

An aerial photograph of a river with rapids and a waterfall. The water is turbulent and white with foam, cascading over rocks. The surrounding landscape is lush and green.

Ecología de Negocios Administración de Procesos en la Empresa Conectada

**Abbie Lundberg
Business Ecology Initiative**

An aerial photograph of a river with turbulent, white-water rapids. A large, prominent whirlpool is visible in the upper right quadrant. The water is dark blue-grey, and the rapids create a dense, white foam. The overall scene conveys a sense of intense, chaotic natural energy.

**Vivimos en un mundo
complejo y volátil**



usted está aquí

información es la moneda de los negocios

85%

information is a
key strategic asset



Source: "Unlocking the Value of the Information Economy," a global survey of 1,375 executives by Harvard Business Review Analytic Services and sponsored by Symantec

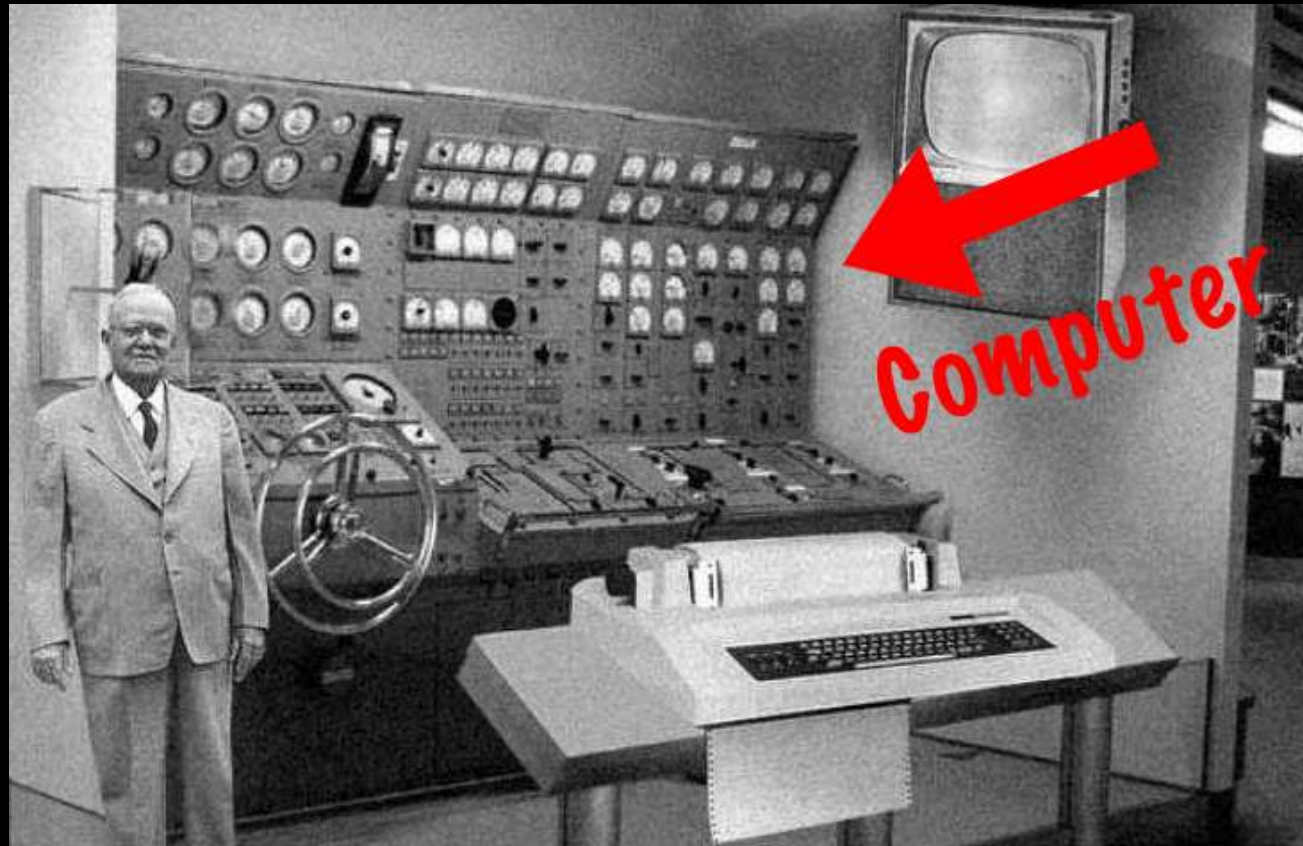


la velocidad es
el objetivo

la simplicidad
es la solución



este es el problema



An aerial photograph of a river with rapids and a waterfall. The water is turbulent and white with foam, cascading over rocks. The surrounding landscape is lush and green.

