VISION

QPR's Web Magazine

November 2007

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completing its human-centric BPM Suite

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QPR

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8 A total of 70 resellers attended the product training and launch event organized by QPR on September 10 to 13.

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Editorial

With the launch of QPR WorkFlow, QPR aims to provide its current and future customers with a solution that supports the complete BPM life cycle by integrating its process management tool, QPR ProcessGuide, with the workflow automation tool launched recently. This issue is therefore dedicated to QPR WorkFlow and the BPM cycle now fully supported by QPR products. The real-life experience is brought by some of our newest success stories, and this issue is completed with an article by Ventana Research and the recently achieved gold-level Partnership with Microsoft. Enjoy!

Natalia Gómez

Editor-in-chief, natalia.gomez(a)qpr.com

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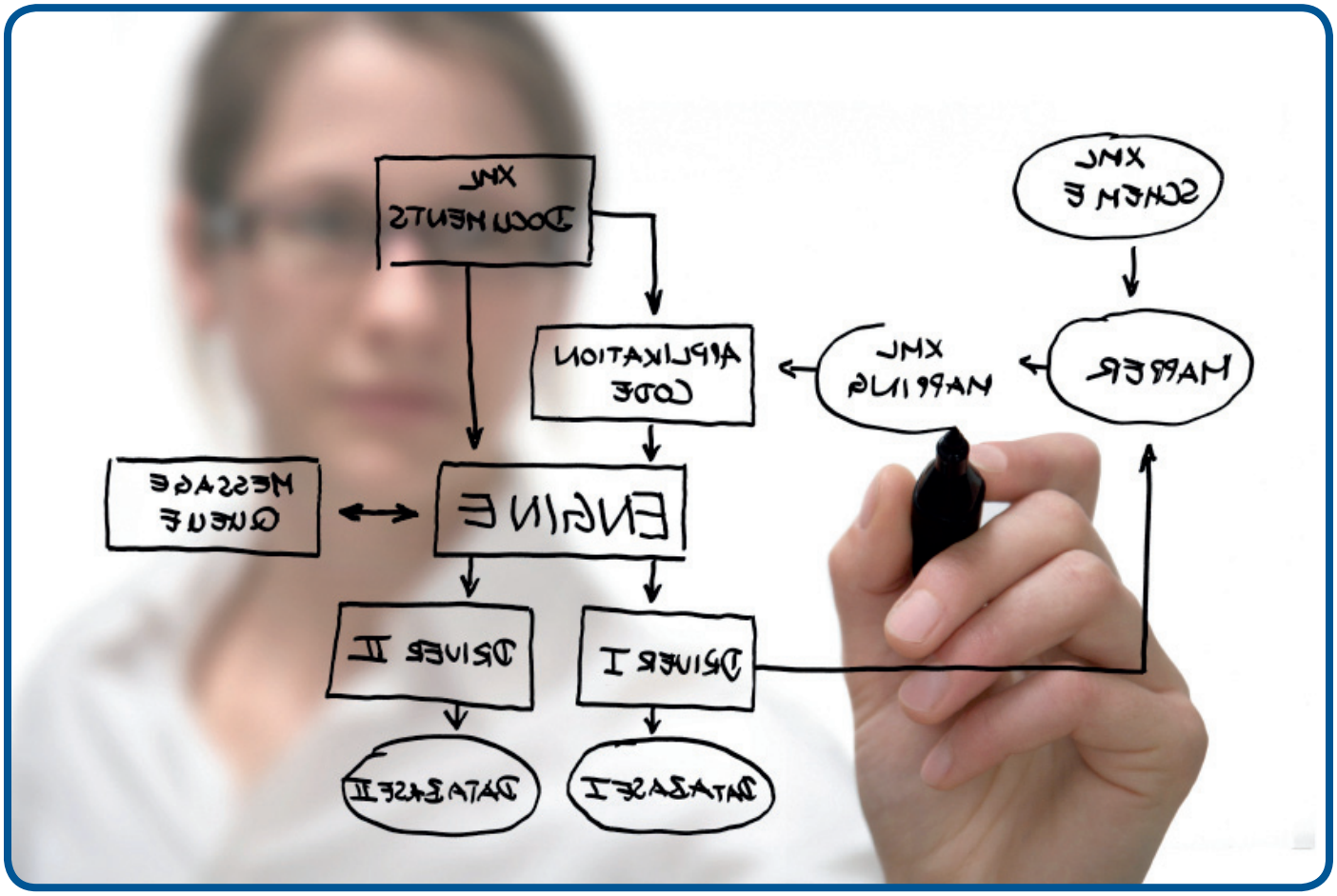


