

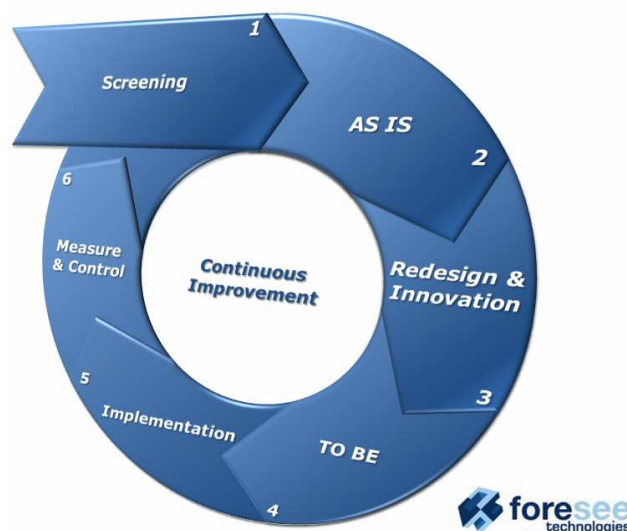
## A Pragmatic Business Process Management Solution



Total solution

The Foresee Business Process Management Solution consists of a number of seamlessly integrated Business & Technology oriented services. These services can be offered as a whole or each one individually, thereby implementing and/or guiding our clients through their BPM journey. A journey that starts with baby steps.

Our BPM framework offers a systematic and continuous approach to improve an organization's business processes. We use a holistic view wherein BPM activities aim to make business processes more effective, more efficient and more capable of adapting to an ever-changing environment.





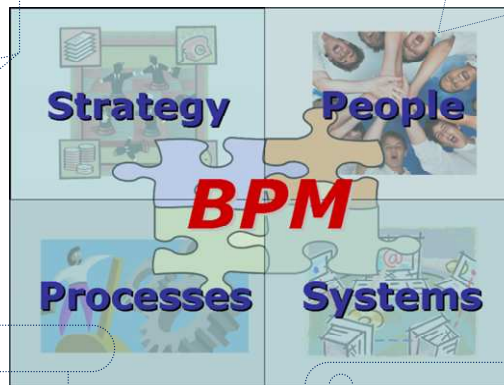
Striving towards continuous improvement is one of the driving factors behind our BPM Solution. This critical success factor is facilitated by our **project management services** which guide our clients from the beginning till the end of the BPM program. Our **agile project management** philosophy strives towards iterative and incremental processes with a focus on communication, openness for change and frequent deliverables; thereby taking the 'think big, act small' philosophy into account. On top of that, a minimal set of our **governance services**, which are set up with enough common sense and do not slow down the initiatives taken but encourage them, will guide the BPM stream.

BPM is not just about defining and drawing business processes or about technology. As stipulated above, a global holistic view is needed. BPM has four key perspectives: strategy alignment, people, processes and systems.

Our pragmatic business process management framework incorporates all the aspects mentioned below. The business oriented BPM Services will mainly be used within the first phases of the BPM journey whereas the focus of the technology oriented services is on the implementation and measurement and control phases.

The business process objectives which are tackled within BPM should be aligned with the strategic objectives of the organization. It doesn't matter whether the organization strives towards customer intimacy, product leadership or operational excellence, the business processes which contribute to the chosen strategic objective should be tackled.

Whereas BPM starts from the processes, it has an impact on the people within the organization and the organization structure itself. The people aspect may not be underestimated as 75 percent of change in organisations depends on the individual change of people involved. Involvement in change is essential for success! Processes within an organization will only work if it is clear for every employee what is expected from him.

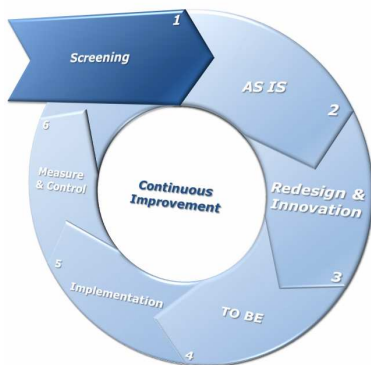


Processes are increasingly seen as the key differentiator in business. Efficient, effective and agile processes make the company's success. Processes connect people and systems, they close the gap between business and IT, they are much more than just technology. Processes cut across functional silos within organizations, bringing disparate parts of a business together and bypassing hierarchies. Streamlining processes improves corporate results.