Ecología de Negocios

adaptables, sostenible, seguro

Photo courtesy of NASA Goddard Photo and Video

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The background is a vibrant blue digital explosion. It features numerous lines of binary code (0s and 1s) that radiate from a central bright white point, creating a sense of rapid growth and expansion. The lines are slightly blurred, giving a dynamic, high-speed feel.

digital explosion



2009: 800,000 petabytes
2020: 35 zettabytes

iPad

"I want my

Twitter
escalating
customer
demand



skype

MUSIC TELEVISION

iPhone

Google

A photograph of a middle-aged man with white hair, wearing a light-colored jacket over a dark striped shirt, sitting on a sailboat. He is smiling and talking on a mobile phone held to his ear. In the foreground, a laptop is open on a surface. The background shows a blue sea, a green coastline, and a clear blue sky with some clouds. The text 'untethered empowered' is overlaid on the right side of the image.

**untethered
empowered**

The image features a stylized globe of the Earth, rendered in shades of green and brown, set against a dark blue background. A glowing blue grid of latitude and longitude lines is overlaid on the globe. A complex network of bright blue, glowing lines and nodes is superimposed on the globe, representing global connections and complexity. The lines are interconnected, forming a web-like structure that spans across the globe. The overall aesthetic is futuristic and digital.

global connections, global complexity



Technology as a Service

Photo by Jenny Downing

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Opportunities, Challenges, Expectations – Oh My!

1. Integrated, world-class services
2. Accelerated implementation of the new
3. Expanded roles & responsibilities
4. Global platform
5. Culture change
6. Transform business processes
7. Reduce complexity
8. Increase agility
9. Repeatable, sustainable

business ecology attributes

integrated

streamlined

intelligent

sensing

responsive

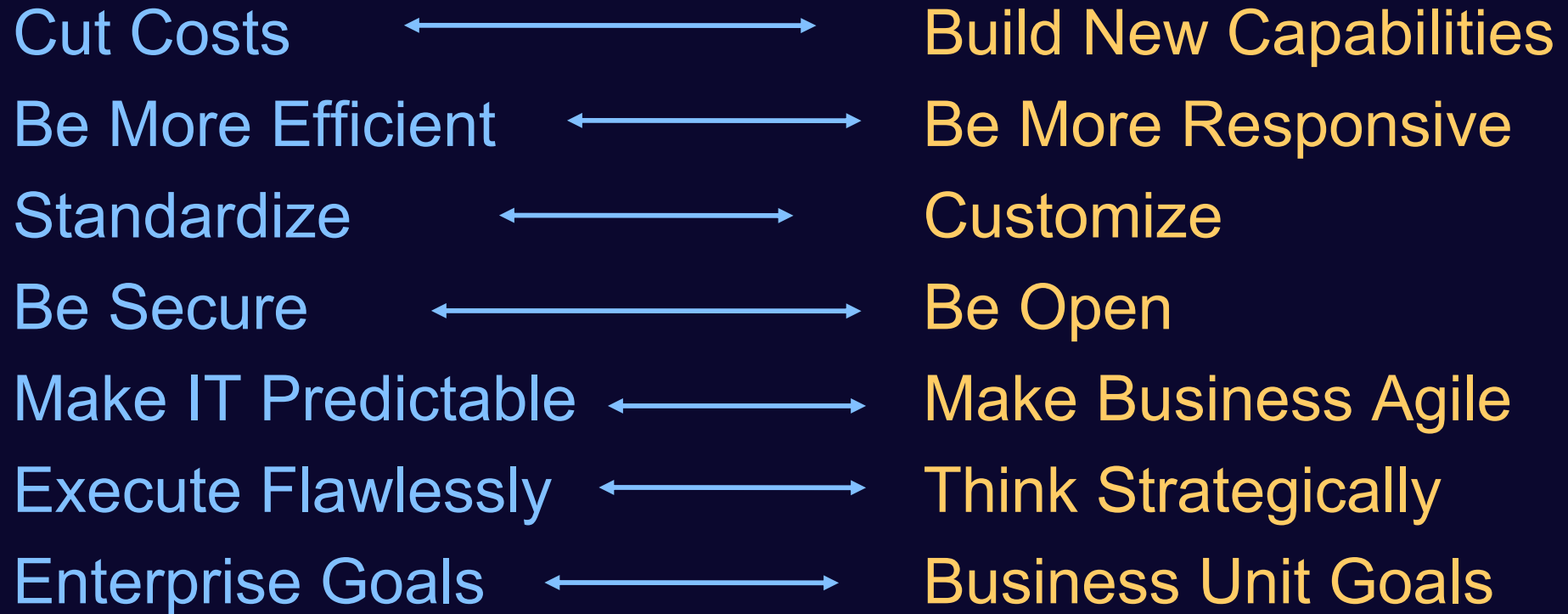
sustainable

secure



Business technology convergence is a necessary condition for B.E. success

The CIO's Dilemma



"Being highly responsive to our business partners' and customers' needs and creating standardized processes and technology platforms can seem like conflicting goals, but **doing BOTH is key to maximizing value.**"



Stuart McGuigan, CIO,
CVS Caremark

IT savvy firms are
20% more profitable
than their competitors

-MIT Center for Information Systems Research

How does IT matter?



information



does your company use information strategically?

