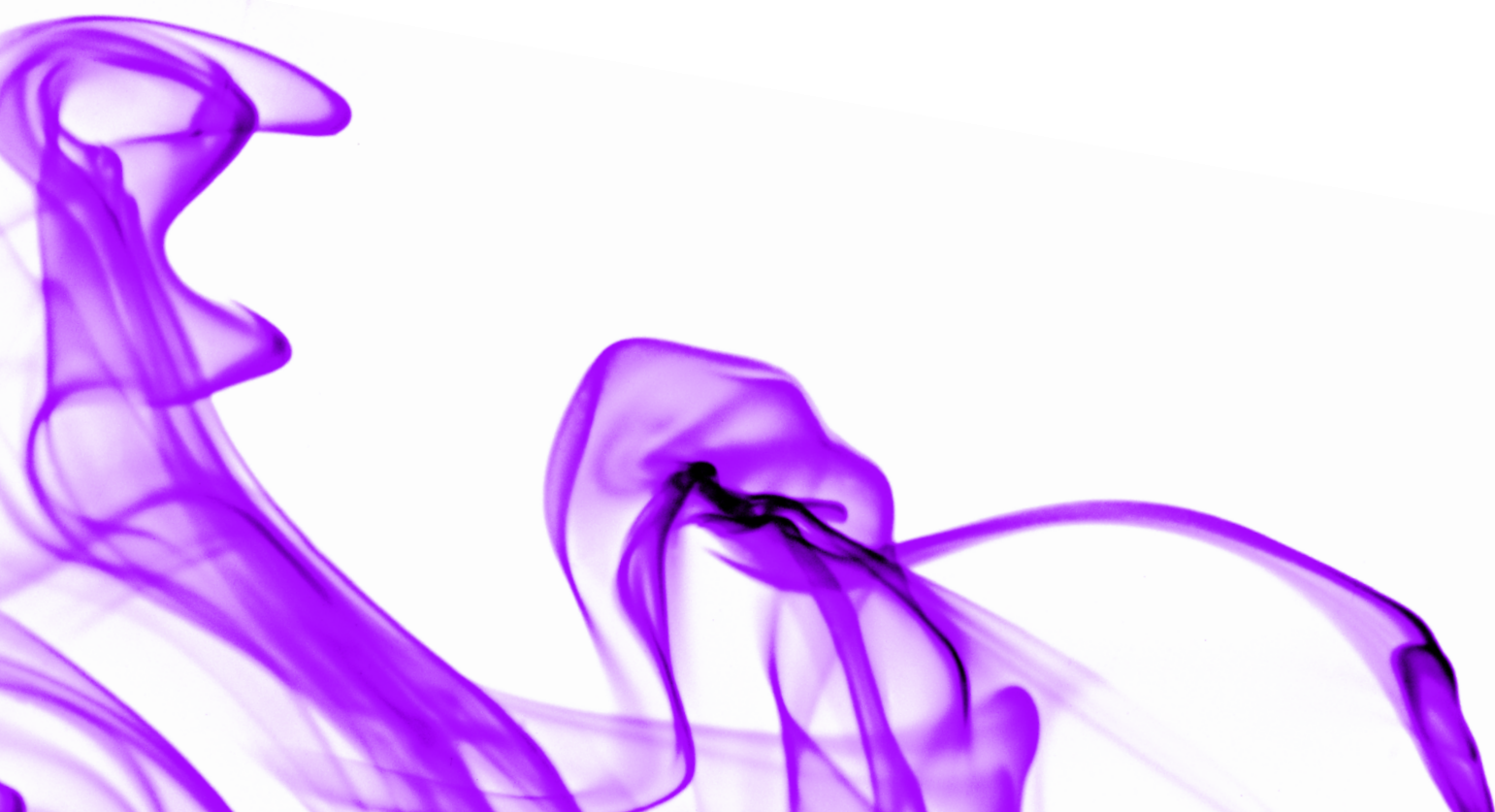


BEA White Paper

# Extending the Business Value of SOA Through Business Process Management



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## Executive summary

Service-Oriented Architecture (SOA) and business process management (BPM) are two of the most talked-about business initiatives, and for good reason. Both promise to help companies create new value from existing investments, reuse efforts across many projects, and achieve new levels of agility through greater flexibility and lower cost structures. The two are often confused and described interchangeably, most likely because they confer many of the same benefits. But they are very different initiatives. SOA focuses on creating a more flexible architecture, which can be applied across multiple dimensions, while BPM has a pure focus on optimizing the way actual work gets done.