Linking business strategy with **process excellence**

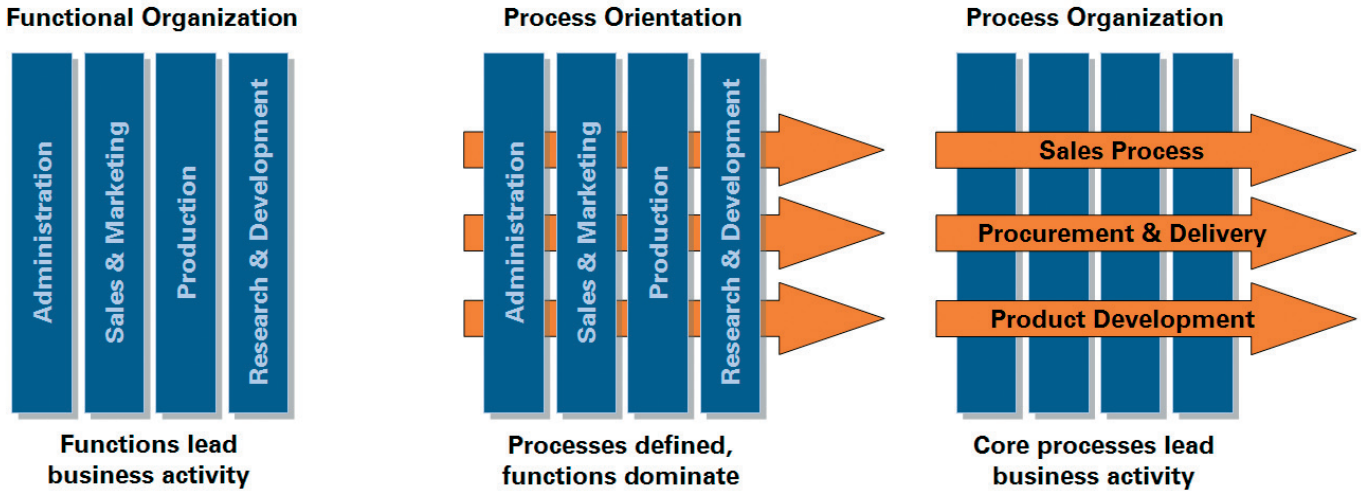
By Martijn Iseger

The recent launch of QPR WorkFlow equips QPR with a complete Business Process Management Suite, which takes a unique approach in providing support for the complete BPM lifecycle by combining Process Management, Strategy Alignment and Performance Management. How does QPR view BPM and what should you expect from a BPM tool Suite?

BPM is one of the hottest topics on the agendas of executives, analysts and the media today. Analyst firms Forrester and Gartner both predict it to be a double-digit growth market that is to reach a value of well over 6.3 billion dollars by 2011. A visit to one of the many BPM-focused conferences or websites, however, is likely to get your head spinning. Acronyms like SOA, BAM, BI and CPI are all related to it, just like acts as Basel II, SOX and HIPAA and standards such as BPMN, BPEL and XPDL. This, added with all the marketing hype surrounding it, may make you perceive BPM as something very complex that is pushed forward by a pack of budget-hungry software vendors trying to convince you that without it your company will perish. It's time to shed some light on what BPM really is all about and why it deserves some of your attention.

BPM Explained

First and foremost, BPM stands for a new management discipline that encourages you to take a different look at your organization, one that measures performance



in a way your customers and business partners view it. How competitive or attractive are you when measured from their viewpoint? It's clear that competition in virtually every market and industry is increasing because customers are more capable to compare offerings and switch supplier than say ten years ago. You may find proof of this in your personal or your organization's purchasing behavior, maybe you have switched from using traditional phones to using Voice Over IP (VOIP) services because it provides the same service cheaper or maybe you've switched a service provider (e.g. Internet, courier, travel) because of reliability reasons. As a customer, getting what you want, when and how you want it at the most attractive price have become very common requirements.

