

# Tackle Complex Processes With Dynamic BPM Suites and Business-Ready Apps

By: Connie Moore

## Highlights

2

Executive Summary

4

It's Time To Rethink  
BPM Suites of the Past

7

BPM Spans Process,  
Engagement,  
Collaboration,  
Information, Integration

9

A Focus on Customer  
Experience Is Critical

10

To Thrive As a Market,  
BPM Suites Had to  
Expand

13

Business Complexity  
Requires BPM Suites  
Plus Apps

17

Use Tools to Transform  
Processes and Customer  
Experiences

Sponsored by

**OPENTEXT™**

**DIGITAL  
CLARITY  
GROUP**



# Executive Summary

**The business process management (BPM) suites market is on the cusp of major sea changes**, as the strategic focus swings from exclusively targeting core processes for operational efficiency and effectiveness to also targeting and integrating processes for customer engagement and experience.

Although usually treated separately, business processes that automate operations and support customer experience are not really two separate things. Instead, these work activities are part of one process that should seamlessly start with the customer, move seamlessly across functional silos for processing and fulfillment, and return to the customer to deliver outstanding service.<sup>1</sup> It's also important to think broadly about customers. That's because customer engagement expands far beyond the traditional scope of "customer" to also include partners, supply chain participants, citizens interacting with government agencies and internal employees being serviced by another part of the organization.

**Another recent sea change is the new focus on adaptability and dynamism in business processes.** Processes built in the past were fairly straight-jacketed, and were targeted at repeatable, predictable work. As these operational processes now expand to support customer interactions and outside-in engagement, this focus on predictable work is giving way to automating processes that are messy, variable, knowledge-intensive and have a higher value per instance of work. BPM suites that support this type of work are known as "adaptive case management."<sup>2</sup>

**Two other important sea changes are occurring**, in addition to the integration of operational and customer experience processes, and in addition to the new focus on adaptive case management. These changes most immediately impact the IT organization, but ultimately influence the CEO and COO, CxO process owners, the CMO, and newly appointed executives with new titles that are now responsible for customer excellence and engagement:

- **BPM suites are expanding far beyond the functionality of earlier products.** The four core process components of any BPM suite are: model/design, execute, monitor and improve. These four modules collectively work to automate the business process. Now, as organizations start to automate new processes for adaptive case management, BPM suite vendors and customers alike are learning that new capabilities beyond traditional process automation will be needed. To accommodate these adaptive processes, BPM vendors are actively working to add modules such as analytics, content management, collaboration, social, document output, commerce and many other technologies to their BPM



suites. Recognizing this trend, organizations should take the ever-expanding BPM suite into account when creating their business process strategies. Peering further into the future, the list of new technologies added to BPM suites will expand even more over the next five plus years, as vendors and buyers focus on technologies like wearable computing, the internet of things (IoT), drones, the next generation of e-mail, virtual assistants and other tools on the horizon.<sup>3</sup>

- **BPM suites span a new market for process-based, business-ready applications.** For years, BPM suite vendors have touted their platforms as a way to speed development and cut into the IT backlog. But developers often resisted and haven't readily embraced BPM suites; instead they've clung to more familiar but more rudimentary development tools. BPM suite vendors have responded by building industry-specific and horizontally aligned process applications that customers can buy out of the box. This trend has not been fully realized yet, so many gaps still exist in each vendor's business application toolbox, and vendors are also relying heavily on partners to address some markets (which is also good for buyers). Still — most of them are busy building out a portfolio of apps that don't require internal IT development and are much simpler to deploy than the older enterprise suites offered by large application vendors. These new business-ready apps are designed to empower business people and business analysts working in the lines of business to configure and implement process applications for the business, by the business.

This report examines these four sea changes in the BPM suites market, in terms of where the market is currently positioned, how new customer-centric processes are likely to unfold and what some of these business-ready apps look like. Taken together, the BPM suites market is undergoing dramatic change that puts BPM software on a much greater trajectory going forward.

# It's Time to Rethink BPM Suites of the Past

Here's an important question: Is your firm thinking of investing in BPM software to gain greater efficiency from automating high throughput, transaction-intensive business processes?<sup>4</sup> If so, it's time to think again. That's because the current best practice in BPM software is to target high volume, repeatable, people-less processes *and* business processes at the other end of the spectrum – those with high complexity, constant change, and near-uniqueness for each instance of work. This departure from previous BPM lessons-learned is because the customer-facing processes targeted today are revenue enhancing, but because they are so complex and decision-intensive, are also expensive and fraught with errors. While automating all work is good, companies usually get greater revenues and higher ROI when targeting more complex, customer-facing work.