1. not at all 2. sometimes 3. all the time

Room for Improvement

85%

information is a
key strategic asset

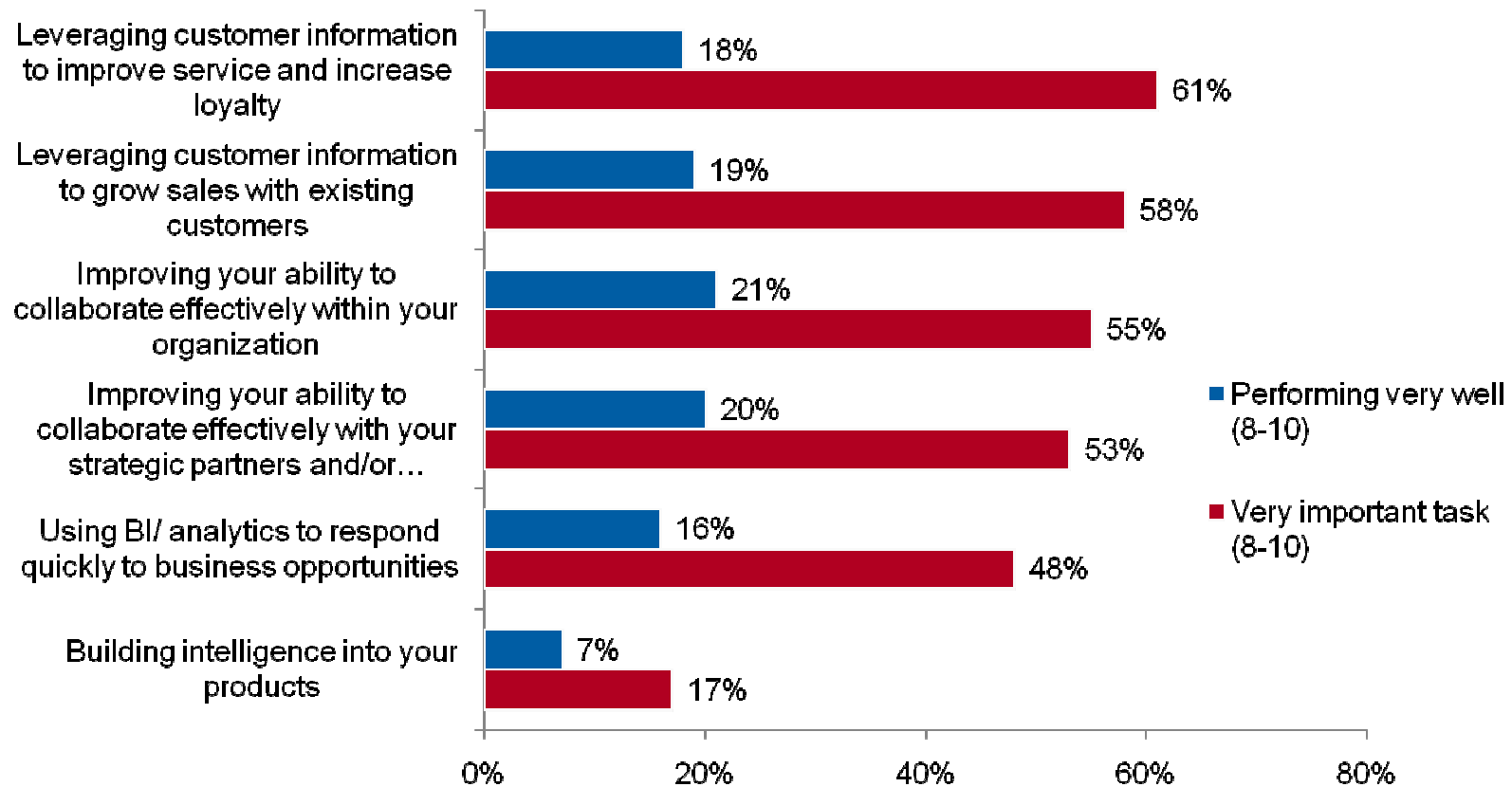
36%

well positioned to use
information for growth

Source: “Unlocking the Value of the Information Economy,” a global survey of 1,375 executives conducted by Harvard Business Review Analytic Services and sponsored by Symantec, January 2010