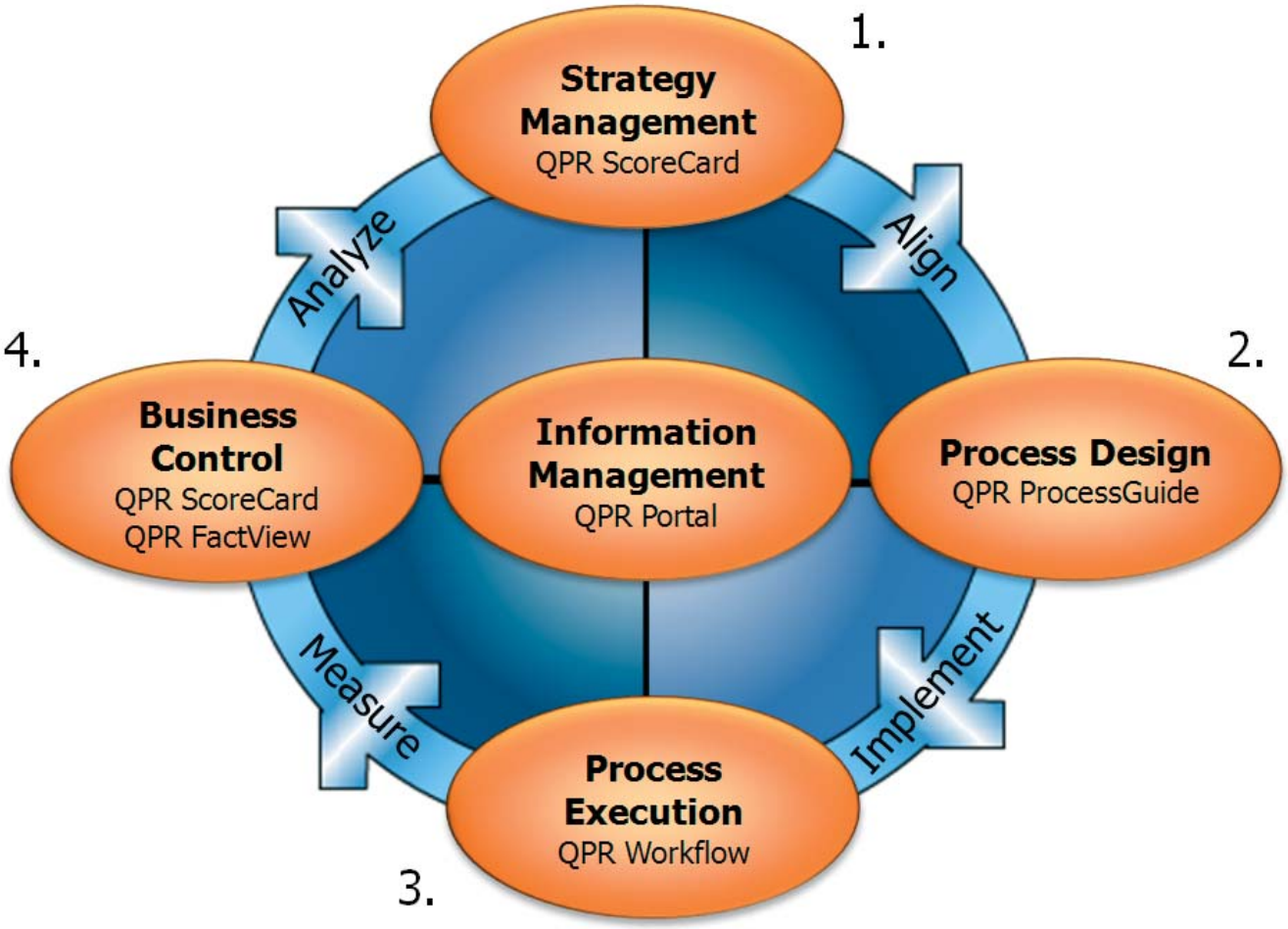
There's a good chance your organization is organized around discrete functional units like sales, finance, R&D and marketing, with each unit having its own goals and investing in making its own internal processes highly efficient. Improving your processes this way, however, will not result in breakthrough improvements in your competitiveness. The externally-facing business processes that touch your suppliers, distributors, outsourcing partners and customers are often cross-functional. In order to improve those competitiveness-defining processes you will have to take the same cross-functional and end-to-end focus of the process. This is what BPM as a discipline provides.