If you've been around the BPM software market for a while, you're probably thinking: Huh? Doesn't this go against everything we've been taught? For years, the best advice was to target high volume, transaction-intensive processes and squeeze as much variability out as possible. But in reality, these lessons came from decades ago, when BPM software was still in its infancy. Importantly, it's not that targeting highly-repetitive business processes with high transaction rates is bad, it's just that if you only focus on those processes, you will miss the very large number of more variable, unpredictable processes that just about every organization has, and you will miss a big chance for competitive advantage. The BPM truisms of the past have been upended by radical technology advances that we've come to take for granted (like cloud, mobile, social, managed services) and new ways of thinking about business processes (like worker empowerment and customer experience).

## Some BPM mantras are really just myths

For years, BPM practitioners and software vendors adhered to several mantras for automating processes – and this thinking still exists today. These mantras are not wrong per se, but when applied alone, they are insufficient for today's marketplace:

- **Myth 1: Target transaction-intensive work to get big payoffs.** This idea has roots in the history of BPM software, which emerged from earlier software including workflow/imaging and EAI middleware. These earlier technologies targeted back-office, transaction-intensive processes, and BPM software inherited this orientation. Also, at that time BPM software was not flexible, dynamic or people-focused, making it impossible to target variable work.
- **Myth 2: Eliminate as much variability as possible in processes to be more efficient.** Six Sigma and Lean Six Sigma have a big footprint in both the BPM methodology and software, creating a heavy focus on improving quality by eliminating the causes of defects and minimizing variability in business processes.
- **Myth 3: Avoid messy work processes; shift non-linear work to collaboration tools.** Processes with highly unique instances were once considered out of scope for BPM software, and better suited for more flexible collaboration tools. An example of such a messy work process is concierge services for high net worth clients. In the past, this work would have been tackled with a collaboration tool; now, this is not only a use case for adaptive BPM, it could even be an out of the box app that runs on a BPM suite.

- **Myth 4: Concentrate on efficiency as much as possible.** Efficiency is a good thing: On a large scale, the benefits can be in the millions of dollars, hundreds of days saved, or dozens of full-time-equivalents (FTEs) not hired because processes are more efficient. But to compete in today's digitally disrupted marketplace, organizations require more than sheer efficiency — they also need greater effectiveness across the board and a much better experience for their customers. Efficiency alone is not enough.

## To get to the truth, flip the mantras upside-down

To get the true power from BPM software, organizations now have to look at the world with a 180-degree change in orientation:

- **Lesson 1: Transaction-intensive work isn't usually the highest value work in an organization.** Transaction work in the back office is usually done by lower-salaried clerical staff, or maybe with minimal human involvement. The value of each individual transaction is usually low; it's the high volume of transactions that generates revenue or creates value for the organization. In contrast, complex processes with a high decision-making component often have higher value for each instance of work. Although productivity gains are greater in the back office (at 40-50%), the knowledge workers' productivity gains (20-25%) may have greater overall value because these workers are often paid significantly higher, and the processes may be more strategic or may generate greater revenues.

- **Lesson 2: Variability may be intrinsic to the process or a part of the product that the customer values.** While Six Sigma tries to drive variability down in order to reduce defects, some business processes deliver greater value to the customer because the work is variable. Perhaps the process varies in response to the value of the customer to the firm (e.g., based on total lifetime value or the customer's reward program) or the criticality of the situation (e.g., treat severely ill patients first versus those with lesser symptoms) or some other criteria. The ability to respond to variation can be a big part of the value the organization gives and is highly linked to customer experience management.
- **Lesson 3: Messy work is sometimes hard to automate with collaboration.** For decades, messy work has been the province of collaboration tools — all too often as basic as e-mail, where automation was minimal, the smarts were provided by the worker, and errors abounded. Because organizations didn't have any other tools for automating messy work, they opted for the least common denominator. But as BPM suites have become more flexible, dynamic and adaptable, combining the latest in collaboration and BPM has become a viable option. Adding BPM software's process and business rules, execution engine, process monitoring, and analytics to collaboration and social media makes the combined software a much more powerful solution for messy work that defied true automation for decades. And it will be even richer in the future when virtual assistants (like Siri and Watson) and video are added into the mix.

- Lesson 4: Efficiency alone isn't enough.**  
 Today's C-suite is no longer satisfied with efficiency or effectiveness. Almost every firm is busy transforming its customer experience (CX) in light of digital disruption. But in the large majority of firms, BPM and CX teams are in separate organizations, and are largely unaware of each other, much less not working

together. The next big step forward organizationally is for the BPM and CX teams to connect. Together, they understand how to engage with the customer through digital and physical channels and how processes reach across the organization and back out again, delivering huge value to delighted customers.

Figure 1.

