

BUSINESS PROCESS WHAT?

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AGENDA

Process Management

1. QUOTES
2. DEFINITION
3. BASICS
4. PHASES
5. THE BPM (BUSINESS PROCESS MANAGEMENT) LIFE CYCLE
6. IMPLEMENTATION
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QUOTES

PROCESS MANAGEMENT



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Business in reality is a **constant process**, a continuous service chain. Having a plain process outline is essential to success.



DEFINITION

PROCESS MANAGEMENT

Typical Business Drivers of Improving Business Processes

- Perceived or Expected Benefits:
 - Reduce staff and office overhead numbers
 - Process business critical activities faster
 - Reduce the number of errors and exceptions
 - Reduce overall IT costs
 - Reduce duplications
 - Increase visibility into operational efficiencies and bottlenecks
 - Reduce business risks
 - Improve customer service and retention

BPR, BPM and BPI

- **BPI (Business Process Improvement)** - is the process of understanding an organization's goals, objectives and Stakeholder expectations.
- **BPM (Business Process Management)** - is the process of managing a core business processes. It encompasses the techniques, structured methods, and means to streamline operations and increase efficiency.
- Both approaches have their roots and origins in **Business Process Re-engineering (BPR)**.

Business Analysis

- Business Analysts are **critical** to the project's success
- You must never attempt to **change** a business process without first analyzing the business impact of the change in detail
- Most projects failures do not stem from technology
 - Rather, a lack of insight, stakeholder support or planning -- all things that are the focus of business analysts!

The image shows a dark, industrial scene with several large cylindrical distillation tanks. The tanks are labeled with numbers and the word 'DISTILLAT'. One tank in the foreground is labeled '105' and 'DISTILLAT'. Another tank to the right is labeled '104' and 'DISTILLAT'. There are metal ladders and platforms on top of the tanks. The background is a dark, overcast sky. The overall tone is industrial and somewhat somber.

BASICS

PROCESS MANAGEMENT

Business Process Mandate

Since Business Process Initiatives changes things.

- You need the authority, the will, and the ability to change things; this means **aligning** any Business Process project with enterprise goals

And

- You need the **support** of those whose daily work and activities you will change, as well as the support of the management that owns the overall process

BASICS OF PROCESS MANAGEMENT

Process Management

EVERY BUSINESS PROCESS HAS FIVE ASPECTS:

REGULATION ASPECT

What is done when, how and why?

ORGANIZATIONAL ASPECT

Who is accomplishing which task and where?

INFORMATIONAL ASPECT

Which kind of information is transferred? How?

CONTROLLING ASPECT

Is the process reaching its target?

SAFETY ASPECT

Who is authorized to do what within the process?

BASICS OF PROCESS MANAGEMENT

Types of Processes



PRIMARY PROCESSES

- Cross-functional end-to-end processes which directly create values
- Key activities to fulfill the business mission
- Create value added chain,

where every step is conducive to accomplish products and performances

- Within departments, the company or between organizations



SUPPORTING PROCESSES

- Support primary processes through administration of required resources and structures
- No direct creation of values

- Includes IT management, facility management and HR management
- Usually bound to subject areas, functional limits are often exceeded



MANAGEMENT PROCESSES

- Measurement, controlling and monitoring of business activities
- Securing that primary and supporting process reach business objectives

- No direct creation of values
- Guarantees an effectively and efficiently operating business

