

# Business Process Management Program Key Initiative Overview for CIOs

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This overview provides a high-level description of the Business Process Management Program Key Initiative. CIOs can use this guide to understand what they need to do to establish and manage a BPM program.

## Analysis

A business process management (BPM) program launches the BPM discipline, which treats business processes as assets that improve enterprise performance by driving operational excellence and business agility.

Improving business performance has long been a major CIO priority, given the key role that IT can play in such efforts. Thus, the creation and management of a BPM program is a critical concern for CIOs. A BPM program brings common business processes into a fresh view for evaluation and improvements to boost enterprise performance. Existing processes may be duplicative, inefficient, slow and unreliable. BPM generates models for such processes and applies metrics and analysis to change them to improve performance. New processes can also be subject to BPM and benefit from rule management, simulation, direct business control and improved agility. BPM brings attention to the highest-value processes — the ones most aligned with the business goals and strategy — for the best return on investment.

## Consider These Factors to Determine Your Readiness

A BPM program offers great potential advantages but nearly always represents a change to past practice. The cultural willingness to change is important. CIOs should ensure that the following conditions are in place before their organizations establish a BPM program:

- A focus on improving business performance
- A willingness to review established practices and change them
- An acceptance of continuous change now and into the future
- The ability to see beyond functions to the broader cross-departmental, customer outcome view
- An acceptance of process modeling, analysis and refined performance metrics

## Recommended Reading

The following documents are foundational research to get started with this initiative:

"BPM Governance: Allocating Decision Rights and Process Ownership"

"The Enterprise CIO's Role in Business Process Improvement"

"Improving Business Processes"

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