

# Research Outline

## Focus

The research will evaluate user-centric BPM software solutions. It will look at their suitability for the business user of process materials rather than for the IT department. It will also consider their integration with the other categories of BPM solution.

## User-Centric Process Management

The need to make more effective use of limited resources is increasingly driving organisations to look for efficiency savings by improving their processes. But organisations are looking for sustainable improvement rather than tactical savings – for longer term strategic transformation across the organisation.

Organisations are therefore looking for process and performance management software applications which can help them understand, improve and communicate business processes to their employees. Sustainable improvement requires that employees understand the content and adopt the changes which are required of them.

However, most Business Process Management (BPM) software applications are heavily IT focused and are not designed to engage end users; they are designed with the requirements of the IT department in mind, whose goal it is to automate processes more effectively. So the output is normally seen as project documentation, with limited value beyond the project to support continuous performance.

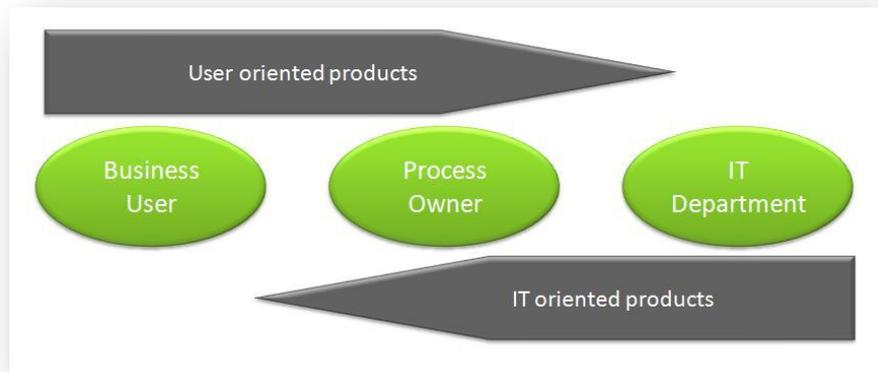


Figure 1 Product emphasis

However, there are a number of BPM software applications that are *user-centric* and promote organisational efficiency by capturing, sharing and communicating operational processes. By successfully engaging all end-users rather than just a cadre of process experts these applications can dramatically increase the ROI and sustainability of process improvement projects.

Because many of these user-centric BPM vendors are smaller and innovative, they have been overlooked by the analyst firms and may therefore be discounted by potential buyers. They are, however, the missing piece – a fundamentally important part of the BPM puzzle and they have no commonly agreed category within BPM. Therefore this is a critically important piece of research both for clients looking for better ways of driving business improvement and for vendors looking to raise their profile in the confused and confusing market of BPM.



## Who should participate?

BPM vendors who believe they have something to offer beyond the scope of process analysts and the IT Department. The research will identify product strengths within a newly defined category for BPM products, allowing the potential buyer to assess the capabilities of software products in user-centric BPM.

## Research context

This research is an important opportunity to raise the profile of user-centric process management software vendors and provide business oriented buyers confidence when determining their requirements and investing in applications of this nature. The report will define the category, determine its requirements and, importantly, show the relationship between the new category and the other categories of BPM software, as shown in Figure 2.

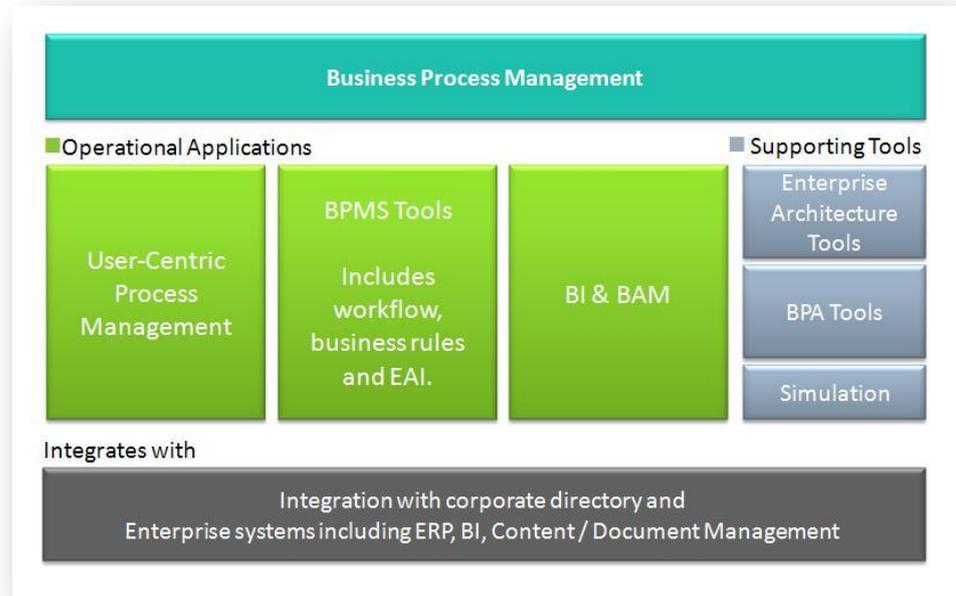


Figure 2. A proposed new view of BPM software categories

## Operational Applications

Operational BPM applications include User-Centric Process Management, BPMS and BI & BAM. These are the tools that any business requires on a day-to-day basis to run effectively. They affect the widest community of users, enabling them to

- understand what they have to do;
- be able to do it; and
- be informed of how they are performing.

Just as a BPMS turns process content into operational systems, a User-Centric Process Management system turns process content into an operational platform – the one place people need to look at to understand their processes and related performance metrics and stay informed of updates to best practice and compliance requirements. It is also the medium for collaborative process improvement, action and notification, keeping the content current and relevant through a process of continuous improvement.

## Supporting Tools

Supporting BPM tools (shown on the right of Figure 2) include EA, BPA and simulation tools. These are tools used by a few specialists, rather than providing part of the day-to-day experience of the workforce at large.



## Scope of User-Centric Process Management

The capabilities required by businesses to deliver a fully rounded user experience may be provided by an integrated set of tools from one or more vendors, though some vendors may well have a more complete offering. As the software category is just emerging, we expect vendors to grow in capability as the market matures.