### BPM Suites Are Evolving to Reflect New Business Process Thinking

| OLD  | NEW  |
|--|--|
| Target transaction-intensive work for big payoffs              | Recognize transaction intensive work isn't always the highest value work                 |
| Eliminate as much variability as possible to be more efficient | Accept that variability may be intrinsic to the process or even essential to the product |
| Avoid messy work processes; shift work to collaboration        | Use adaptive BPM instead; messy work is sometimes hard to automate with collaboration    |
| Concentrate on efficiency as much as possible                  | Understand that efficiency alone isn't enough  |

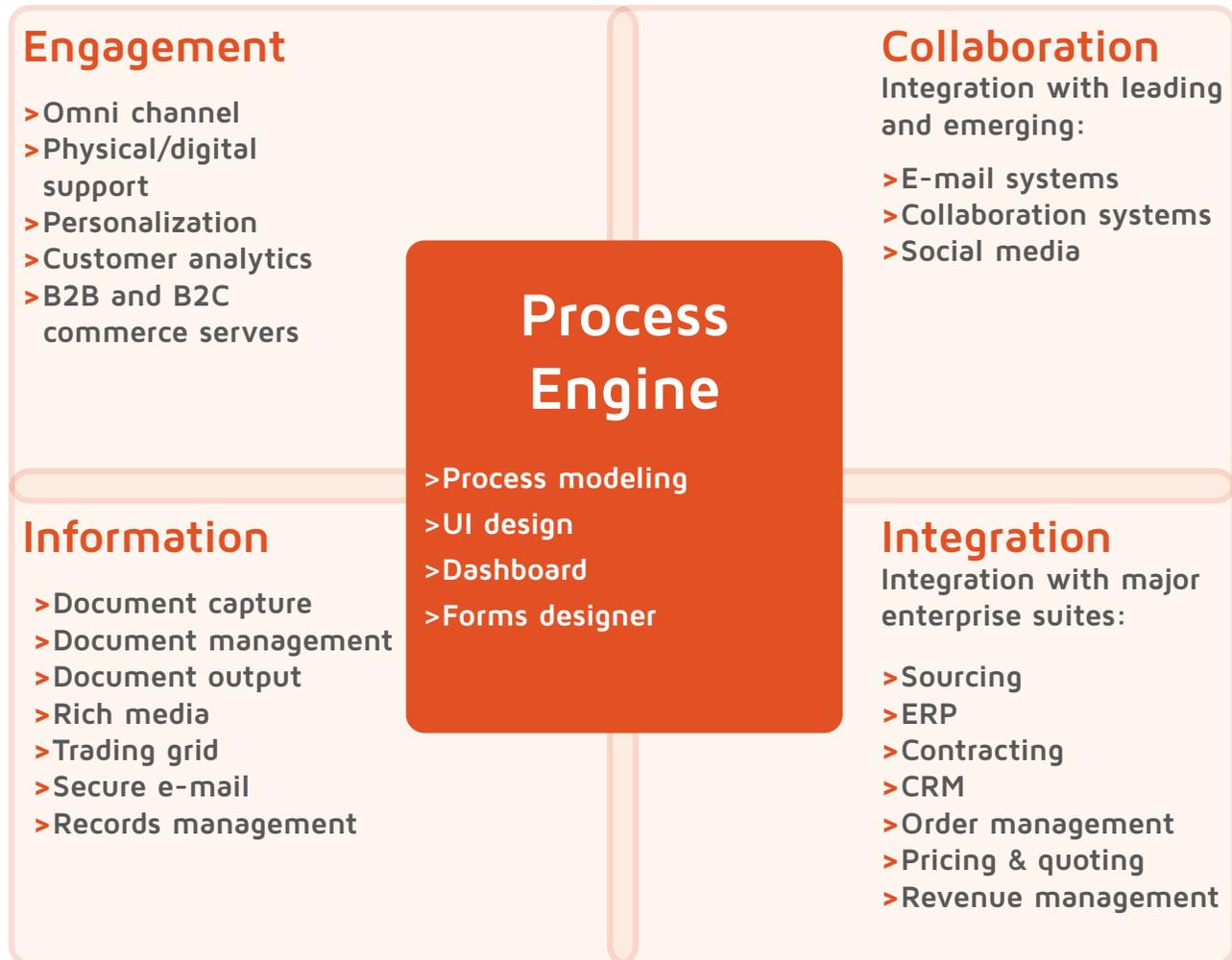
# BPM Spans Process, Engagement, Collaboration, Information, Integration

For today's BPM suite to provide the expected value, it must provide five core elements (see Figure 2):