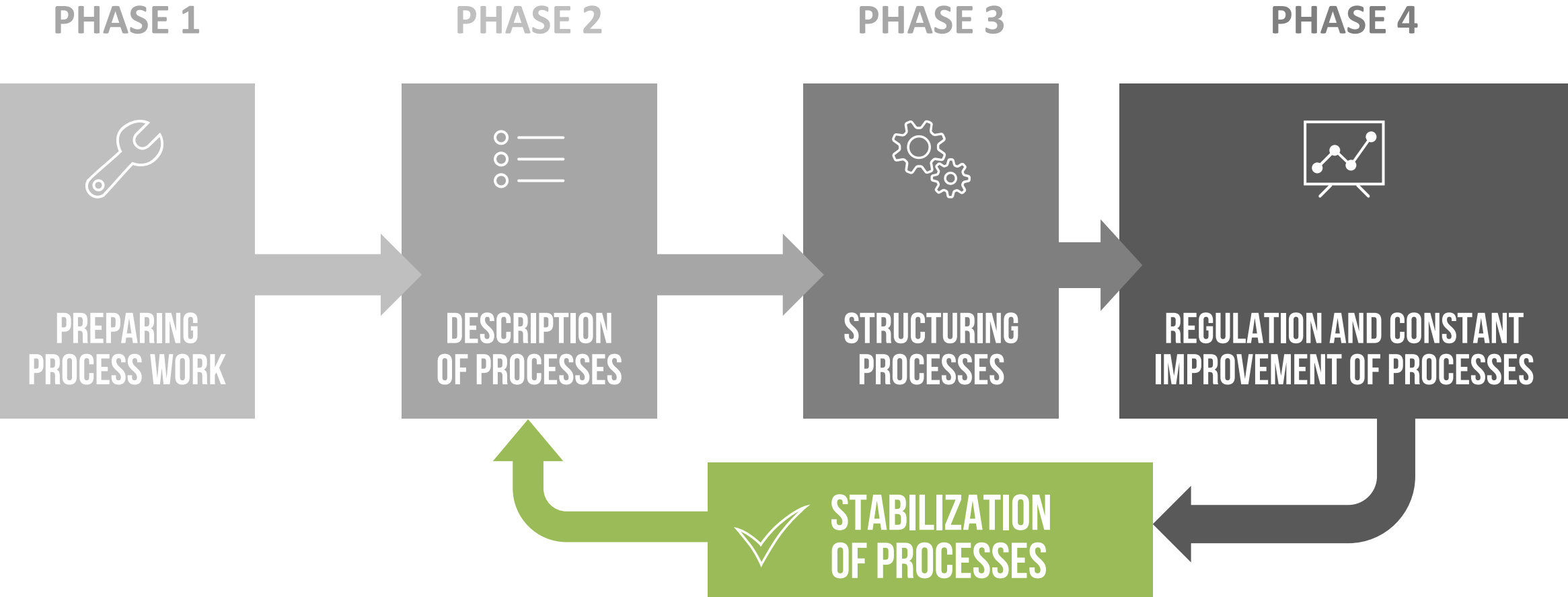


PHASES

PROCESS MANAGEMENT

PROCESS MANAGEMENT

PHASES



Business Process Methods

- In analysis work - **consistency** of methods of collection and **delivery** are essential
- There are many different types of methods
- The use of any method is typically much more effective than none - or a loose hybrid

1. Business Process Analysis

- Most common starting point is when something is not right in the organization...
 - **A meta problem:** there are duplicative processes and information across departments
 - **A business problem:** exception rate is too high
 - **A micro problem:** some user interface screens are confusing
- Business Analyst needs to
 - **evaluate** the situation from various angles and identify core issues
 - **review** any documentation, interview workers
 - **flowchart/document** current process

2. Object-Oriented Analysis

- Centered around understanding of Objects and Classes
 - **Class** - A class describes the characteristics of a thing (attributes, behaviors, properties, etc.)
 - **Object** - An instance of a class
- Modeling techniques linked to UML (Unified modeling Language) and software engineering
- Analysis focuses on “use cases”
- Makes use of Sequence Diagrams, Class Models, and Activity Diagrams

3. Structured Analysis

- Views a “*System*” as a **collection of processes** executed according to certain logic (or illogic!)
- **Focuses** on data flows
- Models Data and Processes **separately**
- Makes use of Data Flow Diagrams, Relationship Diagrams, and Flowcharts

A dark, industrial background featuring a complex refinery or chemical plant with numerous tall distillation columns, pipes, and structural steel frameworks. The scene is dimly lit, with some highlights on the metal surfaces.