Technology and the systems in place should enable companies to achieve their business goals. Walls between business and ICT are broken down by using a common language. Just like the business processes, the ICT architecture must be flexible and agile. Application logic must be separated from the business logic, building blocks should be reusable, open standard should enable interactions with other systems, integration in and beyond the enterprise must be feasible and processes must be adaptable in a flexible way.

### Key aspects within a BPM journey

## Phase 1: Screening



The screening phase, with which the BPM journey starts, is covered by our **Business Case Writing service**. The most obvious reason for putting together a business case is to justify the resources and capital investment necessary to bring a BPM program or project to fruition. During the business case, alignment with the strategy is made and the ambition and goals are set.

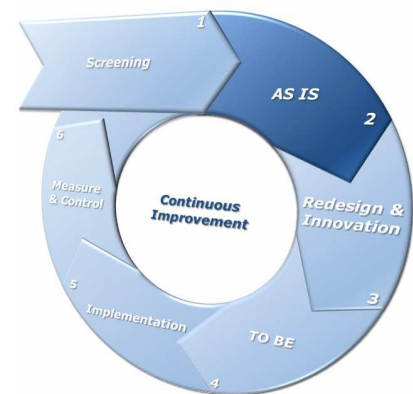
The screening phase tells you about the what, when, where, how and why.

- Why is the program or project needed (issues & opportunities)?
  - The core processes are identified and prioritized
  - What is the business process maturity of your organisation?
  - Long and short term goals of the BPM journey are set
  - A roadmap is defined to realise the goals and objectives
  - The case tries to get buy in from stakeholders in business and IT
  - How does the solution address the issues or opportunities (benefits)?
  - What will happen to the business if the BPM effort is not undertaken (the do nothing scenario)?
  - Perform a SWOT analysis
  - How much money (ROI), people, and time will be needed to deliver the solution and realize the benefits?
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## Phase 2: AS IS

Enterprise business process modelling is the first building block in aligning your IT initiatives with your strategic business objectives.

To efficiently capture the AS-IS situation, our consultants start with one or several **Brown Paper Workshops**.

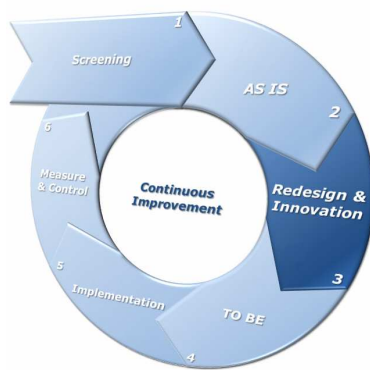


During a brown paper session, people work as a team to solve the complex task of capturing the strategically most important business processes. This way of working may sound simple, but it is based on many scientifically proven principles. The advantage is that the outcome of the workshops was achieved by the participating group members, which results in a higher commitment towards the end result. It empowers transformation and business reform through knowledge sharing. After these sessions, everybody knows what is achieved by the process under discussion, when it is done, who does it, where it is done and how it is done. Also a single process glossary and common business vocabulary and language is established during the sessions thereby improving the communication channels within the organization.

In case your business processes have already been documented, Brown Paper sessions may still be useful to validate the accuracy of the existing process models. Please check our Brown Paper Workshop service description for more details.

After the brown paper workshops, all input is formalized using our **Business Process Modelling and Analysis services**. We offer expertise in BPMN and/or UML (Activity Diagrams) modelling techniques, using the tools of your choice (e.g. Microsoft Visio, Enterprise Architect, ARIS, etc...).

### Phase 3: Redesign & Innovation



Once the AS-IS situation has been captured and documented, this information is used as input for a number of brainstorming sessions, again organized in the form of **Brown Paper Workshops**, to improve the current processes and solve the current problems the processes and the organization are dealing with.

The aim of these sessions is to formulate and evaluate all possible alternatives and to eliminate all non value added activities executed during the business process. During the workshop, an evaluation will be made of the current process by asking several 'why' questions: why do we do this?, why do they execute it?, why do we do it there and why in that way? After the why question, the could be approach comes in place: we ask the people involved about what could be done, where could it be done, who could do it, when can it be done in order to trace possible improvements and encourage innovation.