- **Process:** This is the starting point for BPM. All products must have the core capability to design, execute, monitor and improve a process model. As BPM suites have matured, it is harder for vendors to differentiate specifically on the process engine and process modules. But some of the competitive differentiators in this category include modeling, simulation, optimization, integration with business rules, process frameworks, what-if analysis and round-tripping.
- **Engagement:** Customer service incorporates support for both physical and digital worlds, like information capture from paper documents, faxes, bar codes and other physical items, as well as omni-channel interactions like phone calls, social inputs, interactive chat, collaboration, enterprise apps, mobile devices, video, commerce servers and many other interaction forms. For example, resolving an automotive claim could require the BPM suite to access data from the service level agreement, contract, current and prior claims, policy, case history, financial folder, body shop records, and photographs and videos of the damaged vehicle. Access to such rich information provides context to the claims processor and helps speed decision making, which improves customer service.
- **Collaboration:** This includes integration with 3rd party collaboration and social media tools (e.g., from Apple, Google, IBM, Microsoft) that allow workers to collaborate with one another across time zones, engage directly with customers via these tools or involve business partners or contractors on cases and process instances while in the midst of resolving a business transaction.
- **Information:** This supports the product's ability to integrate with structured and unstructured information for decision support, customer interaction and maintaining records in cases — information such as scanned images, rich media, video, specialized information like seismic graphs or medical test results, documents, web content, product information, analytics visualization and reports generated from big data.<sup>5</sup>
- **Integration:** This refers to tooling that makes it easier and faster to integrate the BPM suite to packaged and custom applications, and internal and external information sources. For example, BPM suites are frequently integrated with core applications such as ERP systems, supply chain management solutions, CRM, custom applications, analytics and DBMSs, and content management systems. BPM features that help with this integration include role-based workbenches, configurable frameworks, extensions, integration adapters and connectors.

Figure 2.

## Today's BPM Suites Require Five Core Elements



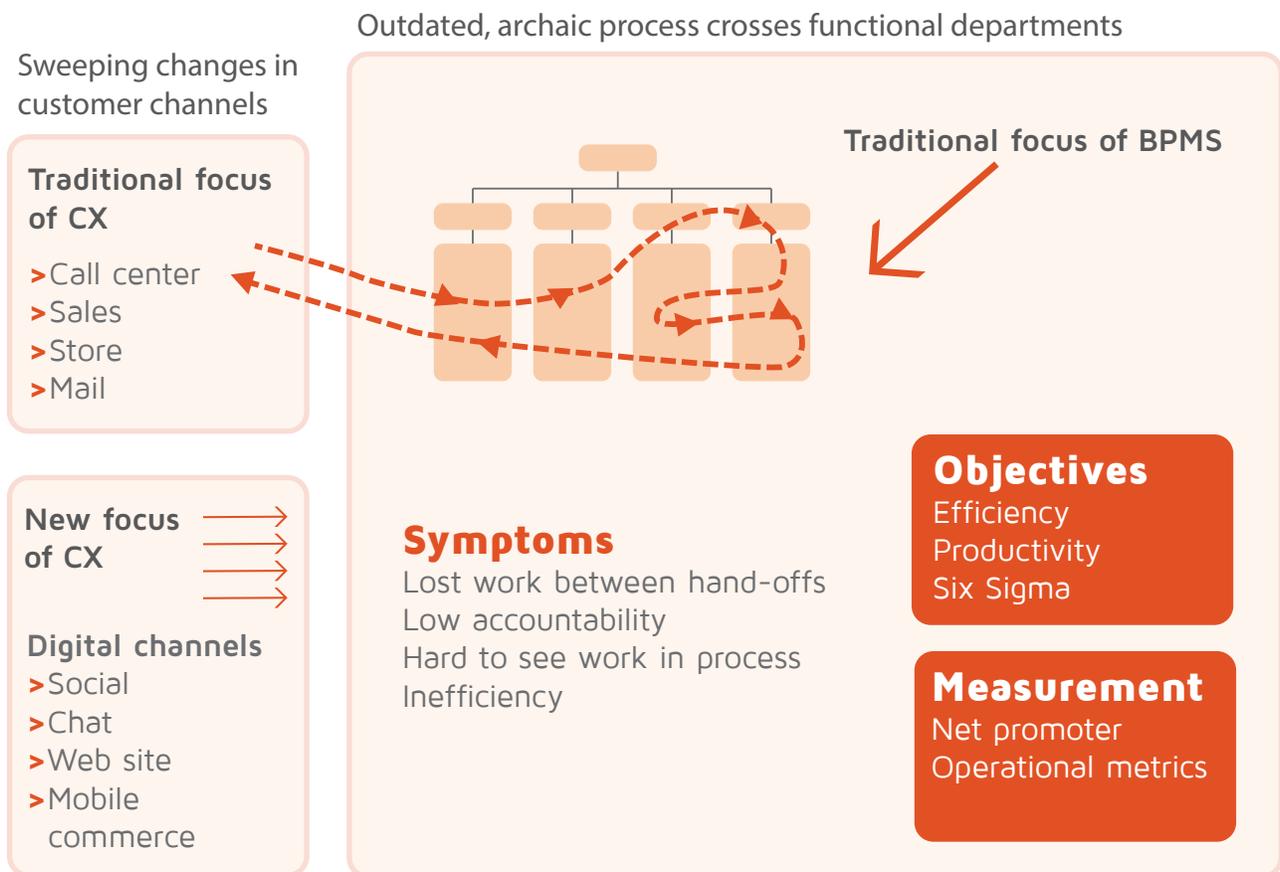
# A Focus on Customer Experience Is Critical

