

Win in the Flat World with Infosys

Making your integration platform *Business Ready*.

Infosys®

Extended Business Process Management

As Businesses turn global and business processes extend beyond the firewall, effectively collaborating with Business Partners becomes all the more essential. The next generation Enterprise will benefit by orchestrating and optimizing not only its own business processes but also those Extended Business Processes that integrate Business Activities of the Trading Partners.

In today's economy, more often than not, multiple business partners collaborate in a value chain. As a result, today's business processes are confined to not only the orchestrating business activities within own enterprise but also the business activities of the partner enterprises. Till date, the popular methods of extending business processes have been through implementation of enterprise integration models such as point-to-point data transfer interfaces and B2B gateways. Enterprise integration models differentiate intra-enterprise and inter-enterprise business activities in strict sense. This applies to business process management as well.

An extended business process management model supports business activity integration across enterprises irrespective of the technical implementation of the business activity, the electronic data standards and the partner contracts used. An extended business process management model will help enterprises achieve new optimizations -

- Integrate business partners into your business value chain.
- Orchestrate business activities across enterprises irrespective of the underlying IT implementations and industry standards.
- Monitor the extended enterprise to make the activities implemented by partner enterprises visible.
- React to a change in the extended enterprise quickly.

Next generation enterprises will need integration software that simplifies the integration of business activities across enterprises radically.

- Outsource and in source a business process or activity to a service provider.
- Create pluggable trading partner agreements.
- Model and deploy dynamic business activity sequences.
- Achieve on-demand business collaboration.

The current state of technology may not be in a packaged state to provide an off-the-shelf solution for an extended business process management scenario. However, enterprises must leverage the value of BPM and SOA to create an integration model for the orchestration of their extended enterprise. Leveraging integration models to orchestrate distributed IT systems and business processes and to monitor global business process activities will pave the way for on-demand business collaborations.

Role of BPM in Business Transformations

We see a large focus and drive emerging in form of business transformation programs to establish agility in business operations. This allows enterprises the ability to remain responsive to change stimulus and deal the change in cost effective manner. BPM brings unique blend of business platform and IT platform. It helps organizations manage business operations efficiently and bring business transformation at an enterprise scale. Let us see how BPM can play highly critical role for enterprise business transformation programs.

Inside a Business Transformation

Business Transformation does not make astronomical changes in the organization. Instead, it achieves astronomical business results through strategic alignments, rationalizations and essential renovations. This allows enterprise to revitalize the capabilities that are fundamental to business operation effectiveness, both from business and IT perspective.

A robust Business Transformation Program will have very well defined and measurable business goals. Such goals are defined based on the maturity of existing enterprise capabilities to support the business operation requirements as well as the strategies for future business growth. Examples of business goals that drive business transformations today are:

1. Bringing competitive differentiation through enhanced value experience for customers
2. Reducing the overall cost of business operation
3. Globalizing the business operations
4. Eliminating the root-causes of business innovation bottlenecks
5. Rationalizing and re-engineering existing operational ecosystem

Variety of issues that contribute directly to transformation objectives such as listed above can be addressed through Business Process Management. They are:

- Lack of visibility of end-to-end business process life-cycle
- Lack of integrated business activities across end-to-end business process operation
- Frequent need of “total reconstruction” type of approach to deal with business changes
- Lack of business value/goals in IT delivery
- High cost of business process changes
- Lack of effective integration between inter-enterprise business processes and intra-enterprise business processes