SOA has been widely discussed in the past several years. This paper’s purpose is not to advance the definition of SOA, or discuss SOA deeply, but rather to explain the relationship SOA has with BPM, including the impact BPM has on SOA and vice versa. This paper summarizes the basics of BPM and SOA, details their respective features and benefits, and explores the value added by putting them together.

## Understanding business process management

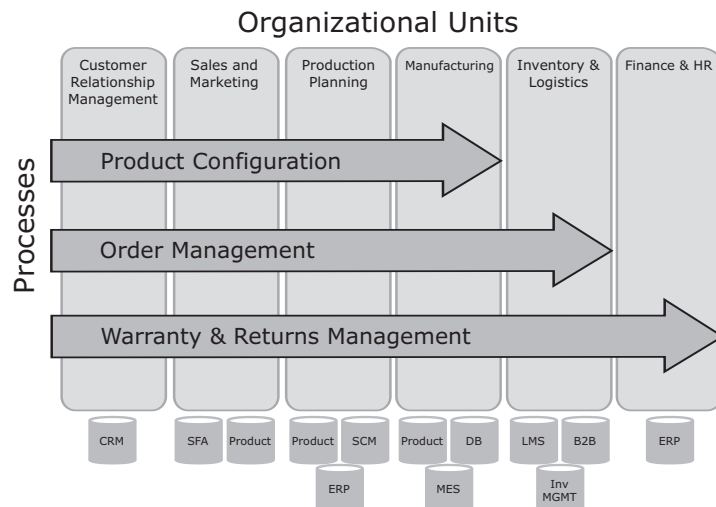
### What is business process management?

To many practitioners of BPM, it is first and foremost a *management discipline*, a way to think about the business in terms of the atomic and dynamic work being done to achieve goals the business has established for itself. Often the activities that comprise end-to-end processes cut across organizational and system boundaries (Figure 1), which is why BPM is at once both challenging and incredibly valuable.

The ideas behind modern BPM are not new, though the term itself was only introduced in the early 2000s. BPM follows initiatives established throughout the 1980s and 1990s such as Total Quality Management (TQM), Business Process Reengineering (BPR), and Enterprise Resource Planning (ERP). These methodologies all strove to improve the performance of businesses through measurement, restructuring, automation, and other techniques.

Figure 1

BPM represents a new way to analyze and measure the business in terms of business processes that cut across traditional organizational and system boundaries.



During the early 1990s, business process reengineering focused on improving the business processes of an enterprise and was mostly a management strategy with *ad hoc* use of tools, not an explicit focus on automation. Later in that same decade, companies began deploying Enterprise Resource Planning systems designed to automate and manage processes common to every company, such as general ledger, accounting, order management, sales, etc. The ERP wave was much more focused on automation and less on optimizing the unique business processes of an individual company. Companies deploying ERP systems weren't really creating new competitive advantages—they were simply keeping up. ERP systems led to some significant increases in efficiency and control, but carried the cost of creating processes that were “set in stone.” It is time-consuming and expensive to change how ERP systems work and therefore most companies ended up with processes that, ironically, are constrained by the very systems designed to optimize them.

Business process management is the next evolution of these previous initiatives, picking up where the others left off and applying previous lessons to more complex, and more strategic, process challenges. We define BPM as:

A strategy for *managing* and *improving* the performance of a business through continuous optimization of business processes in a closed-loop cycle of *modeling*, *execution*, and *measurement*.

If you look at the most successful companies in your industry and describe what they do best, you'll usually find yourself talking about one of their business processes. They may be fastest to market with innovative products, or the time they require to fulfill an order, approve a loan, or resolve a customer problem may be especially short, or their costs exceptionally low. Increasingly, competitive advantage in business depends on the ability to excel in critical business processes, which is why BPM, and tools that help manage business processes, are such an important focal point for today's leading businesses. One of the true innovations of BPM is the linkage between this specific management discipline and a comprehensive technology approach that supports each step of the BPM solution lifecycle: analysis and modeling, design and implementation, execution and operation, and measurement and optimization.