Performance Gap

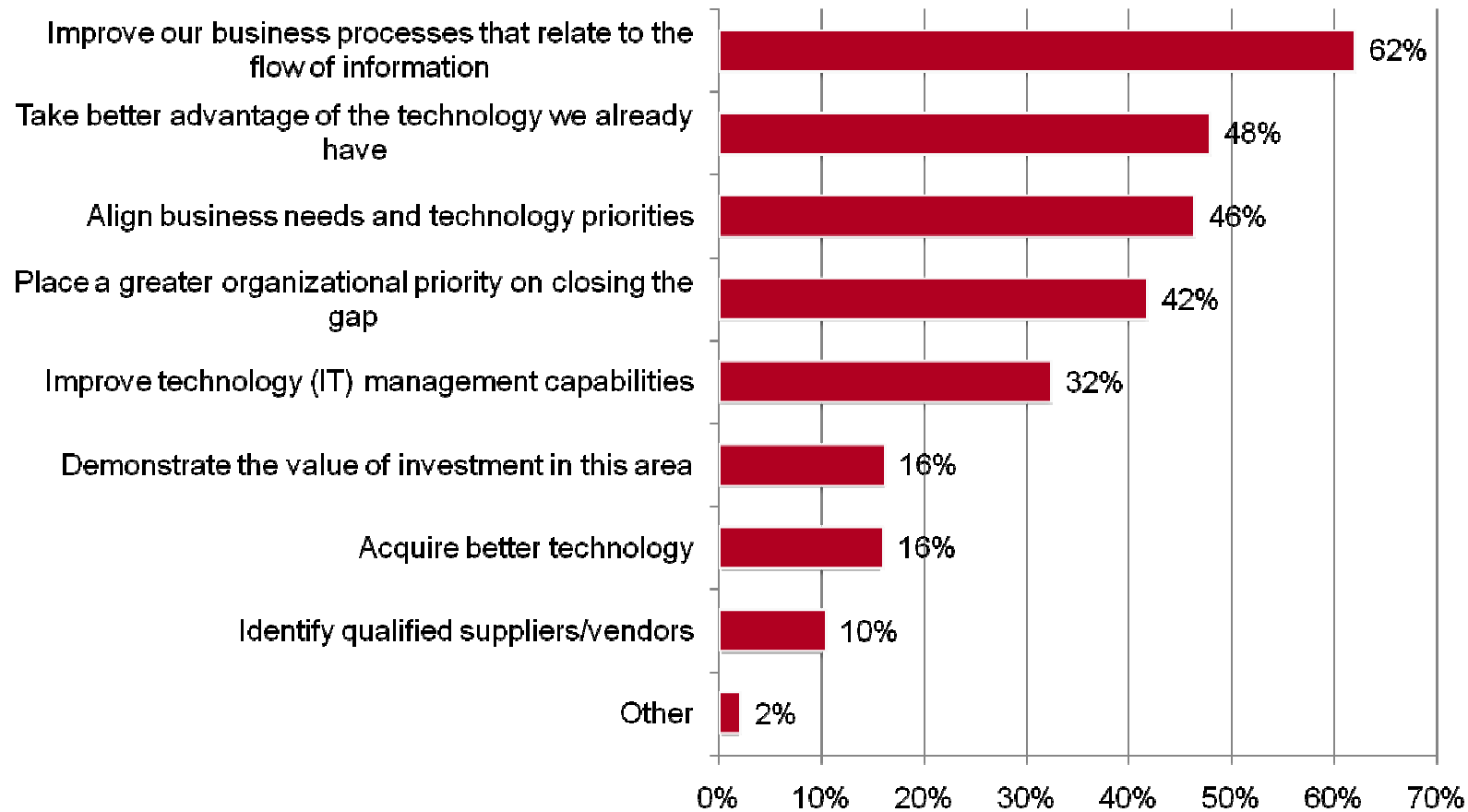
Please rate how important each of the following information strategies is to your organization's growth over the next 1–3 years. Please rate how well your organization is currently doing each.