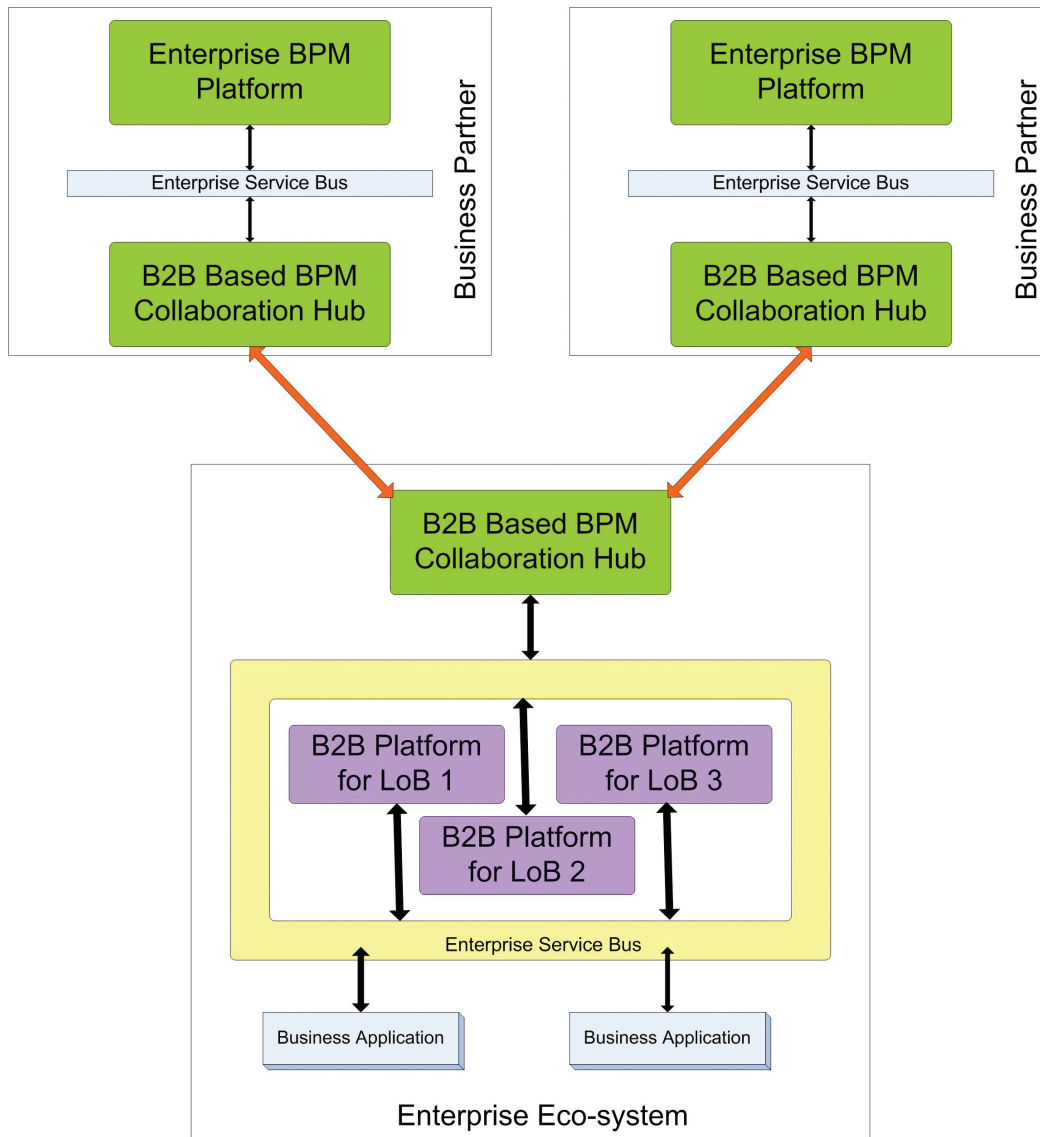
BPM as a unique business-IT integration platform

BPM brings strong opportunity for Business-IT alignment. Because BPM is always a business initiative driven by key business performance indicators and is implemented on a technology framework. For such an initiative, business analysts and business owners across the enterprise need to form a team. The BPM technology team will need to work directly with this team to deliver the results.