## BPM suites: What's in the box?

As a management discipline and a strategy, BPM is obviously more than just software. But software is increasingly an important component of BPM, and often helps organizations realize its virtues faster and more reliably. The italicized words in the definition above are typically the areas of BPM that software helps address.

BPM software is most commonly referred to as BPM suites (BPMS). BPMS typically provides a set of integrated tools that support designing, measuring, monitoring, analyzing, optimizing, and continuously improving business processes. A comprehensive BPMS should include capabilities that support the following:

Capability	Description
Modeling	Tools non-developers use to model business processes end to end, making the rules, roles, and sequence of activities explicit in structured diagrams.
Simulation and Analysis	Tools those same users are provided to compare current key performance indicators (KPIs) with projected improvements using simulation analysis, improving the accuracy and effectiveness of the project before it is passed to developers to implement.
Design and Implementation	An integrated set of software tools that IT and developers use to link activities in the model with different IT systems.
Execution	<p>An engine that automates the process by executing the model, monitoring KPIs and other metrics continuously, and providing real-time alerts and remediation actions to users when those metrics begin to go off track.</p> <p>Executing the model means automating the human workflow, integrating disparate business systems, and enforcing business rules that ensure compliance with policies and best practices.</p>
Interaction	Web-based workspace that allows administrators and process owners to manage deployed processes, helps end-users manage their activities, and displays KPIs and performance metrics to process owners. Also, allows integration to common environments end-users interact with, including email and desktop productivity tools.
Measurement	Key performance indicators as the business analyst defines in the process model are monitored and recorded by the execution engine. Alerts can be sent on KPI thresholds and dashboards can display aggregate KPI information to assist analysis and decision-making.
Monitoring and Auditing	As processes run in the execution engine, it collects and archives comprehensive data that can be used for real-time monitoring and for auditing of processes executed in the past.

BPMS provides a “closed loop” system for achieving business performance improvement. Business analysts can build and analyze process models without knowledge of their executable implementation. Process analysts—typically in IT, but not programmers—extend those models with data definitions and executable detail. Completed process designs are then deployed to the process engine, which routes tasks to human participants, integrates the actions of external business systems, and automates exception handling. The process engine also captures snapshots of performance information from all running processes, allowing that information to be aggregated and displayed in management dashboards, providing an instant view of end-to-end performance and drilldown to specific bottlenecks. Actual performance data can then be fed back into the model in preparation for another round of performance improvement.

Software tools have been used before to aid with business process improvement. A variety of modeling tools are available and in some companies, they are used extensively to capture and catalog business processes. However, this kind of modeling has traditionally been considered separate from implementation of the actual code that automates the business process and the subsequent operation and monitoring of that process.

This is where BPM suites are different. A BPM suite takes an integrated view of the complete solution lifecycle, tying modeling together with the implementation and execution of a business process. One of the most important means to achieving this is the notion of a *shared process model* that is used across all the stages of the lifecycle. This integrated approach closes the gap between what the business would like to do and what IT actually does.

For IT, BPMS represents a new way to implement business solutions, emphasizing less programming and greater business involvement. For business users, BPMS represents a way to participate in shaping solutions to fundamental challenges, working cooperatively with IT to improve business's performance. The result is a solution driven top-down by the business process, instead of bottom-up based on the IT systems.

## Five key benefits of BPM

A focus on correcting the inefficiencies that pervade a business will have many positive effects, including reducing costs, increasing revenues, and improving a company's competitive advantage. Investing in BPM as a *discipline* equips an organization to better respond to change. Leveraging software to help institutionalize BPM within a business delivers a specific set of corresponding benefits:

### 1. Innovation through analysis

The first key benefit BPMS helps realize is allowing a business to innovate existing processes “on paper” (before committing implementation resources) as well as to project return on investment (ROI) through simulation analysis. Process modeling is the first step of nearly any BPM methodology, and any comprehensive BPMS will include a process-modeling tool that allows business analysts to document the current (as-is) process and specify new (to-be) processes in a structured way, and then project business metrics from those models using simulation analysis. The analyst does not need to know the technical details of the implementation, just business-oriented parameters such as who performs each step and what that resource costs, how long each step on average should take, the relative probabilities of taking one flow path versus the other, etc.