Sometimes, it is interesting to also involve external people in these group sessions to obtain multiple points of view and not only those of the management team.

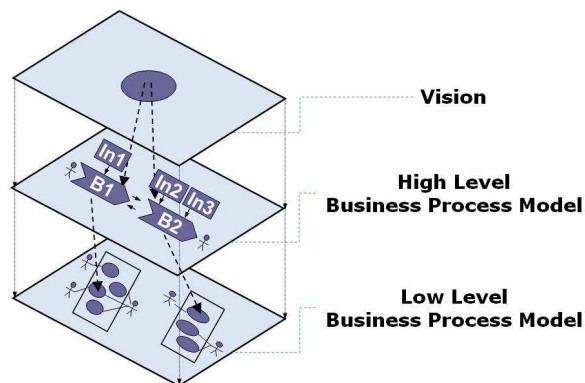
Knowledge of opportunities and threats, of non value added activities, and identification of the moments of truth within the business process stimulates the redesign and innovation.

## Phase 4: TO BE

In the TO BE phase, the most preferred process design from the redesign & innovation phase is determined and deployed in more detail.

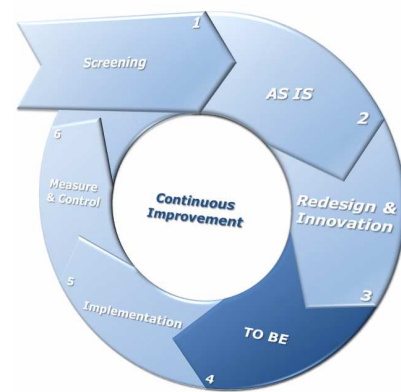
This is done through our **Process Design** services, which performs a requirements analysis that will direct the modification of the chosen solution.

The analysis is performed based on our **Business Blueprint** principles and results into high level and low level business process models and their relationship to the company's strategy. The low level business process models can be created in UML or BPMN.



Once the low level business process is designed, our **Information Architecture Design Service** works out the architecture and data model for the TO BE situation.

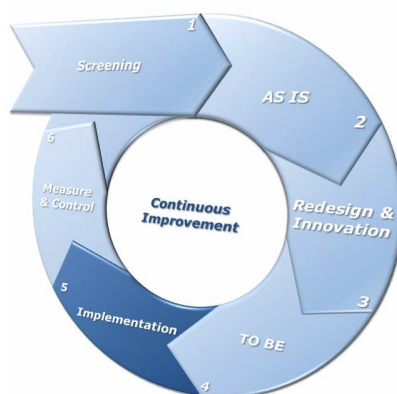
During the 'to be' design, **simulations** on the selected solution will be performed, either automated using the selected BPMS tool or manually by using Microsoft Excel spreadsheets.



Our detailed **Process Design Service** will make an evaluation of the impact and the consequences of the selected 'to be' design. The analysis is done on different levels: on commercial side, organisational side, the impact on personal, administrative, financial, informational, legal and technological. An impact analysis of the 'to be' versus the 'as is' is performed on all objective levels that were set: cost, investment, IT systems, human assets, quality, risk, flexibility, agility and speed.

## Phase 5: Implementation

Implementing new business processes requires changes on organisational level. Our **Coaching** services can help making the organizational transition easier by taking care of the communication and training involved in introducing new processes.