One of the biggest trends in BPM suite deployments is integrating customer facing processes or activities with internal, operational processes. Any organization implementing BPM today must take this megatrend into account or risk irrelevance as new un-integrated BPM processes are unveiled. The criticality of customer experience management to BPM deployments is closely linked to digital disruption—a major megatrend impacting every industry sector across the globe. As companies face greater digital disruption, older (soon to be

antiquated?) customer facing channels like call centers, mail operations and even stores, are giving way to commerce-driven web sites, smart phones, mobile in-store commerce and other new channels. This puts pressure on businesses to look at internal processes from an outside-in or customer experience perspective. Figure 3 depicts how internal processes are all too often disconnected from customer experience and how digital disruption is driving customer experience management into operational business processes.)

Figure 3.

## The Disconnected Worlds of Operational and Customer-centric Processes



# To Thrive As a Market, BPM Suites Had to Expand

Let's face it, implementing a BPM suite is a tough initiative to be involved with, requiring process and application development talents that many organizations lack, methodologies that often aren't well understood, and reliance on products that many in IT and the business consider too complex to install and use. Plus, BPM suites introduce organizational angst. Many times, the process team's advocacy for a BPM suite gets drowned out by both the development community and business people, who prefer other, more time-worn approaches:

- **Application developers constantly harp that they can build something better**, even if it's expensive, slow and ill-matched to the business needs. And let's face it — although developers prefer building their own applications, custom development often results in hard-to-change software that quickly gets out of synch with the real world process.

- **Business people often clamor for the latest out-of-the box enterprise suite from their favorite big vendor**, even if that longing is counter-intuitive and doesn't exactly match their business requirements. They don't really think about the implications; so what if they have to change their business processes to match the app or change the software to reflect their existing processes? They're used to doing it, even when it means expensive customization.

These internal constituents for custom development or enterprise suites often make it extremely hard for the process team, which may number only a handful, to push a well-matched BPM suite forward as the best solution. Unfortunately, these well-meaning constituents that push the solutions they know and love have held the BPM suite market back from solving business problems in a faster, cheaper and more effective way.

---

“ In a nutshell, the new BPM suites provide business analysts with a way to automate complex, end-to-end, customer-facing processes that deliver great customer experiences without extensive programming, so that automated processes can be easily monitored, updated and changed by business people, power users and IT as the business changes over time. And a growing portfolio of out-of-the-box business applications is becoming available, running on a BPM suite that's integrated with analytics, content management, collaboration, social, and commerce, in support of a range of industry and horizontal processes. This will drive the BPM suites market to a new breakthrough. ”



But despite these formidable obstacles, BPM suites have been slowly inching up in importance with COOs, CIOs and CxOs as an invaluable tool for automating complex business processes. That's because while CRM, HRM, ERP and SCM suites are readily available for well-known and well-understood processes, many other industry-specific business processes still lack commercial software that codifies and encapsulates all the known best practices about a business process.