THE BPM (BUSINESS PROCESS MANAGEMENT) LIFE CYCLE

PROCESS MANAGEMENT

BENEFITS OF PROCESS MANAGEMENT

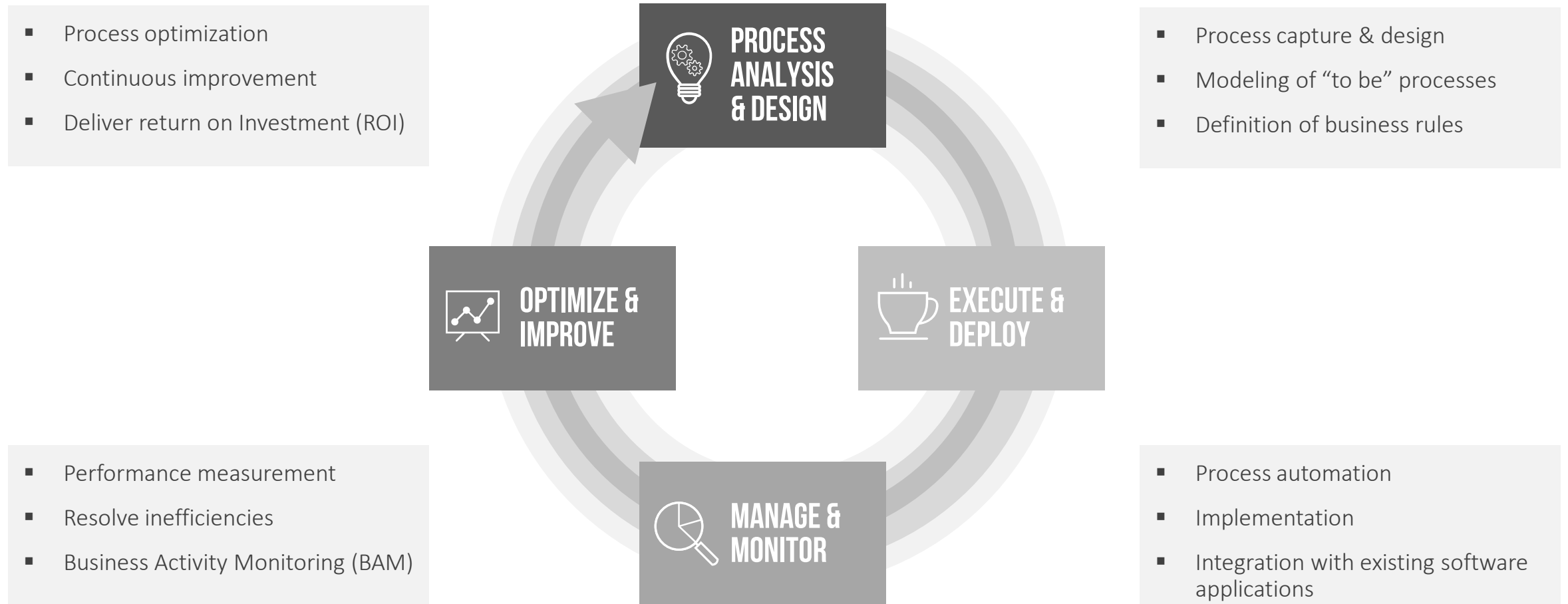
Process Assessment

	Alignment of business processes to customer needs
	Increase of quality and productivity
	Decreasing process costs
	Targeted steering of the business
	Constant Improvement of business processes

	Higher customer satisfaction
	More accurate predictions
	Less internal and external request for support
	Reduced times and costs for trainings
	Reduced throughput times