Source: "Unlocking the Value of the Information Economy," a global survey of 1,375 executives conducted by Harvard Business Review Analytic Services and sponsored by Symantec, January 2010

Closing the Performance Gap

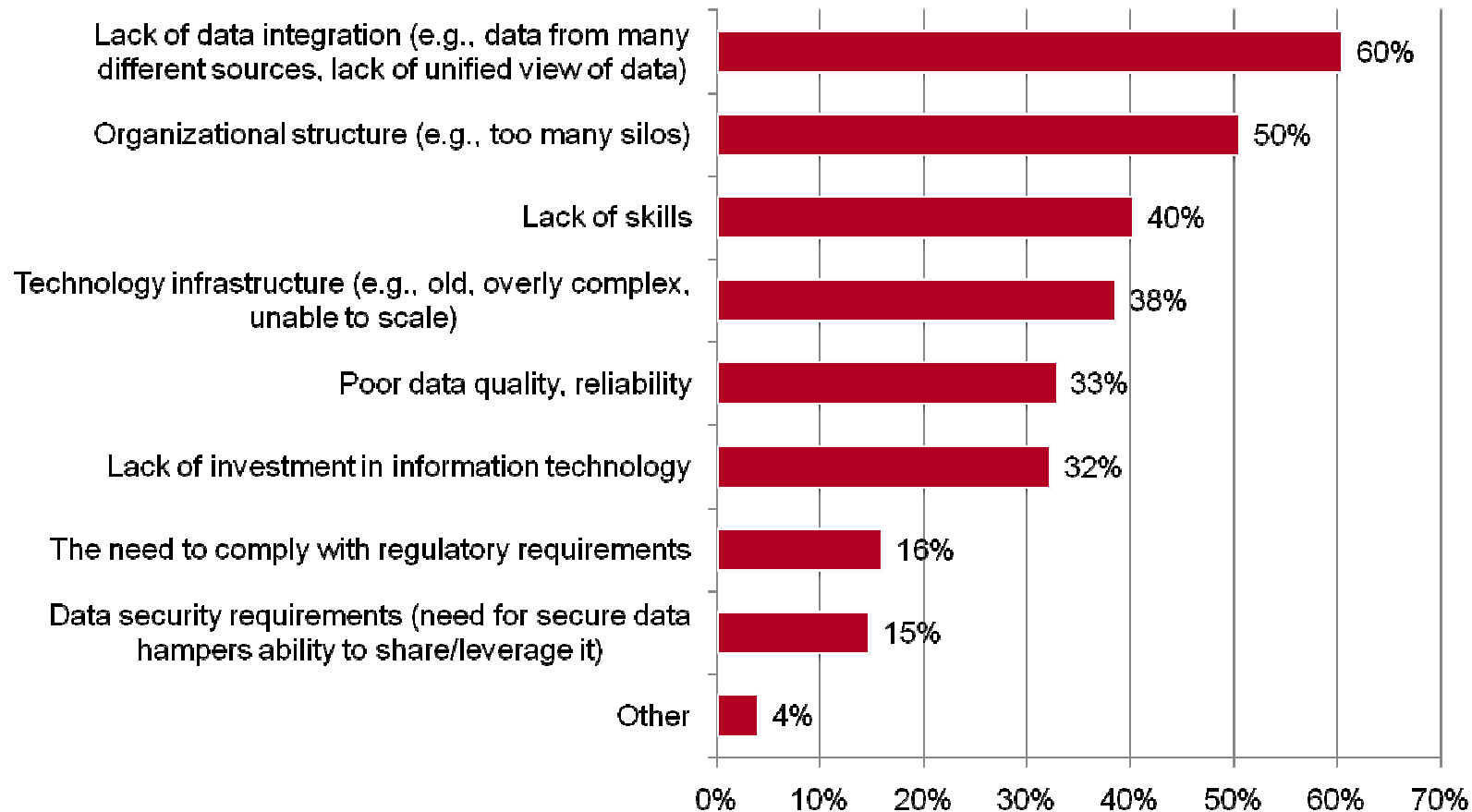
What are the three most important things your organization can do to close the gap from where you are today and where you want to be to make better use of information? (Select up to three)



Source: "Unlocking the Value of the Information Economy," a global survey of 1,375 executives conducted by Harvard Business Review Analytic Services and sponsored by Symantec, January 2010.
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Barriers to Leveraging Information

Which of the following are barriers to your organization's ability to use information to grow your business? (Select all that apply)



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speed

“There are very few [technology] secrets out there anymore.

The only competitive advantage becomes speed.

Organizations need to keep embracing innovation and new technology models.


At the end of the day, it’s about getting from point A to point B quicker than everybody else.”




