflow and orchestration tools as part of a business process management suite (BPMS).
Supporting Technologies

Business Process Management Suites

A technology platform that enables process-based execution and management through a process engine, business analytics, content management and collaboration tools (e.g. Appian, webMethods, Pega).

Business Process Analysis Suites

A tool with an architectural focus, including support for models related to organizational, stakeholder and strategy issues (e.g. ProVision, ARIS, iGrafx).

Supporting Technologies

Enterprise Process Architecture and Alignment

Business Process Analysis & Design

Business Process Implementation & Integration

Enterprise Process Performance Management
BPA – Maintaining Process Hierarchies
BPA – Creating Relationships

People

Business Area: Finance

Organization: Payroll Department

Location: EMEA

Position: Payroll Lead
Role: Team Lead

Position: Payroll Manager
Role: Supervisor

Role: HR Liaison

Role: Reviewer

Process

L0+L1 Process: Manage Finance

L2+L3 Process: Process Payroll

L2+L3 Process: Manage Pay

L4+L5 ACT/TASK: Process Period End Adjustments

Technology

Application: Oracle

Application: Oracle Human Capital Management

Application: Oracle Human Capital Management - Payroll

Organizational elements & Application system. Carries out & Supports... Other

L0+L1 Process: Manage Finance

L2+L3 Process: Process Payroll

L2+L3 Process: Manage Pay

L4+L5 ACT/TASK: Process Period End Adjustments

L2+L3 Process: Report Time

People

Process

Technology
BPA – Performing Analysis

**Compare & Simulate Models** – Compare multiple models with each other based on defined options.

**Queries and Ad-hoc Analysis** – Visualize and evaluate object relationships and object attributes.

**Calculate Models** – Evaluate times and costs in spreadsheet models.
BPA Benefits

Enables an Agency, Department or organization to begin actively managing and measuring its processes to establish a distinct competitive advantage in marketplace

Understand how processes interact in your system
Locate process flaws that are creating systemic problems
Evaluate which activities add value for your clients/customers
Streamline and improve work flows
Improve efficiency and client/customer satisfaction
Enables consistent communication of organizational processes
Supports development, inspection, testing, and revision without much implementation
Ensures compliance with federal and state laws and regulations on the need for documented, repeatable process designs
Process concepts have been around for a long time, but the techniques and degree of managerial interest have evolved, fueled by advancements in our workforce and technology. The 4th wave represents current trends in process.

- **1st Wave**: Task focus, Scientific Mgmt., Industrial Engineering, Automation
- **2nd Wave - BPR**: Radical Change, Innovation, Reengineering the company
- **3rd Wave - BPM**: Business Agility, Continuous Changes, Process Centricity, Technology Enablement
- **4th Wave**: Integrated Transformation Solutions, Cognitive Automation (RPA), Process Organizations

Source: Adapted from BPM Institute.org
Defining RPA

**Robotic Process Automation (RPA) is an emerging set of capabilities and associated technologies that enables the automation of knowledge work.**

Today’s RPA Technologies can automate:

- Transaction processing and repetitive tasks
- Periodic reporting and data analysis
- Data entry and replication e.g. forms
- Import/export of data between systems
- Cross-system or ‘swivel chair’ processing
- Mass mail generation, follow-ups, archiving and tracking
- Repetitive keystrokes and mouse tasks
- Database creations, edits, retrievals

The market is quickly moving to more fully cognitive solutions with machine learning capabilities to learn from experience and expand their knowledge base. They use predictive capabilities to infer solution options and make operational decisions. Examples include:

- Virtual employee who speaks, reads, writes, and learns on the job just as a human employee
- Understands what people ask --even what they feel
- Speaks in natural language . . . multi-lingual
- Understands what you mean, not just recognizing words
- By learning, can apply knowledge to solve problems

Analysts predict that automation of knowledge work will impact 230+ million knowledge workers with a total economic impact of $9+ trillion.
Evolution of Automation Technology from Basic to Cognitive

1. Basic Process Automation
   - Macro-based applets
   - Screen scraping data collection
   - Workflow
   - Visio-type building blocks
   - Process mapping
   - Business process management “BPM”

2. Enhanced Process Automation
   - Built-in knowledge repository
   - Learning capabilities
   - Ability to work with unstructured data
   - Pattern recognition
   - “Reading” source data manuals

3. Autonomic/Cognitive
   - Artificial intelligence
   - Natural language recognition & processing
   - Self-optimization/self-learning
   - Digestion of super data sets
   - Predictive analytics / hypothesis generation
   - Evidence-based learning