Modeling is an important first step because you don't want to simply “pave the cowpaths” in your organization. Many companies have no idea what an entire end-to-end process looks like, or why things are done the way they are. In most cases, the processes in place today were put in place long ago, before the Web, virtual teams, Blackberries, and outsourcing began to affect the workplace. Modeling gives the business the opportunity to rethink and simplify before plunging into design.

### 2. Improved operational efficiency

One of the biggest business drivers of BPM today is improved operational efficiency—shorter cycle times, lower costs, and the ability to handle additional work with no increase in staff. Much of this benefit derives from BPMS's workflow automation component. The process engine routes tasks to users, allowing them to take action directly from their Web-based workspace, managing task priorities and deadlines, and even automating escalation procedures when exceptions occur or deadlines cannot be met. For example, Sallie Mae's BPM-based customer service process, shown in Figure 2, resulted in a 45 percent increase in productivity, saving \$4.4 million in a single year, and reducing future headcount demands.

### 3. Compliance and control

Another key benefit BPMS helps deliver is improved control over business processes, fostering standardization across the company and compliance with regulations, policies, and best practices. Today's global enterprises are far from homogeneous; new operating units are constantly being added through mergers and acquisitions, each with its own systems and procedures. Each division or geographic unit may have its own procedures as well. Because BPMS includes a common set of tools used by developers, IT, and business participants to

manage business processes, it drives standardization of procedures, policies, and business metrics across the company and ensures there is always “one version of the truth.” Process models can be shared in a repository and reused across the company. Moreover, every step of a running process can be logged, which not only ensures compliance but makes that compliance easily auditable.

#### 4. Agility

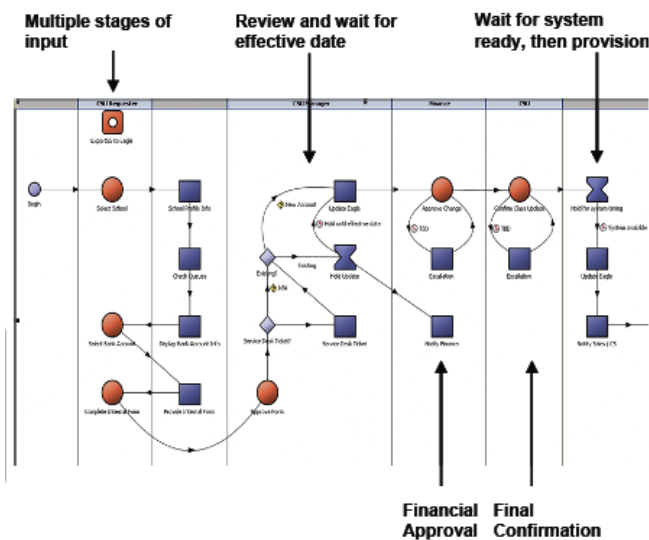
Agility is a fourth key benefit of BPMS, helping businesses bring new products and services to market more quickly and respond more easily to changing requirements. The most common barrier to agility in the past has been the dreaded “IT backlog”—finding available resources capable of integrating diverse business systems, building custom Web applications, or writing code. BPMS avoids the IT backlog because it does not rely on programming; its process logic is like a flowchart, enhanced here and there with scripting. Executable designs can be created quickly and changed easily. Integration adapters make connecting to diverse business systems simple, again without code. Reusable artifacts in the process component catalog further enhance agility. With BPMS, implementation cycles are typically measured in weeks, not months or years.

#### 5. End-to-end performance visibility and optimization

A final key benefit of using BPMS is that it makes end-to-end performance visible to process owners, and provides a built-in platform for problem escalation and remediation. As processes run, the engine is continuously capturing snapshots of instance data and aggregating them in visible performance metrics, both built-in and user-defined. BPMS provides the ability to measure performance across organizational and system boundaries. It then provides tools that display these metrics graphically in management dashboards, often with drilldown to investigate the root causes of bottlenecks. Another capability, business activity monitoring (BAM), computes KPIs in real time and monitors them using rules that trigger automated alerts or process actions when they move outside their target range. Process owners can respond instantly to events that affect the bottom line.

