Insider's Guide to Business Process Management ROI –

An Abstract

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OVERVIEW

As BPM continues to gain momentum and tout real-life cases of enterprise business success and return on investment, the interest in the ROI on BPM is growing dramatically.

This document is an abstract of the full Upside Research report on BPM ROI available at www.upsideresearch.com. The report is designed to explore how organizations are approaching ROI for their BPM projects. Through our extensive research, we identified some compelling elements of the ROI picture, including where organizations are finding the biggest returns, how ROI is shaping the purchase decision more than ever, and the best opportunities for making a return on your BPM investment faster. In addition, Upside Research also uncovered some important stumbling blocks that prevent organizations from seeing an ROI with their BPM projects. Finally, we provide some detailed suggestions on how to maximize the ROI of your BPM project.

METHODOLOGY

Upside Research has interviewed a representative sample of Business Process Management vendors for the purposes of this report. We have also interviewed end user organizations that are actively implementing or have successfully implemented several to many processes using a business process management solution. The results are a series of qualitative interviews that have been used to corroborate our findings. The paper is intended to highlight a select number of issues surrounding return on investment (ROI) for business process management (BPM) solutions that organizations should consider when evaluating these products. We recommend that readers use this report as a basis for constructing their own strategy for leveraging ROI in their BPM initiatives.

SO, WHERE ARE ORGANIZATIONS FINDING THE BIGGEST BANG FOR THEIR BUCK?

BPM isn't a single solution and it doesn't yield a single ROI. Instead, organizations are investing in BPM for different reason and obtaining different results and different ROIs. For example, some organizations might look primarily for increased business agility out a BPM project, while others look for cost savings, increased compliance and auditing capabilities, faster time-to-market, or simply increased productivity.

Before investing in BPM, most CIOs want to know what they're going to get and how it's going to pay off. Through our research, Upside Research has repeatedly found that the following types of projects lead, on average, to a greater or faster return on investment:

❑ **Customer-facing processes.** These are some of the most popular processes to automate, especially considering industries where competition is fierce, such as financial services.

❑ **Other processs.** The full report details other processes where organizations are obtaining high ROI for BPM projects.

The key to finding the right first application for your new BPM solution is that it will have a significant impact on the way you do business.

LOOKING FOR FASTER ROI? AN INSIDER'S GUIDE

There's not doubt that ROI is important and is here to stay—at least in terms of calculating the benefits that new technologies or services may have on an organization. And, many companies can expect to recoup its investment in BPM with measurable business gains between the first and second process being optimized. What, then are some ways that companies are having success ratcheting up the ROI meter more quickly? Here's an insider's look:

WAYS TO SPEED ROI FOR BPM

- Training
- Business Activity Monitoring
- And more

STUMBLING BLOCKS TO AVOID

The last section looked at areas that can provide a faster road to ROI for BPM. But there's also the other side of the coin--how to avoid slowing down or reducing the ROI you can achieve in your BPM project. The following are taken from real company scenarios that were costly lessons to learn.

❑ **Scope creep.** This is the death of a successful BPM project, or that matter, any project. Scope creep was a particular problem for many organizations when BPM tools were first introduced.

❑ Numerous other stumbling blocks included in the full report

BEST PRACTICES TO APPLY

One of the ways to speed up the ROI cycle is to find and leverage best practices that already exist within the BPM market. Here are a few of the themes that come up repeatedly in our research.

❑ **Involve the business.** Make sure the project is business-driven, not IT-driven. Involve the business stakeholders and make sure that their needs/requests are translated into the scope of the initial BPM project.
❑ Other best practices are detailed in the full report

WHERE IS THE BEST PLACE TO START WITH BPM TODAY?

You've seen how to maximize ROI in your BPM project, you've learned of the pitfalls to avoid when launching a new BPM project, and you understand how fundamental ROI is to the BPM purchasing decision. Now you want to know where to begin. According to the end users and vendors we spoke with, Upside Research has identified several trends in where successful companies have started with BPM adoption.

More detail on getting started is contained in the full report.

The Road to BPM Success: Some Starting Points

Let's take a closer look at some of the companies that have been very successful at incorporating BPM projects into their operations, and where they got started on the road to success.

CONCLUSION