Although increasing competitive pressure is the most often cited driver that leads companies to adopt BPM, others include Quality Management (Six Sigma, ISO900 etc.), Regulatory Compliance (SOX, HIPAA, Basel II), Service Oriented Architectures and Corporate Performance Management. All aim to expose processes in order to improve the way business is run, be it from a quality, legal, IT or performance perspective. If yours is a company of some size it is likely that several of these initiatives are ongoing and justify a closer look at BPM.

First things first – Strategy alignment and process design (1, 2)

Getting started with BPM and fostering company-wide commitment for it involves identifying your key business processes. Ideally you want to select those where improvement will deliver the biggest bang for the buck. Here, insight into current and desired performance and assurance that improvements will be aligned with strategic direction are important facets of process improvement. After all, you will be looking to improve processes in a way that create the greatest value for your customers and your company. Strategy and Performance Management - for example a Balanced Scorecard – will time and again provide you with a basis for making that important selection.

With the selection made, engaging people from all the functional areas and sharing their knowledge of the process will help you gain an end-to-end view of the "as is" process and obtain their commitment to improve the process. This process discovery phase is critical to the success of the improvement initiative as it will identify the key activities, responsibilities and problems that affect process performance. Being able to conduct this phase with a web-based environment that complements getting everyone in the same room will significantly ease the challenges posed by process discovery. Furthermore,



a process modeling notation that is easily understood by business people is essential. Although promoted as the "de-facto" standard for process modeling, the BPMN notation is far too complex for process discovery so make sure your BPM Suite provides something simpler.

Only with a complete view of the process will you be able to identify the areas for improvement, e.g. what can be automated, outsourced or disintermediated? This wisdom provides a solid case for starting your BPM initiative with process management in terms of discovery, analysis and development before getting your hands wet on process automation. Jumping straight into automating processes without a clear view of the end-to-end process is likely to result in sub-par improvements and increased complexity, while at the same time you'll be hiding process knowledge inside a workflow system instead of exposing it to management.

Business process automation (3)

Automating human-centric business processes often focuses on streamlining task handovers, presenting process participants "on-demand" with the information they need to make in-process decisions and having workflow engines performing much of the repetitive work for them, like for example the automatic calculation of a credit limit in a banking environment.

When it comes to automating your processes the need will arise to capture processes in more detail and this is where the BPMN notation provides tremendous value. It becomes the language in which business analysts and IT personnel can communicate about the process. Several tools, like QPR ProcessGuide support the automatic transformation of BPMN to BPEL, an XML format that describes the process in a way that can be understood by many workflow engines. Support for these standards, easy integration with your existing business systems and office tools as well as the availability of a workflow portal for users to launch, track and complete process instances will be high on your requirements list when looking for a business process automation solution.

Who's in control? (4)

An often expressed concern with automated processes is related to managerial control. Powerful Business Activity Monitoring (BAM) tools like QPR ScoreCard and QPR FactView provide managers with insight into how automated processes are performing and help in the

identification of process bottlenecks. On top of that, they will provide managers with insight into how best to solve the problem. In view of the highly repetitive character of the processes you will normally automate with workflows, do make sure your workflow solution enables your business users to implement solutions to identified problems. Requiring your IT department to do this for them will cause unnecessary delays and switching from automated mode back to manual mode in order to alleviate a problem quickly until IT has made the needed changes often only makes the problem bigger. QPR WorkFlow, combined with Service Oriented Architecture initiatives enable this shift in control over automated business processes from IT-owned into the hands of business users, as traditional programming is no longer needed to define or adapt automated business processes.