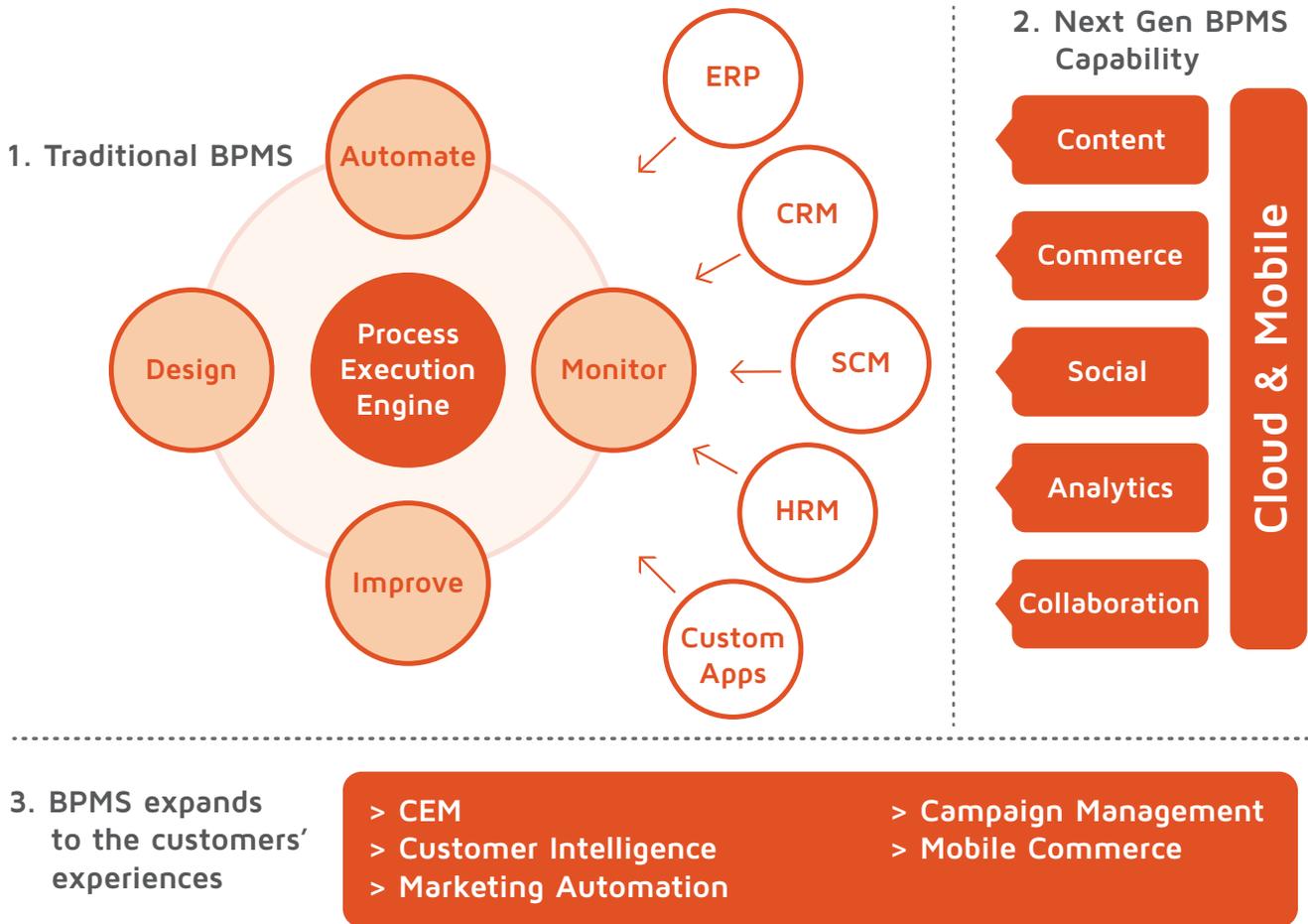
Sometimes breakthrough success is all about timing. In the case of BPM suites, three significant forces have coalesced to propel this software category to the forefront of business and IT buyers' attention:

1. The need for end-to-end, customer experience driven processes powered by BPM suites has skyrocketed along with massive digital disruption
2. BPM suites have spilled beyond the traditional process boundaries to support all types of processes that are using analytics, collaboration, social, commerce and content, just to name a few
3. New out-of-the-box, business-ready apps that run on a BPM suite platform are debuting with ever increasing frequency.

The entirety of the new BPM suite landscape is depicted in Figure 4, which shows how enterprise suites, customer experience management (CEM), information management technologies, collaboration tools and other IT product categories integrate with BPM suites to support the full spectrum of processes.

Figure 4.

## Today's Expanded BPM Suite



# Business Complexity Requires BPM Suites Plus Apps

But even with all the new richness of BPM suites, these platforms alone are not enough for organizations that want to bypass building composite apps on a BPM platform, and instead are ready to deploy genuine out-of-the-box solutions. And BPM frameworks — which have been offered unsuccessfully for years by BPM vendors — are not enough either, because they are maybe 50-60% ready for deployment and are more likely to support use cases than provide real business applications. The BPM suite vendors have attempted to sell apps for the past twenty years, but the products have only now become robust enough application platforms for service providers and other partners to develop real applications. Finally, the push is on to provide business-ready apps that customers can deploy, run and use, straight out of the box.

Why is the push happening now? Because BPM suite vendors have figured out that providing packaged apps is the path to greater software and services revenues, and because the products are finally capable of adaptive case management that supports the more demanding vertical and horizontal business apps that rely on process flexibility, access to rich information, and support for collaborative workstyles. This is a huge breakthrough because BPM-supported business apps represent the next generation of business apps.

In fact, these apps — if the vendors deliver on the promise — will integrate with a diverse number of information, collaboration, engagement and business solutions on a scale not seen before in the business apps market. And they will allow the business process to be modified and updated by power users and business analysts as the business requirements change — and business requirements always change, all the time. This focus on business-ready apps for BPM suites has been a long time coming, but looks to be the real deal.

As the nascent market for BPM-centric applications begins to coalesce, two types of packaging are now emerging for these business-ready applications:

- **Configurable applications:** This flavor is a true out-of-the-box product complete with packaging, vendor support and list pricing. These apps, which provide domain expertise and executable process models, do not require coding and are intentionally configurable by business analysts and other business people. Typically these apps are 90% complete and only require an additional 10% configuration in order to match the BPM process functionality to the business' requirements.
- **Accelerators:** These apps are not business ready, but are free-starter apps that are not supported by the BPM vendor. Usually these apps are 65%-70% complete and are targeted at services engagements. Accelerators allow buyers or the BPM vendor's business partners to gain experience with the BPM suite for little or no cost and deploy a BPM solution faster than if the process were designed from the ground up. But, even though they are free, buyers must be careful before committing to accelerators, because these unsupported apps may not work on new releases of the BPM platform.