Any enterprise business transformation initiative that has low involvement and ownership from business is less likely to succeed. The business has to take the lead and IT has to support it through BPM technology excellence. Such integrated effort between Business and IT can create definitive business values such as:

- Providing a uniform, scalable and integrated platform (a business function motherboard) that can bind diverse business capabilities
- Bring end-to-end visibility to business operations both in terms of regular business events as well as exception events
- Provide capability to configure the business process flow as well as business rules dynamically
- Tighten the value-chain of business across business partners and extend the view of business process outside the enterprise
- Delivering the real-time business intelligence through monitoring of business events and real-time business process analysis
- Deliver the ability to deal with complex business vents through systemic understanding of dependencies between seemingly unrelated events to bring predictive view of the business

Figure 1 below illustrates how BPM as a platform can be architected at high level to deliver the expected benefits.



Business Transformation may have multiple components in its scope depending on the drivers and the transformation strategy. Business Transformation often includes some pure IT transformation type of scope. However enterprises need to adopt BPM-based strategies to increase the returns from the investments in large business-focused transformation programs.

There are multiple facets of BPM that play key role in realizing the Business Transformation. Key levers of BPM that enterprises can exploit to get better business impact from Transformation initiative are highlighted below.

Robust BPM/BRM platform for the enterprise – a blueprint of enterprise-wide BPM platform that allows assembly of business processes. It also provides central wire-frame that drives where exactly point business function (as provided by business applications) fit in. Such a wire-frame reflects Functional Reference Model (FRM) of the industry business operation where technology specific solutions (like SAP, Siebel etc) can be plugged in agile manner to bring responsiveness to technology or business changes. This platform will bring capability of centralized Business Rules Management (provided by the major BPMS vendors). The platform will have selective constraints that can be applied on the process activities. Similarly, it will allow modularizing of processes into “process elements” that can be shared across multiple processes/activities. This process elements repository allows integration of domain islands of expertise into composite processes. The process elements also allow the organization to adjust processes as per changing business needs in a modular manner.

Making BPM work with SOA and EAI – Potential of a BPM platform becomes manifold when it is deployed in coordination with capabilities of SOA and EAI. In this case, each of the capabilities can perform to best of their potential. It means that SOA brings the vision of architectural template, which demonstrates how a service-focused business solution can be crafted on IT backbone. EAI, while complying with SOA, will bring highly effective service mediation and service provisioning capabilities within IT ecosystems. Thus, BPM, while following SOA template for developing business process wire-frame, will shake hands with EAI to mediate and provision IT function services from application and data repository layer. When all of the three capabilities (BPM, SOA and EAI) work in absolute synchronization to perform their best, enterprises can focus the business transformation effort on careful instrumentation of strategic business operation improvements. This helps save lot of business man hours and dollars that are otherwise needed to prepare IT before meaningful work can be started.

Conclusion

The Responsive Enterprise pursues competitive advantage by using BPM as an enabler for optimizing its critical business operations. This helps eliminate delays, provides instant access to information, and performs execution of the identified critical processes. Enterprises can adopt BPM as a platform that not only transforms IT service provisioning, but also allows easy configuration of business process components to instrument the Business Transformation related changes. Enterprises that are considering large scale Business Transformation programs should consider BPM as a core enabling platform. It can integrate all distributed Business Operation capabilities spread across various lines of business and make the process of business configuration more agile.

Establishing BPM CoE to manage the complex transformation delivery demands – No Business Transformation program has been simple and is less likely to be simpler in future too. If an enterprise adopts BPM as a platform for Business Transformation, it will have many complex demands to manage. To be able to successfully deliver the BPM demand within organization, enterprises will need to establish BPM Center of Excellence that delivers end-to-end BPM services. Some of key aspects of such a BPM CoE are:

- Key leadership roles both from Business as well as IT to create effective blueprints that can be used a standard template for developing business processes on BPM platform.
- Capability to deliver cost effective solutions through adoption of right set of tools, methods and best-practices
- Robust governance to drive and enable the successful adoption of BPM platform
- Engagement method through which users of BPM platform can quickly onboard the platform
- Technology excellence in the BPM product that delivers the BPM platform

Establish Process Metrics that reflect measurable business operation performance – Business Transformations can be successful only if they have measurable business goals. BPM platform provides robust capability and opportunity to design metrics based on Key Performance Indicators of the business operations. Such system-driven metrics capability can be used to monitor, assess and improve the business processes in continuous manner. Business Transformation Programs can leverage BPM platform to model their business performance improvement objectives through measurable metrics.