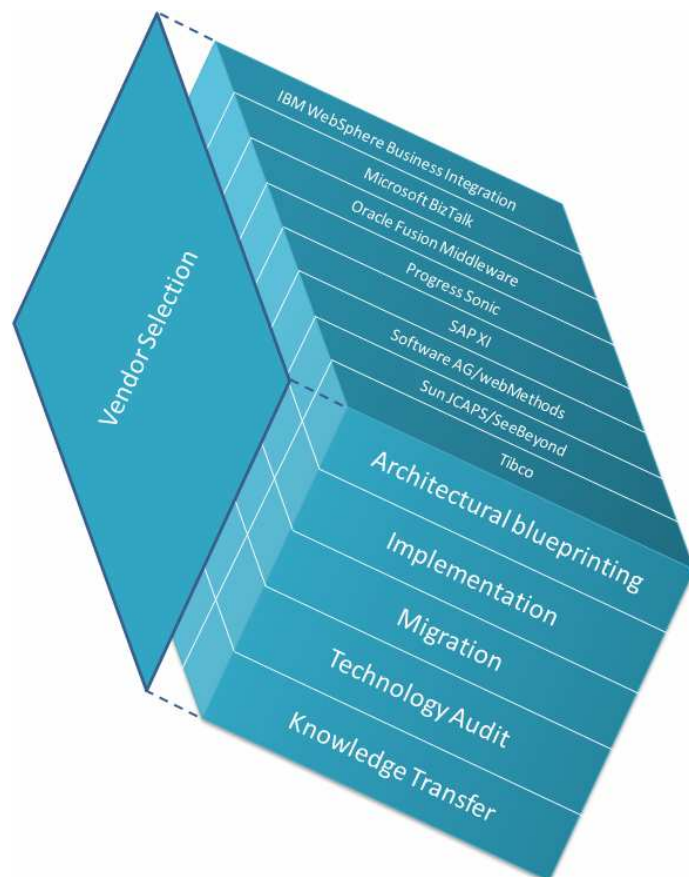


Our technical consultancy services cover the Business Process Management Systems (BPMS) side of steps 5 and 6 of the Foresee Business Process Management Framework. They exist primarily out of the automation of long-running business processes across distributed applications, including human workflow tasks (step 5) and business activity monitoring (step 6).

These services are provided in a vendor independent manner, with a strong focus on the leaders in this area, both commercial as open-source. Check the technology partner section for a complete list of supported vendors.

The aim of our pragmatic BPM approach is to reuse as much as possible existing I.T. assets for enterprise functions in your processes. Only missing functions and the overall business process will be newly implemented using BPMS. The benefits of this approach are:

- Re-use of existing I.T. assets, which leverages existing investments and results in faster deployment
- No mismatch between the paper version of the Enterprise Process Model and the automated process. This can be achieved by using BPEL-based (Business Process Execution Language) executable processes that are derived directly from BPMN process models.





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Next to the pure implementation services, we also offer a set of surrounding services called pre- and post-implementation services.

### **A. Pre-implementation services**

**Vendor selection:** because of our vendor independent approach and broad knowledge and experience with multiple BPMS tools, we are ideally placed to help you select the technology platform that best fits your needs. We can assist you in writing the RFP or immediately start the selection using our evaluation matrix, customized to your requirements. Subsequently we can perform a proof-of-concept, based on an actual business case that can result in a production ready release upon completion. In the end we will also provide you with a report your management can use in order to make a well-founded purchase.

**Architectural blueprinting:** our software architects can help you design a future-proof blueprint for your BPMS platform, consisting out of infrastructure- and coding guidelines based on industry standards, best practices and experience. During this phase we also pay a lot of attention to scalability, security and reliability requirements. The adherence to these guidelines should be guarded by your BPM competence centre to keep your platform consistent and guarantee a continuous level of quality.

### **B. Implementation services**

**Design, build and support:** from the temporary reinforcement of your BPMS competence center, ranging from developers to architects, to the end-to-end realization of your business integration projects, we cover all aspects of your project needs:

**Design:** technical analysis and design of complex project solutions using UML and business process analysis tools, resulting in a set of documents to guide the development team. We strive to design all our solution according to the Service-Oriented Architecture principles. During the design phase we also pay a lot of attention to creating canonical data models using XML, in order to promote reuse of the services and processes to be constructed.

**Build & Support:** our certified developers have a very strong focus on quality, focusing on both, unit – and integration testing. We also prefer working in an iterative manner and strive to keep release cycles short. This way of working allows us to quickly deliver an operational system and also increases quality as end-users get involved as soon as possible so that their feedback can be included in future iterations.

Although we always strive to work in a non-intrusive manner and try to leave your existing systems untouched, there may be cases in which changes need to be made to your legacy systems, in order to access them from the BPMS solution. In those cases we can leverage our Cronos partnership in order to obtain information about how to open up a specific system (e.g. SAP, Lotus Notes, Oracle RDBMS, Siebel, etc...) or integrate specific vertical market business processes, directly from experienced people within the group. Through this relationship we can also propose you a consultant with the required skills to perform the job.