Figure 2

BPM allows processes to be automated without programming, based on graphical designs that combine human tasks, application integration, and business rules.



# Understanding Service-Oriented Architecture

## What is Service-Oriented Architecture?

Service-Oriented Architecture (SOA) is an approach to IT architecture that aims to manage the complexity of IT assets—systems, applications, and databases—making them easier to reuse, easier to integrate with each other, and easier to evolve over time without disrupting the business solutions that rely on them. We define SOA as:

An architectural approach that enables the creation of loosely coupled, interoperable business services that can be easily shared within and between enterprises.

SOA is adopted both as an architecture for newly constructed solutions and as a blueprint for restructuring and simplifying existing IT infrastructure. By adopting SOA, IT departments achieve improved efficiencies, better responsiveness, and more agility. While SOA is an important strategy for the business as a whole, its benefits mostly directly impact IT. One of the more challenging and important aspects of an SOA strategy is to correlate IT and business benefits directly, so that the costs to IT can be measured against the benefits realized by the business.

As with BPM, SOA initiatives require specific software technologies that are used to build a *Service Infrastructure*, and tools and frameworks that help service-enable existing systems. Not all SOA projects need every piece of software; their requirements depend on the nature of the project and which problems SOA is focused on tackling. Therefore, SOA products must be designed as independent, self-contained components that are prepared for easy interoperability.

## Key technologies of SOA

There are several technologies associated with creating and managing a Service-Oriented Architecture, but for this discussion we focus on the key SOA technologies that have a natural affinity for BPM. Those technologies include:

**Service bus:** A service bus provides a necessary layer of intermediation in SOA, insulating services' end points from direct connection to each other, and providing a powerful backbone for those services to plug into. An ESB is like a combination of our bodies' nervous and circulatory systems, communicating messages between organs through hormones released into the bloodstream. Like these two systems, the service bus ensures that common services—such as reliable messaging, routing, data transformation, and security—are implemented and properly managed in production. *In the context of BPM, the service bus intermediates services used within business processes. The ESB insulates the underlying systems, managing the service end points that a process connects to.*

**Service registry:** A service registry acts as a central location for managing the service lifecycle. A service registry is similar to a Yellow Pages phone book, keeping a running record of available services and providing a facility through which services can be found. It makes an SOA more transparent by serving as the system of record where services may be published and discovered for reuse, either in composing new applications or in adapting current applications to changing requirements. *In the context of BPM, a service registry stores information about services that a process can connect to and thus pull data from underlying systems or trigger system functions. During the design of a business process, developers can browse the service registry from*

*within the design environment and discover services that the process must interact with. The tool incorporates the interface and data models as part of the process design, and during execution the process engine will dynamically find the location of the service using information in the service registry. Finally, the service registry can also register the business process itself as a service, allowing other systems to easily locate and interact with it.*

**Service repository:** A service repository provides enterprise-wide visibility into an organization's software assets by managing the metadata associated with any type of asset, from business processes and Web services to patterns, frameworks, applications, and components. An effective enterprise repository will map the relationships and interdependencies that connect assets to improve impact analysis, promote and optimize reuse, and measure impacts on the bottom line. *In the context of BPM, a service repository stores and manages all the artifacts used to implement BPM solutions, including process models, process templates, service components, and data models. When these artifacts are stored and managed by a service repository it helps business architects understand the relationships and dependencies between process models, service models, and data models across all BPM projects in the organization.*

## BPM and SOA

BPM is a natural complement to SOA, and a mechanism through which an organization can apply SOA to high-value business challenges. Both SOA and BPM can each be pursued without the other, but the two approaches in concert offer reciprocal benefits.