Separate the business flow logic and business application logic – One of the key objective of BPM platform is to separate out business function logic from business process flow logic. Traditionally both application logic as well as the business process flow logic is embedded inside the applications. Similarly, most of the core business rules are typically embedded inside applications. Therefore entire ecosystem of business solution becomes highly rigid resulting in high cost of changes. Enterprises typically have very low visibility into business process flow and business rules. These are hidden inside applications and such ecosystems poses great complexity when enterprises undertake Business Transformation initiatives. BPM platform provides capability to extract business process flow, mine business rules from point applications, and host both of these inside BPM layer. This way, all three – Business Process flow, Business Rules configuration and Business function logic can be deployed in loosely coupled manner and can be changed easily without impact unrelated components.

Infosys BPM-EAI practice

Integrating Business... Integrating People

Service Offerings

Infosys' BPM-EAI Practice has successfully executed more than 120 engagements in past three years. Having more than 1500 integration consultants, Infosys has extensive experience and vast knowledge base on nearly all leading enterprise integration and BPM products in the market:

- BizTalk • DataStage • Fujitsu iBPM • WBI • Oracle Fusion • Pega PRPC • SAP XI • Savvion
- SeeBeyond • TIBCO • Vitria • webMethods • WebLogic Integration.

Infosys' has built strong strategic alliances with the market leaders like webMethods, Oracle, TIBCO, IBM, Fujitsu, Savvion and SAP.

Solutions

Global Payment Solution - SOA based offering in Payment processing space. It provides for a centralized hub based solution with business and operation portals to provide for increased visibility in payment processing. It makes use of existing core payment products and integrates them as required by a payment process.

Integrated Business!* – Helps to establish capabilities for complete integration needs of an organization from people, process and technology perspectives (viz. governance model, funding model, processes and tools, architecture and technical frameworks)

Inventory Visibility & Control Solution – The solution provides a highly interactive graphical user interface that allows a business manager to perform real time analysis of the inventory across different members in the outsourced supply chain.

Manufacturing Execution Solution (MES) – Manufacturing businesses can implement their integration programs quickly than ever before by making use of the pre packaged Business Process aligned webMethods Integration Models and Software Services.

Unified Account Opening Solution- The Unified Account Opening solution reduces the cycle time to open new accounts. It improves customer satisfaction and reduces the risk and cost associated with customer abandonment during account opening.

