

# Create a Comprehensive BPM Strategy for Successful Process Automation

Avoid project failure by keeping the “B” in BPM.

Currently, companies are not successfully leveraging automation to help improve the efficiency of their business processes. Common challenges include:

- Inconsistent workflows and process practices
- Greater human error and miscommunication, derailing work productivity
- A general lack of transparency of productivity and task completions

**On a larger scale,** these business process issues lead to:

- Reduced worker productivity
- Higher margins for error
- Increased project failures or timeline delays

**A BPM Strategy and Roadmap can enable you to overcome these gaps**

by helping you identify the most appropriate class of tools and the particular initiatives that will be supported by automation.

For many members, business process management (BPM) is not a new concept or technology for the business. However, it is still not being leveraged to ensure that proper returns are derived from suite investments. **To ensure that time and effort are not wasted,** the organization must first build a strategic foundation that identifies how to best leverage BPM. Build this by:

- Looking at the organization's current state
- Assessing its BPM objectives and priorities
- Identifying resource capabilities

**This strategy and roadmap will advantageously reposition the organization for the eventual implementation of BPM.**

Acknowledge that BPM is a journey. To be successful and improve processes, you must take an iterative and holistic approach. Shift the organizational focus from an isolated BPM project to a sustainable, enterprise-wide process transformation program.

Start with an understanding of the organization's goals and vision. Make sure the BPM process improvement initiatives are relevant to the overall business strategy.

Large projects are 10x more likely to fail than small projects (a project that requires less than \$1 million in total labor).

BPM should not be one large project. Address BPM as an initial project to set up the BPM software and environment followed by an ongoing series of business process initiatives. Each of these initiatives should be a small project – ideally a very small project (i.e. less than \$400,000 in labor including involvement from the business).

Use a maturity model to gauge your current capabilities. It is vital that you have a strong organizational foundation before implementing a BPM suite or process automation.

Take an iterative approach to planning and prioritizing initiatives to enhance maturity of governance, support and development, technical environment, and process improvement.

Sell the value of BPM by conveying the qualitative and quantitative costs. Be sure to communicate the list of process improvement projects that can benefit from automation. This will help justify the cost of BPM.

## Steps For Success

### Step 1 Structure the Project

You cannot carry out a BPM automation strategy without participation from both IT and the business. Complete a project charter to gain necessary buy-in to move forward with a BPM strategy.

### Step 2 Gather Requirements

Solve the right problems through alignment of business goals with relevant processes. Not all processes lend themselves well to automation. Choose healthy, strategically important, and feasible processes for automation.

### Step 3 Analyze Current Capabilities

In order to achieve BPM automation success, analyze your capabilities to ensure you are building automation on a strong foundation.

### Step 4 Create a Roadmap

Avoid taking a big-bang approach to BPM. BPM should be an iterative, evolutionary process.

### Step 5 Make the Business Case

Make the business case for BPM by leveraging a portfolio of initiatives in order to justify the investment in a BPM suite.

### Step 6 Implement the Strategy

The BPM strategy is not finished after implementation. Continually improve the strategy and metrics to ensure value is being derived.