An organization can adopt a service-oriented approach to its architecture and enjoy the benefits of flexibility, reuse, and adaptability SOA confers, but applying that architecture to higher-value business challenges through BPM yields more measurable ROI and greater direct impact to the business. Similarly, BPM by itself provides real business value, but SOA eases the integration burden for process solutions and provides technologies to manage the technical service components involved in a business process, increasing reuse and improving governance and manageability.

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“There are many IT systems sufficiently compact and stable to optimally support BPM without SOA—at first. If companies choose a BPM suite with sufficiently rich connectivity to underlying applications and databases, they will at first get the benefits of BPM without an SOA. But this initial success contains the seeds of its own downfall: As more departments come online, more managers have a hand in controlling the IT environment. And as the system's growth necessitates more changes, the BPM solution will soon be suffering the coordination, integration, and management problems SOA was invented to solve.”

Alfred Chuang, CEO  
BEA Systems

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Rolling out SOA—defining business services, building them, and deploying SOA infrastructure—is often a multi-year effort, and most companies are just getting started. An organization can achieve BPM’s benefits today, without waiting for the SOA rollout, or it can pursue the rollout of SOA through BPM. Organizations often pursue the two simultaneously, using BPM to prioritize those architectural elements that should first be service-enabled. BPM on SOA is thus a two-tiered approach:

- 1) IT uses SOA to create coarse-grained, optimally reusable services, discoverable using a service registry and deployed with loose coupling on an ESB.
- 2) Process analysts on the business side use BPM to create and optimize business process models, finding available business services that implement modeled activities and filling in the process “glue” as needed using a BPMS’s native design tools. Ideally, some processes created in the BPMS—including those involving human tasks—could themselves be deployed as services, registered in the enterprise repository, and exposed for use by other service consumers, both inside the enterprise and out.

## Benefits of BPM on SOA

At enterprise scale, building BPM on top of a solid SOA foundation will make it more agile, more flexible, more easily proliferated across divisions and geographies, and more resilient to changes in underlying IT systems. On top of that, it allows some services required by the process to be outsourced to trading partners, and opens up brand-new business models in which the company’s own processes can be exposed as services to new customers, both internal and external. This approach’s benefits are clear:

### 1. Agility

Business process solutions can be implemented more quickly from reusable coarse-grained parts. SOA’s business services are already pre-integrated internally and architected for business reuse, so there is no need to reinvent the detailed orchestration logic beneath their internal details. Essentially, SOA allows the building blocks of business processes to be larger and more easily reused. More effective reuse also carries the benefit of increased standardization and compliance at the enterprise level, and BPM applies that reuse to a variety of high-value business challenges.

### 2. Resilience

Business process solutions can be shielded from changes in IT assets. To the line of business, the logic behind order processing, supply-chain replenishment, or customer-service requests should not depend on the versions, locations, or other details of the IT systems involved. On the other hand, keeping versions of software updated, migrating to new systems, and consolidating data centers is central to the solutions’ mission. SOA’s loose coupling allows IT assets to evolve in an orderly way, without impacting BPM logic or performance visibility.

### 3. Quality of Service

Process owners want to get all the BPM benefits we’ve discussed, but usually just assume that the technology solution is going to be secure, reliable, and fast. Such so-called Quality of Service is not built into baseline Web standards. It can be added to BPM implementations by custom programming, but SOA’s ESB makes it much easier to build and reuse. For example, instead of having every process that interacts with your SAP system call it directly using integration adapters, it is better to leverage a reusable business service managed under a

centralized governance policy, invoked asynchronously for higher performance with reliable delivery and consistent fault handling. When scalable, reliable integration of mission-critical systems is required, SOA offers important and powerful reinforcement to BPM.

#### 4. Business-IT collaboration

BPM introduces a fundamental shift in organizational agility, delivered through a common focus on refining the business through process excellence and the shared set of tools used to achieve it. BPM fosters a deeper collaboration between business analysts who identify and define processes, and the IT developers who implement integrated processes and services. Companies that connect these two groups with common tools and shared philosophies are experiencing radical new efficiencies: The business discovers how quickly an agile architecture can support its dynamic needs, and IT discovers higher-value challenges to apply that architecture to.