Rollin Ford, CIO, Wal-Mart

Cloud

Speed
Flexibility
Collaboration
Insight



simplicity



**“Speed equals innovation
times simplicity – and 80%
of the value comes from
simplicity.”**

Geir Ramleth, CIO, Bechtel

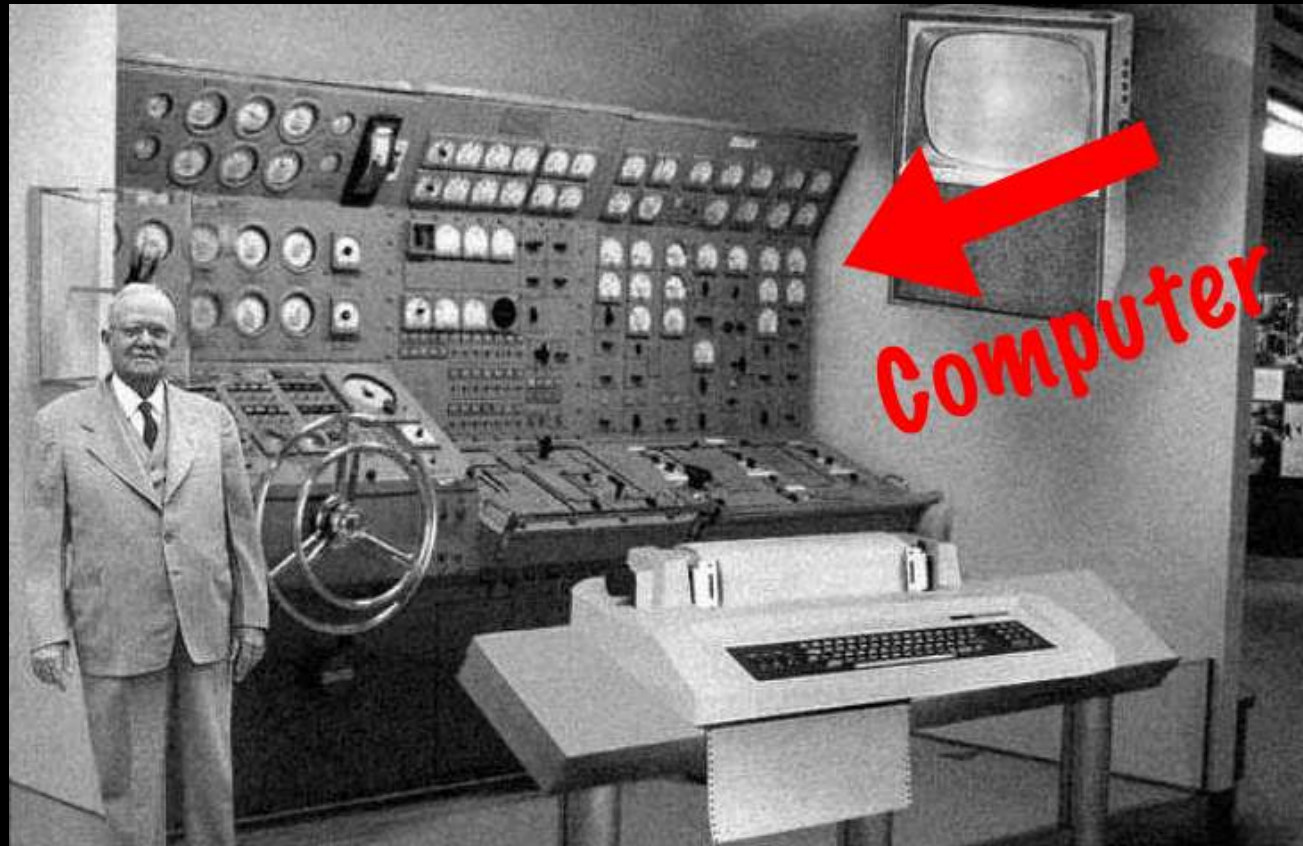
REAL SIMPLE