> *"Your strategy will need to change and in today's world a change of fine-tuning of strategy is required more and more frequently."*

While Business Activity Monitoring focuses on the current state of automated processes, Business Intelligence tools complement this with a historical perspective and can also take the manually executed processes into account. At QPR we believe that exposing processes means more than just documenting and communicating these. After all, the true value of a process to the organization is only uncovered when you measure its performance compared to set targets and when you have insight into how the process has performed in the past. Business Intelligence adds that extra dimension to the knowledge you possess about your processes. It will help you identify whether and where a process improvement is needed in order to reach the objectives you have set.

Continuous improvement

Supported by tools, BPM as a discipline aims to arm your organization with a framework of agility that allows it to respond quickly to changes in your business environment. Be it changing demands from customers, new regulations, partnerships, mergers or advances in information technology, change is often initiated by management and is a continuous phenomenon. Continuous process improvement demands constantly measuring what matters to customers and business partners and acknowledging that even what matters to them now may change tomorrow. Those companies that keep moving by monitoring and continuously improving core processes typically double their performance improvements. What's more is that over time, your strategy will need to change and in today's world a change or fine-tuning of strategy is required more and more frequently. Apart from backward looking Business Intelligence that monitors the historical performance of your processes and lagging performance indicators, the forward looking perspective of Performance Management combined with strategy assessment tools will help you steer your organization in the right direction. A change in strategy then will prompt you to reassess the alignment of your processes with that new strategy and starts a new cycle of improving your processes.

QPR has always seen collaboration as a central aspect of process and performance improvement and with our BPM solution that is no different. The addition of QPR WorkFlow provides the missing piece of the puzzle for the BPM Suite that provides a unique but needed blend of tools that link business strategy with process excellence.

For more information please contact Martijn Iseger at
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City of Dublin improved performance and communication with QPR ScoreCard

A project that started as a Balanced Scorecard initiative within the Engineering and Fire brigade Division of the Dublin City Council shows how city councils can benefit from using QPR ScoreCard to measure different units' performance while making all information available though the Web. With the project nowadays covering the Waste Management, Water, Drainage and Fire Brigade divisions which employ over 2,500 staff, QPR ScoreCard plays an important role when it comes to communication within and between units.

Read the full story here

Finnish Maritime Administration to build a management system with QPR

QPR products' easy-to-use features allowed the FMA (Finnish Maritime Administration) to describe and map their own processes keeping their personnel motivated and committed. The quality of the FMA's operations and profitability have improved by using QPR ScoreCard and QPR ProcessGuide, and according to the project plan, all 800 employees will see the effect of their work in the "big picture" through the browser-based end-user environment, QPR Portal, by the beginning of 2008.

Read the full story here

Comisión Federal de Electricidad drives operational performance with QPR

Making strategic and ope-rational decisions in Comisión Federal de Electricidad (CFE) was often a challenge, as decision-support data was collected and distributed manually in various file formats, rendering it often outdated and unreliable. In order to improve the quality of decision making on all levels of the organization, Mexico's leading electricity provider Comisión Federal de Electricidad is now relying on QPR ScoreCard and QPR ProcessGuide. QPR allowed it to roll out its Balanced Scorecard initiative across organizational business units and departments while ensuring that the resulting process improvement initiatives remained aligned with strategy. Business user focus was one of the main reasons for choosing QPR.

Read the full story here

Innovation Norway enhances performance and process management with QPR

The state-owned company had been using basic office tools to support their Balanced Scorecard project until they started using QPR ScoreCard at their 20 regional offices throughout Norway in the first phase of the strategic project, helping them to align their efforts towards common goals. QPR ProcessGuide was chosen after a thorough evaluation process and it is used nowadays by their 700 employees leading to an improvement of the quality of service, streamlining their business operations and creating visibility of their processes throughout the organization. As a solution, QPR ScoreCard and QPR ProcessGuide give Innovation Norway a total overview of the relationship between processes across organizational and hierarchical boundaries

Read the full story here

Partner Week 2007

By Natalia Gómez

A total of 70 resellers attended the product training and launch event organized by QPR on September 10 to 13.