If forecasts are correct, the sky is the limit for the addressable BPM business-ready apps market. (Table 1 offers a partial list of possible BPM business apps in just a handful of industries.) But, although many vendors and even more systems integrators are busy working on these apps, it will take time for BPM suite vendors and service providers to build out BPM-based applications, particularly given how many market segments exist and how diverse the applications are.

Table 1.

## A Representative List of Business-ready Apps

| Cross industry                     | Retail                             | Financial Services                   | Health Care                          | Education                                  | Government                           | IT                                       |
|------------------------------------|------------------------------------|--------------------------------------|--------------------------------------|--|--------------------------------------|--|
| Certification                      | Customer self service              | Asset management                     | Appeals and grievances               | Action tracking                            | Correspondence management            | Access management                        |
| Compliance                         | Demand forecasting                 | Capital appropriations               | Claims auditing                      | Automated policy enforcement               | Economic development decision making | Bug tracking                             |
| Contract management                | Digital supply chain               | Case presentment and prioritization  | Claims processing                    | Class scheduling                           | Employee performance reviews         | Certification tracking                   |
| Corporate communication            | Franchise inspection               | Consolidated forecasting             | Electronic health records management | Certification and qualification management | Executive tasking                    | Cloud service brokerage                  |
| Customer support                   | Inventory reconciliation           | Contact center management            | Family medical leave act             | Curriculum change management               | Financial oversight                  | Distributed IT infrastructure management |
| Issue management                   | Inventory tracking                 | Credit approvals                     | Health information exchange          | Gift acceptance                            | Grants management                    | Feature & change requests                |
| Product launch management          | Loyalty programs                   | Customer on-boarding                 | Meaningful use certification         | Graduation exceptions                      | Grievance redressal                  | Help desk                                |
| Promotional campaign management    | Point of sale                      | Dispute resolution                   | Mobile physician network             | Housing applications                       | Investigations                       | IP services activation                   |
| Project management                 | Real time operational intelligence | Financial case management            | Outpatient referrals                 | Human resources management                 | Legal case management                | Non-conformity management for ISO-9000   |
| Quote processing                   | Retail catalog creation            | Fraud assessment                     | Patient identity                     | Policy management                          | Licensing                            | Quality assurance                        |
| Real estate management             | Property lease management          | Loan request and modification        | Pharmacy benefits management         | Purchase requests                          | Permitting                           | Subcontractor monitoring                 |
| Recruitment                        | Shipment consolidation             | Mortgage applications                | Pre-clinical trial management        | Requisition processing                     | Policy analysis                      | Technical change management              |
| Training requests                  | Store allocation                   | New account opening                  | Quality and regulatory compliance    | Scholarship applications                   | Regulatory compliance enforcement    | Training management                      |
| Travel requests and reimbursements | Store dispatch and returns         | New client requests                  | Regulatory audits                    | Student loan tracking                      | State and local information exchange | Updating & maintaining server farms      |
| Vacation requests                  | Supplier screening and onboarding  | Wealth management concierge services | Request management                   | Student onboarding                         | Visa issuance                        | Vendor management                        |



The example apps in Table 1 are important sub-processes in their industries. (Process experts correctly refer to them as sub-processes because they do not span multiple functional silos and do not support the entire value chain.) These sub-processes are important to the organizations that perform them and need automating just as much as major cross-functional processes. Some of the better known processes (not shown in Table 1) are more complex, and are known as cross-functional or end-to-end processes. These processes are highly strategic to any organization that does them. Processes such as these will be the most challenging for BPM suite vendors to automate using out-of-the-box apps because they require integration with many packaged apps and technology products, and they consume a vast amount of information:

- Procure to pay
- Quote to cash
- Hire to retire
- Product design to delivery
- Find and serve customers
- Develop business strategy
- Manage financial resources

In addition to the list above, contract management is an example of a complex cross-functional process that can be, and will be, automated using a business-ready BPM apps. The forces pushing organizations in this direction include:

- **The need to maintain control over the end-to-end contract process**, which is difficult in most organizations because processing contracts is largely manual and inefficient, and the steps involved in contract creation, negotiation, review and approval are largely opaque.
- **An inability to find correct contract language and information in a timely manner.** In some organizations, the contracting department has to request templates from IT for each contract instance.
- **High staffing costs because of supplier disputes due to poor compliance**, requiring follow-up tracking, dispute resolution, and even re-sourcing contracts prior to completion.
- **Significant effort for managing sales contracts** because of the number and severity of customer disputes due to poor service level agreement (SLA) compliance.
- **Significant costs for reporting and audit administration** because of a lack of process controls and the inability to find relevant information when needed.