COMMON PROCESSES

STANDARD INFORMATION

LEVERAGED PLATFORM OF CORE SYSTEMS

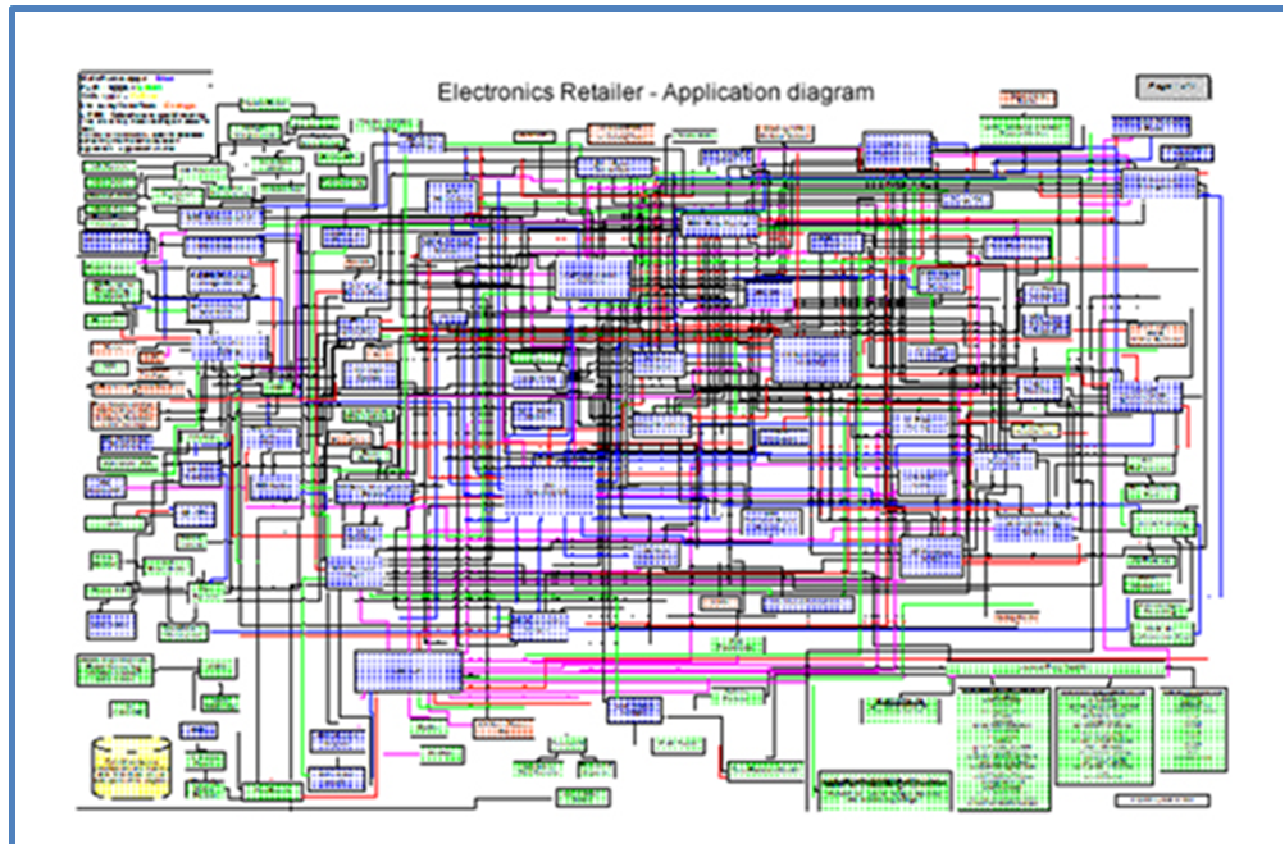
INNOVATION AT THE EDGE



IT weighing you down?



technology mess





limited resources

“We can do anything you
want; we just can’t do
everything you want.”

