



Benchmarking Procession TOA against key elements and principles that support BPM Applications as indicated by industry thought-leaders

1. Gartner, Inc: Definition of Process*

Element/Principle	Procession Comment
A set of activities and tasks performed by resources – <i>Humans and machines</i>	This is core to a TOA. Each human task has a role associated with it. This role determines which users are allowed to perform and complete the task. The process flow between human tasks and automatic tasks is integrated allowing seamless transition between the two task types.
Using a variety of information – <i>Documents, images, expertise, evidence</i>	All information in any form can be captured and incorporated as required in the process design. Procession TOA is data centric thus each piece of data on a document is discreet for purpose.
Interacting in various ways – <i>Sequential (predictable) and ad hoc</i>	Procession has “linking” capability, which also allows asynchronous interactions to reflect real optimised solutions. There is a built in exception process for the unpredictable.
Guided by corporate mission, goals & policies – <i>KPI correlation, business rules, scenarios</i> to produce an optimal work outcome	Each task is effectively a “business object” and in itself “goal directed” to allow individual or collective goal achievement. Business rules are a core capability. Setting KPIs is a part of the process design as is the resulting correlation. Early user feedback with rapid prototyping and rapid change capability aids optimisation.

2. Gartner, Inc: BPMS Introduction*

Model and simulate <i>all</i> the interaction patterns – between workers, systems, and information to create shared understanding about how business results can be optimized	The TOA approach reduces the number of people in build of solutions to the business and analyst with a dynamic interaction and is able to rapidly build a working prototype to allow early interaction with users. This reduces need for modelling and allows process design change to be tested using actual data rather than hypothetical process data.
Consistently execute the optimal process	What is specified is what is delivered and is as prescriptive or as “loose” as required. TOA supports rapid change as required without disruption. Robust as code never changes.
Coordinate and manage the handoffs of work across boundaries –to support in-line process adjustments	There are no boundaries with a TOA with a sound IT architecture in the enterprise. Business logic controls flow to right people in the right place at the right time.

Provide real-time feedback to line managers about WIP – and continuously refine and adjust process flows and rules	Real time information from source, one version of the truth with built in state all ensure accuracy. Manager module allows view of activity with ability to re-assign any task as required and permitted. Rules can be controlled and changed locally or regionally as required in the process design.
Monitor process outcomes to performance targets	Monitoring and Reporting as required in the process design. Central or local control over target setting.
Collaborate with IT professionals throughout the process life cycle	Business Professionals/Analysts work with the business to build and change applications. “IT” are in support to ensure delivery within the enterprise architecture.

3. Gartner: Business needs that BPMS Added Value must address*

Number of system change requests is skyrocketing. IT cannot keep up without more resources. Need a better way	The TOA is built by business professionals / analysts and where appropriate in the design of the process can allow business users to change. Time to change is significantly reduced freeing up resources. TOA is a new and better way.
Manual exception handling must be made easier, faster and integrated with system steps	TOA treats human tasks and any interaction as priority as this is the source of all information in any business. Every task has exception task process built in.
Need for simultaneous, multiparty access to and collaboration on documents in a case	Externally created documents are handled as required by the process. TOA created documents are data-centric where information is inserted according to the requirement at that stage in the process with collaboration as required.
CRM/PRM is key to company differentiation and is not sufficiently addressed with existing systems.	ATOA is non-prescriptive recognising every business is different and needs to differentiate from competitors. This extends to software agility in a TOA for a continuous improvement programme.
Need to meet compliance and oversight mandates.	All tasks are presented to users as dictated by the process design with full audit trail and time taken can be recorded. Management with security access can drill down to view history.
Critical information gets lost at boundaries.	With TOA all work progress is tracked and visible by management and works across boundaries as built into design.
Volatility of business conditions is costly	TOA works in real time environment with rules capability and time management allowing alerts deadlines and automated actions in given circumstances. Fully support becoming the “predictable” business.

4. Human Interaction Management Systems (HIMS) 5 key principles

Connection visibility with roles and users	This is fully incorporated into TOA with built in management hierarchy and security.
Structured messaging multiple asynchronous channels supporting and measuring “goals”	TOA links allow multi asynchronous channels with built in rules capability. Each task is in itself Goal directed and measurement is real time.
Support Mental “off line “ work requiring time management and creation on “entity objects”	Time is a core feature of a TOA. Tasks in a TOA are effectively configurable “business objects” that can be as prescriptive or as loose as required to allow free thinking yet with goals set and with reported outcomes with automated reminders and escalations as required.
State to validate activity.	TOA has built in state enabling complete real time knowledge of activity that supports validation and can automatically trigger corrective action if required.
Flexibility to allow processes to change processes requires easy manipulation of supporting software.	We have not yet come across this “need” to “intelligently” change. We can certainly apply rules and create decision-making - the step further to automate change would be a custom algorithm. We believe there is more to offer in this respect with our TOA. The Living Process® already allows users to create at run time a custom process within agreed parameters to achieve the desired goals. For continuous improvement a Copy and Versioning Process allows core changes to process not just configuration at the task level.