QPR launched its new product, QPR WorkFlow, and the new Partner Program to its partners during the Partner Week 2007 which took place in Helsinki, Finland, on September 10 to 13. Partners from Australia, Brazil, South Africa, USA, Japan, Egypt, Middle East and all over Europe attended this event especially designed to provide them with the latest news about QPR Software and its products.

The official program included the launch of QPR WorkFlow and the new Partner Program, as well as product training, organized in tracks with different training levels mainly focusing on QPR FactView and QPR WorkFlow. As networking is as important as the official program, partners enjoyed different events in the evening as dinner and sauna at the Nuuksio National Park, Finnish Crayfish Party at Villa Kivi and dinner at the Katajanokan Casino.

The new Partner Program defines the framework in which QPR and its partners interact, establishing clear roles and processes, and introduces two new partner categories to motivate and reward partners for their commitment to QPR. Resellers will have now 3 months to adjust to the new requirements, since the list of partners in each category will be made public on February 1, 2008.

During the event, 2 resellers were awarded for their performance: Executive Business Solutions, located in South Africa, and Innovative Technology Lab. Co., QPR reseller in Japan. Executive Business Solutions was awarded because of their excellent performance during the first half of 2007 and with the second award QPR recognized the effort Innovative Technology Lab. Co., Ltd. has done with the development of their J-Sox Solution.

QPR Partners enjoyed themselves and made the most out of this week in Helsinki as it showed in the excellent feedback received. If you are a QPR Partner, join us for the ultimate partner event next year!

For more information please contact Natalia Goméz at natalia.gomez(a)qpr.com

QPR Customer Care **Not just an ordinary HelpDesk**

When talking about "HelpDesk", everybody tends to think that it is only useful when there is a problem. This is not the only reason why QPR Customer Care exists. The team is here to help and support you before, during and after a purchase. They provide training, consultation and installation services at QPR internally, and also to you, Partners and Customers.

"I can with a great confidence say that we have an excellent and extremely professional team working here in Helsinki. Together we have more than 25 years of experience of QPR Software. Some of us have also worked at QPR Partner companies, when they were establishing their own HelpDesk's and needed help to get started. So we have also experience on what it is like to sit on the other end of the phone." says Mika Maliniemi, QPR Customer Care specialist.

"If you have any issues or questions in general related to QPR Products, please do not hesitate to contact us. We will be happy to help!"

QPR Customer Care is at your service Monday to Friday, 7:00 am – 11:00 pm GMT+2. Send us an email to customercare(a)qpr.com.

Ventana Research: **QPR Ahead of Performance Management Heavyweights**

The simplicity of the QPR approach to Performance Management and its' heavy focus on cross-functional collaboration for distributed management recently lead Ventana Research to recognize QPR as a leader in the Performance Management arena, claiming it has gained a competitive edge over heavyweights Oracle-Hyperion, Cognos, SAP and Business Objects. After investigating the latest versions of QPR ScoreCard, QPR ProcessGuide and QPR FactView, Ventana lauds QPR's complete offering in combining business process management with performance management, an approach it identifies as Operational Performance Management. Ventana recommends QPR to those organizations that look to improve their operational performance without the commonly experienced obstacle of heavy involvement by the IT department with traditional BI and Performance Management offerings

Read full article: "QPR Orchestrates Performance Management" here

QPR – **Microsoft Gold Certified Partner!**

QPR Software Plc is proud to announce that Microsoft® has appointed QPR Software Plc as a Microsoft Gold Certified Partner. Companies that have achieved Gold Certified Partner status have put emphasis on their training and on obtaining Microsoft certifications, and have proven with their customer solutions that they possess a deep level of expertise in Microsoft technology. QPR Software has attained Gold Certified Partner status in the Microsoft Partner Program with a competency in ISV/Software Solutions, which acknowledges partners that specialize in developing and marketing packaged software solutions based on Microsoft technologies.

"Achieving Gold Certified Partner status proves that QPR Software's technology is seamlessly compatible with Microsoft technology. It provides a solid base for QPR to develop solutions based on advanced technology for a broad set of users," says Partner Manager Marko Tietäväinen of Microsoft Finland

Read the press release here

We help people,
communities and businesses
achieve their goals.

QPR

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