# Use Tools to Transform Processes and Customer Experiences

In many ways, the BPM suites sound too good to be true — like a silver bullet for complex cross-functional processes and thorny, unruly processes that are hard to tame. In reality, silver bullets are risky to rely on because, if you recall from *The Lone Ranger*, you only get one silver bullet at a time. And a BPM suite silver bullet is as likely to fail as the next technology, often not because of the software, but because of organizational issues. That's why it's important to use the full arsenal of BPM tools and software when tackling business processes, because processes span the full gamut from people-less, transaction-intensive work to high-touch, high variability processes that may be complex, but delight the customer. BPM practitioners and IT organizations need a full range of BPM platforms and solutions to succeed, including:

- **Transaction-intensive, integration centric BPM** for high volume B2B processes and highly repeatable, clerical processes inside the organization.
- **An adaptive case management BPM platform** that goes beyond traditional BPM suites to address all aspects of knowledge-intensive work, including social and collaboration tools for work that resists being codified, unstructured content for many different information types, analytics for monitoring and reporting, etc.
- **A portfolio of next-generation, out-of-the-box apps** built on a BPM suite platform. These apps are ready for change and designed to be easily modified as the processes change or as each instance of work takes a different path.

A business owner/executive who pursues this strategy will position his business unit for maximum flexibility as business conditions change, customer preferences evolve, regulatory requirements require modifications or new rigor and as the workforce itself changes over time. An IT executive who pursues this strategy will position her organization for something IT is little known for: speed, flexibility and the willingness to say “yes” when the business asks for change. It's an exciting time in the BPM industry.



# Endnotes

1. For deeper insights into the evolution of BPM thinking from operational efficiency to customer engagement, see the “BPM: A Critical Strategy for Business Efficiency, Effectiveness, and Customer Experience,” CIO Review, <http://bpm.cioreview.com/cxinsight/bpm-a-critical-strategy-for-business-efficiency-effectiveness-and-customer-experience-nid-5945-cid-87.html>
2. “Adaptive Case Management (ACM) is information technology that exposes structured and unstructured business information (business data and content) and allows structured (business) and unstructured (social) organizations to execute work (routine and emergent processes) in a secure but transparent manner. ACM involves three paradigm shifts: 1) ACM is a productive system that deploys not only the organization and process structure but through backend interfaces becomes the system of record for the business data entities and content involved. All processes are completely transparent as per access authorization and fully auditable. 2) ACM enables non-technical business users in virtual organizations to seamlessly create/consolidate processes from business entities, content, social interactions, and business rules. ACM can be unstructured or strict. 3) ACM moves the process knowledge gathering in the life cycle from the template analysis/modeling/simulation phase into the process execution. The ACM system collects actionable knowledge (no discussion necessary how) based on process patterns created by business users.” From WfMC Awards for Case Management, <http://adaptivecasemanagement.org/AboutACM.html#bid>.
3. For an interactive discussion about the pros and cons of BPM’s role in the internet of things, see “How Important Are Processes to the Internet of Things?” February 17 2015, <http://bpm.com/bpm-today/in-the-forum/how-important-are-processes-to-the-internet-of-things>
4. Although many people refer to the software for automating processes as BPM, the term “BPM” is a discipline for continuously improving cross-functional, horizontal business processes that deliver value to customers and other external stakeholders. BPM also draws from other methodologies for continuous improvement, like Six Sigma and Lean. BPM software (or BPMS) is a software suite for designing, automating, monitoring and improving a collection of interrelated business activities that form an end-to-end business process. A BPMS product is designed for use by multi-disciplinary teams composed of developers, enterprise architects, business analysts, business architects and business people.

- 
5. For more on the use of analytics for big data, see “The Big Data Continuum: From Data Scientists to Empowered Business People,” <http://www.digitalclaritygroup.com/big-data-continuum/>



# About DCG

## Digital Clarity Group

Digital Clarity Group is a research-based advisory firm focused on the content, technologies, and practices that drive world-class customer experience. Global organizations depend on our insight, reports, and consulting services to help them turn digital disruption into digital advantage. As analysts, we cover the customer experience management (CEM) footprint – those organizational capabilities and competencies that impact the experience delivered to customers and prospects. In our view, the CEM footprint overlays content management, marketing automation, e-commerce, social media management, collaboration, customer relationship management, localization, business process management, analytics, and search. As consultants, we believe that education and advice leading to successful CEM is only possible by actively engaging with all participants in the CEM solutions ecosystem. In keeping with this philosophy, we work with enterprise adopters of CEM solutions, technology vendors that develop and market CEM systems and tools, and service providers who implement solutions, including systems integrators and digital agencies. For more information about DCG, visit [www.digitalclaritygroup.com](http://www.digitalclaritygroup.com) or email [info@digitalclaritygroup.com](mailto:info@digitalclaritygroup.com).

## Contact Us

Email: [info@digitalclaritygroup.com](mailto:info@digitalclaritygroup.com)

Twitter: [@just\\_clarity](https://twitter.com/just_clarity)

[www.digitalclaritygroup.com](http://www.digitalclaritygroup.com)

© June 2015