BPM LIFE CYCLE

Business Process Management



BPM LIFE CYCLE

Process Management

BPM ACTIVITIES AFFECTED BY LEADERSHIP, VALUES, CULTURE AND BELIEFS FACTORS	BPM ACTIVITIES					
	Process planning and strategy	Analysis of business processes	Modelling of business processes	Process Implementation	Process monitoring and controlling	Process Refinement
Culture and strategy						
Methodology						
Information technology						
Process alignment						
Process awareness						
Process measures						
Process sponsorship						
Process responsibility						
Process definition						
Organization						

BPM
FACTORS



IMPLEMENTATION

PROCESS MANAGEMENT

IMPLEMENTATION

Factors of Success



STRATEGIC ALIGNMENT

- Process improvement plan
- Strategy & process capability link
- Process architecture
- Process output measurement
- Process customers & stakeholders



GOVERNANCE

- Process management decision making
- Process roles & responsibility
- Process metrics & performance
- Process management standards
- Process management controls



METHODS

- Process design & modeling
- Process implementation & execution
- Process control & measurement
- Process improvement & innovation
- Process project & program management



INFORMATION TECHNOLOGY

- Process design & modeling
- Process implementation & execution
- Process control & measurement
- Process improvement & innovation
- Process project & program management



CULTURE

- Process skills & expertise
- Process management knowledge
- Process education & learning
- Process collaboration & communication
- Process management leaders

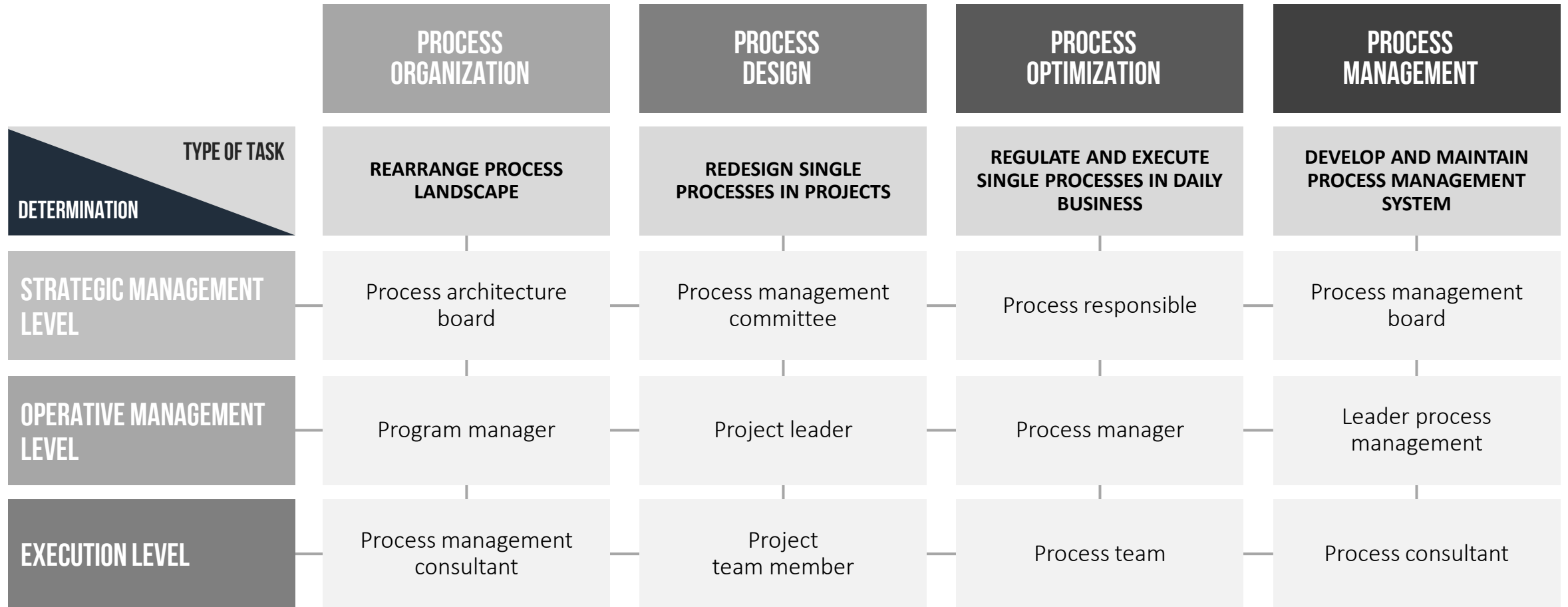


PEOPLE

- Responsiveness to process change
- Process values & beliefs
- Process attitudes & behaviors
- Leadership attention to process
- Process management social networks