5. Gartner: BPM Futures: BPM Technology Innovations*

Goal-driven processes	Task types in a TOA are “goal directed and task driven” resulting in individual or collectively driven achievement of goals.
Self-adjusting processes	The combination of the Copy and versioning Process and Living Process® are the start of this journey.
More model abstractions (physical and operational views)	Each application is built through a graphical designer via the business task objects and remains as a record of what has been deployed. Custom reports on state of any process in graphical form can be displayed as required.
Real-time agility infrastructure (late binding and Complex Event Processing)	TOA delivers real time information and has ability to allow users to configure tasks at run time within agreed limits. Process changes are implemented with no shut down and the Living Process® gives users ability to build a process at run time again within agreed parameters/rules. TOA can handle very complex “events” in a simple step-by-step approach. This all part of the process design (there is no need for coding).

6. Gartner: BPM Futures: The Business Process Platform*

Process Orchestration	TOA differs in that as self-contained environment it incorporates all requirements. The task types as business objects are orchestrated as required in the design and build phase. Resultant objects whether a task, sub process or the process application are stored and re-useable. This will allow rapid build up of a “Business Service Directory” not quite as envisaged by Gartner but the same effect although it will be on most occasions quicker and more effective to custom build core process requirements.
Business Content & Rules	TOA is a complete environment that handles all eventualities delivering and managing content with required rules.

7. Gartner: Further Convergence of Tool Categories*

Design & Composition	In a TOA as you design in the Graphical front end you are seamlessly building the application.
Process Management	Real time feed back, management hierarchy with security and entirely business driven.
Developing Life cycle	Fully supports iterative development with rapid prototyping and allowing dynamic interaction with business during build led by business analysts.
Coding	There is no coding or compiling to build. There is a need to have knowledge available for complex calculations to be inserted into the calculation engine via the calculation task. (all re-useable)
Rapid Change	Proven capability that leads the way with Copy and Versioning tool and Living Process®. Changes can implemented with no disruption to the business.
Productivity Automation	Many tasks can be automated requiring little if any human action. Full audit trail and time recording supports Activity Based Costing and Profitability Analysis as required in design.

8. Advanced BPMS tools an expressed view

The most advanced BPMS tools, and there are very few of them, provide an iterative process design environment that allows users to rapidly design, build, test and optimise at a very granular level the process objects, while building the process definition.	In the TOA environment each task is a configurable business object, a process object being a series of joined up tasks. Business analysts in a dynamic development and test environment working directly with the business build the application through the graphical designer. The result is the rapid production of a working prototype to test business logic and engage end users to optimise. Once fully tested can be deployed with no coding or compiling.
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9. Forrester Research – Dynamic Applications are:**

User-centric - accessible and role-specific	A core capability with Roles and Performers
Process-oriented - target business goals	Processes are a series of linked tasks both human and system. Each task is a business object and specifies the required goal which can be measured at any point in the process
Flexible - driven by changeable models and rules	Procession TOA allows flexibility to change as the business requires but not linked to any “model” – in TOA the model is the application Rules capability built in
Collaborative - support people and systems	Seamless connectivity within TOA between people and system tasks.
Context-driven - respond/adapt to business events	Everything in TOA is “context driven” with right information to right person at right time with time incorporated to reflect people needs to do their job
Dynamic - can change in business time, <i>without programmers...</i> whenever possible	Procession TOA builds the application <i>without programmers</i> or code compiling. Anticipated changes at design time can allow users to change in business time. Unique living Process® allows users to build custom process at run time within pre agreed parameters that ensures content integrity. The Dynamic Task™ will deliver the self adjusting process to reflect changing circumstances
Information-rich - all the information needed to make decisions and act is assembled in context in one place	Procession TOA information is entirely data-centric and the required information is automatically assembled by the process engine as instructed by the process design. The engine also recognises the specified roles and performers to deliver as required to allow users to make decisions and act as their job requires.

*Extracted from “Business Process Management Technology; From Best of Breed Tools to Suites to Process Platforms” March 2007 by Janelle Hill, Gartner, Inc

** Extracted from “2007 Software Architecture Trends” March 2007 Mike Gilpin Forrester Research, Inc.