Our Cronos partnership also allows us to offer a wider range of implementation services while remaining focused on our core BPM competencies. These services cover all aspects of I.T., including Java or .NET development, coaching, education, ICT-infrastructure optimization, and so on.

### **C. Post-implementation services**

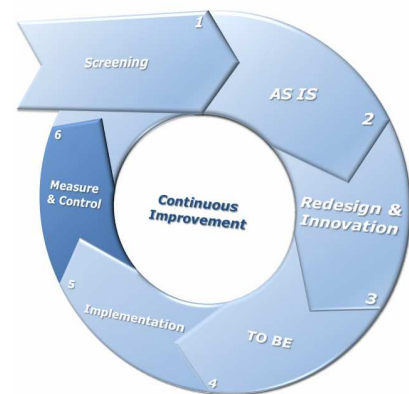
**Performance & Quality audits:** if your BPMS solution performs badly or becomes difficult to maintain, our specialists can audit your platform, propose a number of improvements and execute them accordingly to fix the issues at hand.

**Knowledge transfer:** upon acquisition of your integration tool or after the successful delivery of your integration project, our consultants can train your IT staff in becoming BPMS specialists themselves. This can be achieved by organizing tailored classroom trainings, on-the-job mentoring or a combination of both.

**Migration:** new software versions of your BPMS tools are released at a quick pace and keeping up with them can be a big challenge. Our specialists can assess the impact, propose a road map and execute the migration from one software version to another or even from one vendor to another.

## Phase 6: Measure & Control

Once new processes are in place, their performance needs to be measured and controlled and linked back to the strategic objectives. The last step in our BPM approach which also triggers the continuous improvement is business activity monitoring and process performance measurement.

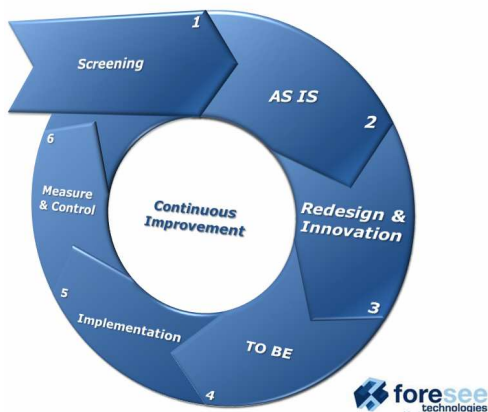


We measure and aggregate your processes and link them back to the strategic objectives by using the Balance Scorecard technique.

We also produce the desired dashboards which show the key performance indicators next to the actual results in real time.

## Our Strength

BPM is a discipline in which IT and business flow together. We offer you this **smooth integration of business and technology services**. Our business and technological people are used to work together thereby making the communication within the BPM program or project easier.



The strength of our framework resides in its **pragmatic approach**. Our people strive towards a practical iterative BPM approach wherein the achievement of actual results counts. We are vendor independent by implementing and supporting different modelling tools and BPMS.

## BPMS Technology partners

We have selected the major players in the BPMS market as our technology partners, based on their presence on the Belgian market and their technological completeness and vision. We maintain close relationships with all of these partners and can put you in contact with them directly.

### Commercial vendors:

- IBM WebSphere Business Integration
- Microsoft BizTalk
- Oracle Fusion Middleware
- Progress Sonic
- SAP NetWeaver XI
- Software AG/webMethods
- Sun JCAPS/SeeBeyond
- Tibco



### Open source:

- JBoss
- Intalio



## Modelling Tools

Our consultants are also experienced in a set of modelling tools that support the BPM track if the customer wants to reuse some of his currently used tools and prefer to do the modelling outside the BPMS.

- Microsoft Visio
- Enterprise Architect
- Rational Rose
- ARIS
- Oracle Designer



### For more information:

**Foresee Technologies -**

**Business Park King Square  
Veldkant 33A - 2550 Kontich**

**T: +32 (0)3 451 36 60**

**F: +32 (0)3 451 36 69**

**E: [info@foresee.be](mailto:info@foresee.be)**

**W: <http://www.foresee.be>**