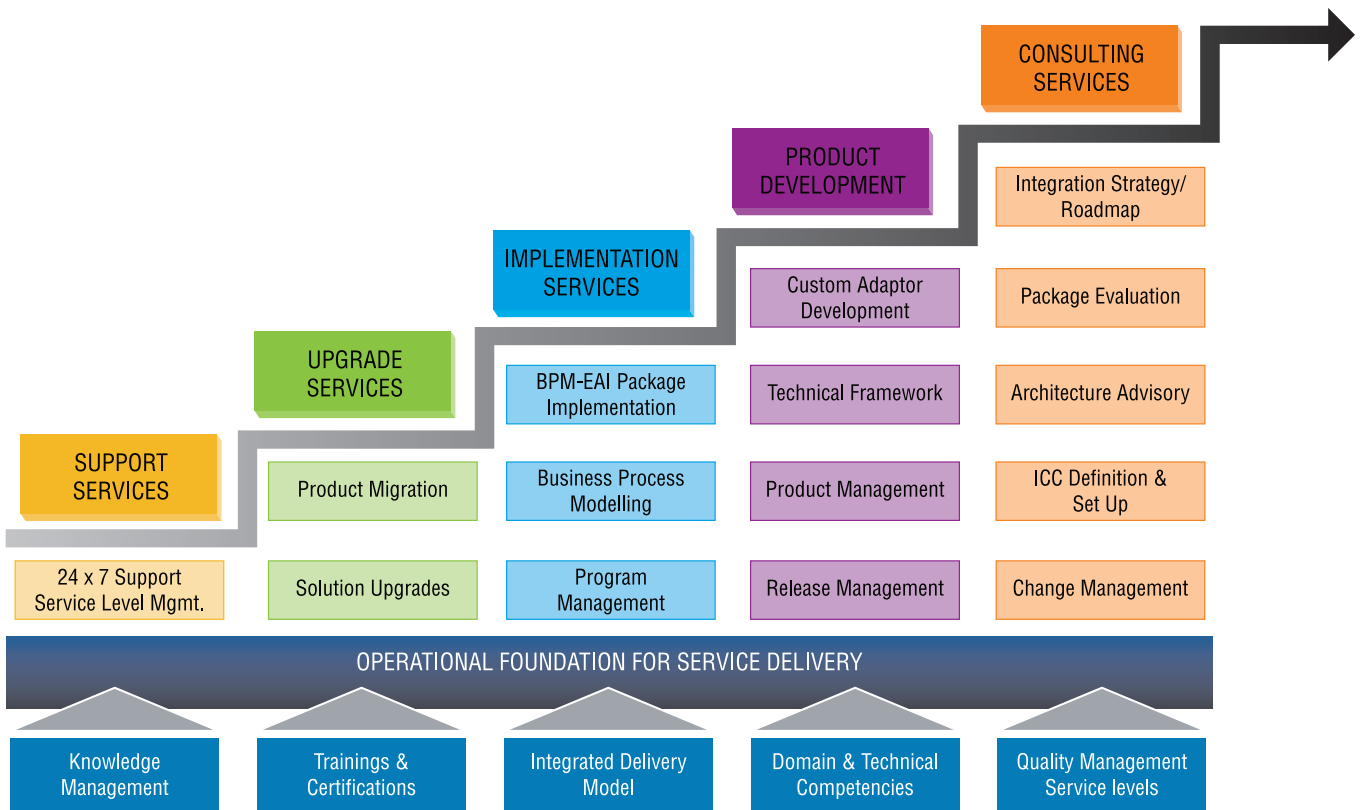
* Patent Pending

Practice Snapshot

Business Integration has become a critical enterprise IT domain that is capable of providing agile and scalable backbone to an enterprise's information system. Enterprises need an integration framework that can adopt the environmental and business changes and simultaneously achieve their business objectives. Hence, business integration should not only focus on integrating internal enterprise assets like business functions, people, infrastructure etc, but also encompass the extended enterprise environment that includes the B2B ecosystems.

Infosys BPM-EAI practice has successfully provided Technology Consulting, Application Integration services and Business Process Management services to world's leading corporations. Our service offerings are equipped with new-generation solutions, frameworks and methodology. These offerings are powered by industry best-practices and extensive knowledge repositories that help us deliver unique value to our clients.

These offerings are powered by industry best-practices and an extensive knowledge-base created that helps us deliver unique value to our clients - helping them **win in the flat world!**



Infosys BPM-EAI service footprint

BPM-EAI Service Offerings

Consulting Services

- Package Evaluation
- Integration Strategy and Roadmap Definition
- ICC Definition and Setup
- Architecture Advisory
- BPM Strategy Definition
- Change Management

Application Integration

- Implementation and Rollouts
- Upgrade Services
- Sustenance Services

Business Process Management

- Process transformation
- Process Automation and Optimization
- Process Outsourcing and Management

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