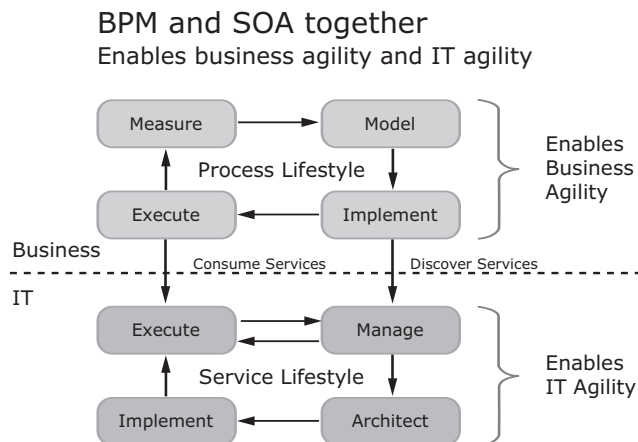
BPM on SOA allows a cleaner separation of business and IT concerns in business process implementation. While BPM's promise to give the business more direct control over process implementations can make IT nervous, BPM on SOA fulfills that promise in a more IT-friendly way, since implementing and deploying business services is the explicit province of IT. Those services can be orchestrated using a business-defined process logic without the risk of "breaking" anything.

#### 5. New business models

One of the most important benefits of SOA is that you don't have to do everything yourself, but can instead replace functions now performed internally with services performed by trading partners. Generally these are not end-to-end business processes, but isolated business services that can be performed more cost-effectively by others. BPM on SOA allows—even encourages—such mixing and matching in business processes, clearing the path to competitive advantage.

Figure 3

BPM on SOA allows IT to architect, build, register, and deploy reusable business services, which can be discovered and executed ("consumed") in business processes.



## BEA: Leading the way

Implementing BPM on SOA is not as simple as connecting BPM suite A to SOA stack B using open standards. This kind of baseline integration is always possible, but to make the combination work most effectively, the BPM and SOA tools need to integrate at key touch-points, share common infrastructure, and be supported by common design and management methodologies that reinforce the BPM-on-SOA design pattern. This means recognizing that service orchestration and business process management are not the same thing, and that using adapters to integrate enterprise business systems' APIs directly from the process model is different from using them within the implementation of business services managed by SOA technologies, like a service bus or service registry. It also means recognizing that human tasks play a pivotal role in most business processes, and that any enterprise BPM platform must include rich support for human workflow and interaction.

Today, BEA Systems is leading the way toward BPM layered on SOA. BEA AquaLogic™ BPM Suite is an industry-leading BPM suite that provides modeling and simulation analysis, executable process design supporting human workflow and application integration, a process engine, and end-to-end performance management capabilities. BEA AquaLogic BPM Suite is a part of the BEA AquaLogic Family, which includes additional award-winning technologies for managing SOAs, including BEA AquaLogic Service Registry, BEA AquaLogic Repository, and BEA AquaLogic Service Bus. While all of these technologies are designed for independence, they benefit from a shared design, common tooling, and pre-built connections between them, helping customers realize the benefits of this powerful combination of software faster and at less cost.

As an example, services deployed on BEA AquaLogic Service Bus can be auto-published to the registry, and a proxy service deployed on the service bus can use business services imported from the registry. BEA AquaLogic BPM Suite interoperates with both the service bus and the registry, and can directly import external services for use in business-process designs. UDDI interoperability enhancements now make it easier for BPM users to discover, register, and use external services within the BPM design environment.

## The costs of waiting

Every organization focuses on improving itself and certainly, if business process management is not an explicit focus within a company, it is at least an implicit set of activities among employees eager to improve their company's performance or their customers' satisfaction. So why should you make BPM a mission, and why invest in specific software to help? And why now?