-Healthcare CIO



synchronize efforts

**8
Things**

**We
Hate**

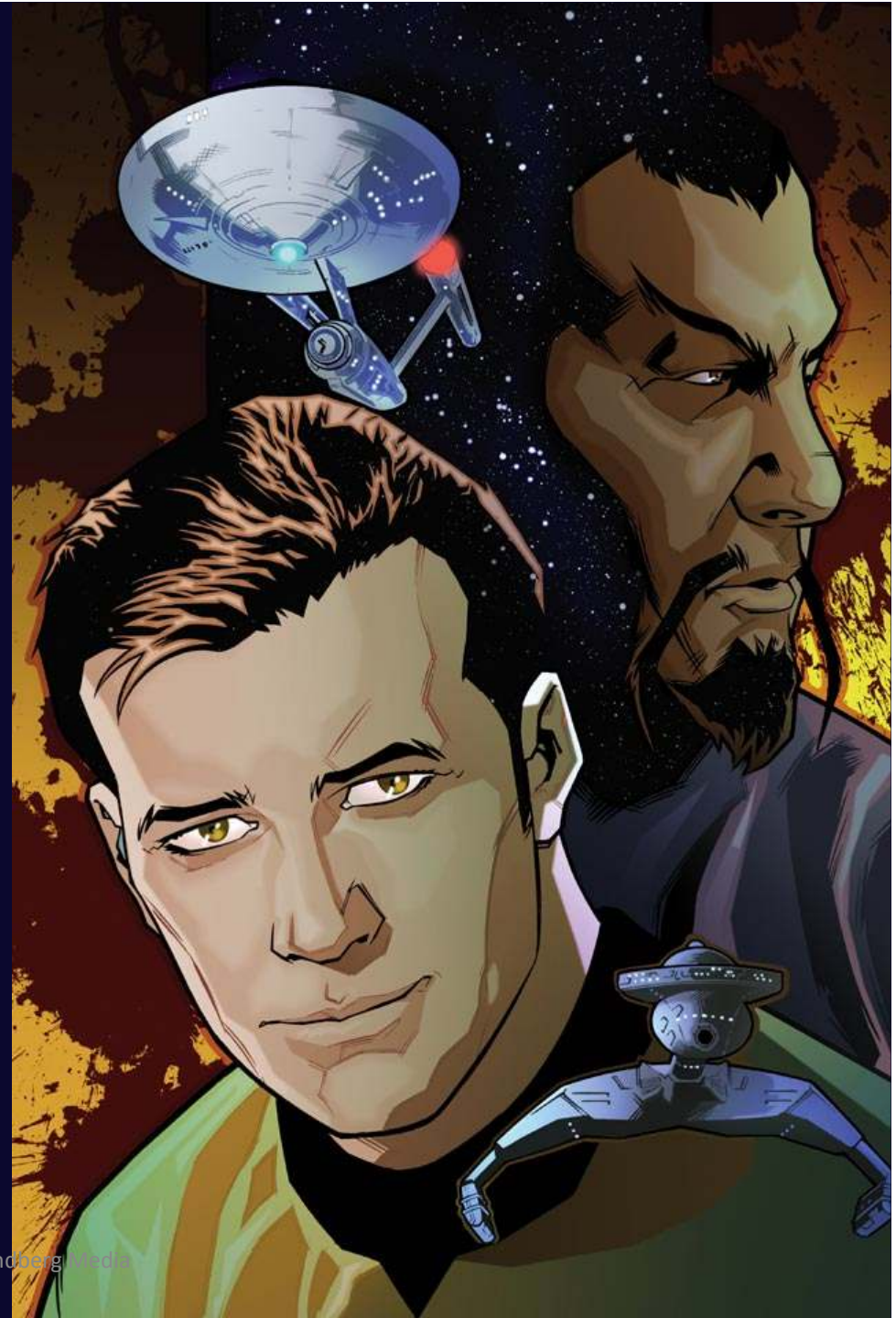
**About
I.T.**

How to Move Beyond
the Frustrations
to Form a New
Partnership with I.T.

Susan Cramm

HARVARD BUSINESS PRESS

IT and business
view the world
through
different lenses,
speak different
languages





Business technology convergence is necessary for success

An aerial photograph of a river with rapids and a waterfall. The water is turbulent and white with foam, cascading over rocks. The surrounding landscape is lush and green.

**information is the currency
of business**

speed is the goal

simplicity is the answer

An aerial photograph of a river with white water rapids, showing turbulent, swirling water. The text is overlaid on the center of the image.

preguntas?

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AmerisourceBergen

- \$78 billion
- Pharmaceutical services
- Drug distribution and related services
- Serving both manufacturers and providers
- **Business process challenge:** contract relationship management, distribution, inventory management



AmerisourceBergen



- **Business Problem:** Managing complex contracts was people-intensive and time-consuming. Communications and record tracking between manufacturers and distributors was mostly manual - with a heavy reliance on email, telephone, fax and postal mail. This resulted in costly inefficiencies and inaccurate information.
- **Solution:** Enterprise BPM to enable contract management and chargeback, vendor reconciliation, pro-generics competitive pricing and the quote to contract lifecycle
- **Critical Success Factors:** business/IT collaboration; 3-month deliverables and milestones; defined metrics

AmerisourceBergen



- **ROI:** Millions of dollars in recurring savings from more efficient and accurate tracking capabilities, fewer chargeback disputes, transaction transparency, improved supplier collaboration, variance resolution to expedite credits and returns across partners, customers and suppliers
- **How to begin:** Involve the business to ensure alignment; establish a Center of Excellence team; work in agile, iterative mode; build reusable components; categorize projects and look for quick wins; use BPM workflows for managing processes, not for transactional systems.
- **Learn more:** www.bpmsoa-communityofpractice.org/contest/Amerisource-Bergen-winner.htm

British Airways

Maintenance, Repair & Operations

- **Business Problem:** 60+ systems for maintenance, repair & operations linked together by patchwork of connections. Very hard to change processes & optimize workflow
- **Solution:** Single system to support engineering processes end-to-end, from parts purchase to airplane maintenance
- **Critical Success Factor:** IT and Engineering worked together to design processes & get most out of the system
- **ROI:** increased efficiency, lower costs, inventory optimization, reduced headcount
- **How to begin:** Identify a high-value set of end-to-end processes that would benefit from being more directly connected
- **Where to learn more:** www.cio.com/article/659366

Wyeth

Global Research & Development

- **Business Problem:** Gaps between systems and discrete processes in the drug development and review process caused inefficiencies,
- **Solution:** BPM to reach across R&D, clinical trials, and legal and regulatory review
- **Critical Success Factor:**
- **ROI:** break down barriers between organizational and geographic divisions and to improve collaboration and innovation
- **How to begin:** Focus on business process first; look for parts of business process that aren't yet automated;
- **Where to learn more:** www.cio.com/article/print/375067