IMPLEMENTATION

Roles in Process Management

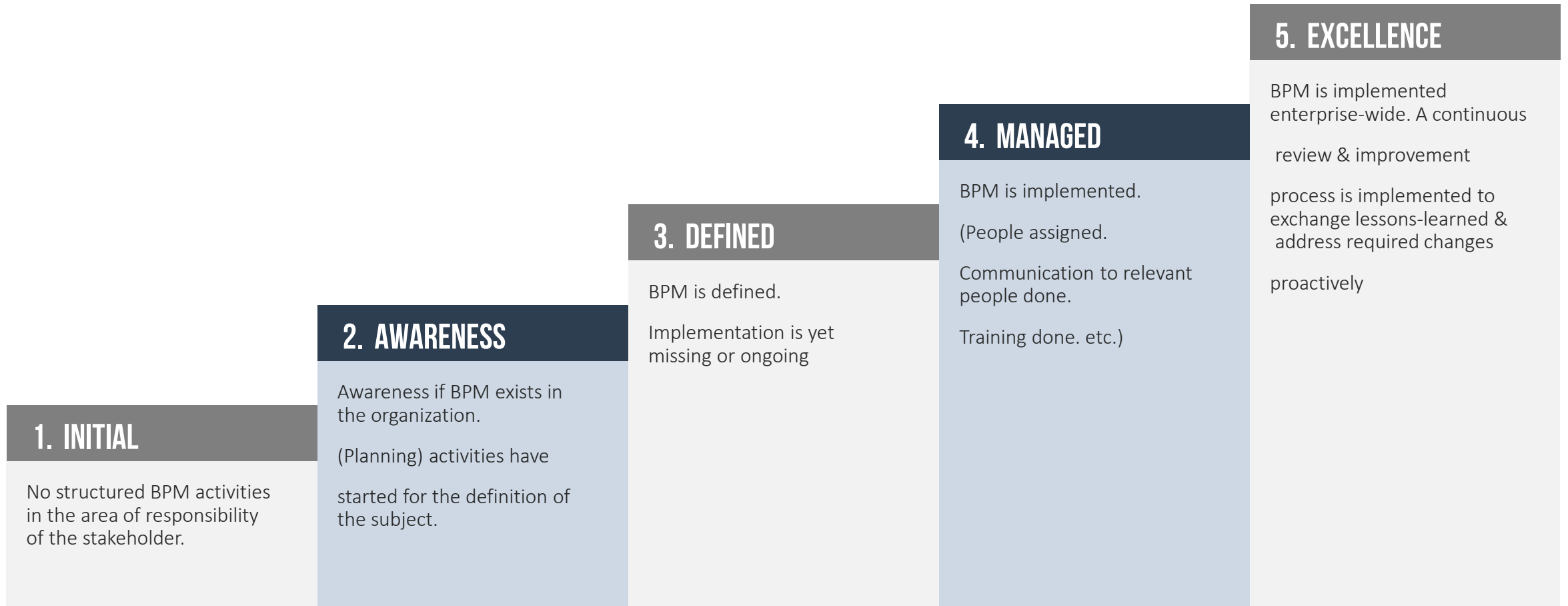


MATURITY LEVEL PROCESS MANAGEMENT



PROCESS MANAGEMENT MATURITY

What is the BPM Maturity of your Organization?



Questions



DEPICTIONS

Mind Cloud in Colors