The answer is simple! If you don't have a standard system for identifying broken processes, for modeling and then simulating how processes *should* run, for measuring the impact of process changes, and for implementing those changes, you are potentially squandering a massive opportunity. BPM software offers a way to create economies of scale for managing all the processes that make your organization hum, equipping the people in your organization with a common set of tools that make a difference. Until you have such a strategy for all the processes you want to optimize, you may be wasting money on dozens of separate initiatives:

**Reducing the resolution time** for customer service issues, customer complaints, or activities involving customers: *Iowa Telecom reduced the amount of time for a customer's request to change long-distance providers from five minutes to just 3–5 seconds, saving more than \$1 million a year and freeing personnel to focus on other initiatives.*

**Automating processes with predictive steps**, like expense reimbursement, new-hire approval, or simple data analysis: *British Petroleum (BP) implemented a new “Electronic Approval Process” that handled the invoicing and approval processes for various BP lines of business, saving staffing costs and improving BP’s relationships with its vendors by processing invoices faster.*

**Optimizing exception handling for high-value processes** to appropriate delegates for faster routing and shorter resolution times, like trade dispute settlements or insurance claims processing: *CitiGroup implemented BPM to manage and optimize the handling of complex exception scenarios that happen in automatic trade processing. This allowed them to process more trades on time and thus recoup revenue lost due to expired trades.*

**Modernizing paper-based or legacy processes**, reducing capital costs and improving the efficiency of routine work, increasing visibility along the way: *GreenPoint Mortgage took their entire loan-origination process from a manual, paper-based process to a fully automated one using digital document management. This enabled GreenPoint to optimize the process and do more parallel processing of mortgages, reducing processing times from weeks to days.*

**Bringing new products or services to market faster** with less overall cost to the business: *Sallie Mae integrated data from eight systems, saving the company money and improving its ability to serve its customers.*

**Complying with federal regulations** or industry guidelines like Sarbanes-Oxley or HIPAA: *First Horizon automated its process for verifying customer data, meeting the compliance requirements of the “Know Your Customer” provision of the USA Patriot Act.*

These are the real costs of not having a cohesive and comprehensive BPM strategy. In place of one-off investments that optimize a single process for just one function, or just one audience, in just one business, a BPM system can serve as a more cost-effective, company-wide platform for designing, measuring, analyzing, and continuously improving business processes, and the business itself.

## The bottom line

In today’s global, digital, on-demand environment, managing business processes is an imperative, not a choice. But it’s not always easy. The important processes—the ones that really drive businesses forward—are rarely confined within a single business function or IT system. When you examine those processes end to end, from initial customer request to final disposition, they invariably wind across organizations, each with its own rules and management structures, and across disparate IT systems that were never designed to talk to each other. Moreover, you’ll probably find that the very same business process is performed differently in each division and geography, using different rules and performance metrics.

Crossing functional, organizational, and geographic boundaries within an enterprise invariably creates inefficiencies and errors. The difference between cycle times of two weeks and two days might be traced to a week’s delay in the handoff between organizations. The difference between bringing new products to market in weeks rather than months can come down to the ability to integrate existing IT systems rather than having to start over with new ones.

BPM and SOA are two powerful approaches to helping businesses solve these challenges. And software tools related to each, when integrated, offer the most comprehensive approach to real business transformation.

## What to do next?

Whether you're just beginning your journey with SOA or BPM, or already well on your way, BEA has amassed a wealth of information to help you, and offers solutions to meet your needs. BEA offers a wide variety of resources at its SOA Resource Center, including a self-service SOA assessment to analyze your SOA readiness. Visit the BEA SOA Resource Center at [bea.com/soa](http://bea.com/soa). BEA offers a similar readiness assessment for BPM at [bea.com/bpmready](http://bea.com/bpmready). Finally, you can learn more about the BEA AquaLogic BPM Suite, and read customer case studies, BPM market research, and analyst reports, at [bea.com/bpm](http://bea.com/bpm).

## Join the BEA community

At BEA, we understand that developers need different kinds of resources than IT managers. And that architects face different challenges than executives. That's why we've created four unique communities that give you exclusive access to a formidable group of your peers, to a world of shared thinking, and to the kind of meaningful information that can make you more effective and more competitive. To join one or more of the BEA communities, simply register online at [bea.com/register](http://bea.com/register).

## About BEA

BEA Systems, Inc. (Nasdaq: BEAS) is a world leader in enterprise infrastructure software. The BEA SOA 360° platform, the industry's most unified SOA platform for business transformation and optimization, is designed to improve cost structures and grow new revenue streams. Information about how BEA is enabling customers to achieve Business LiquidITy™ can be found at [bea.com](http://bea.com).



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