Prozessmanagement strategisch ausrichten mithilfe des BPM Billboards

Prof. Dr. Jan Mendling
Why a BPM Billboard?

What is the BPM Billboard?

One deep dive into the BPM Billboard

Using the BPM Billboard

Summary & Outlook
12.2 The Six Success Factors of BPM Maturity

The failure reasons we discussed here can be traced back to a lack of strategic alignment, a weak or nonexistent governance structure, or an underestimation of the role that employees and an organization’s culture have within the success of applying BPM. We will see how these aspects can be addressed through the notion of BPM maturity, as discussed in the next section.

Exercise 12.1 Indicate to what extent the following activities can be considered a success for a BPM program. For your assessment, try to distinguish between prerequisites and measures of success. Prerequisites are those activities conducive to or necessary for the eventual success of a BPM program, but are not an end in themselves. In contrast, measures of success are activities that relate to the achievement of a business goal through BPM.

(a) The BPM team has correctly configured a modeling tool.
(b) A process analyst has completed a Six Sigma training course.
(c) The job description of a process owner has been updated.
(d) The cycle time of the order-to-cash process was reduced by 5%.
(e) A BPMS was installed.
(f) The handling time of over 90% of claims was reduced to up to 5 days.
(g) The process architecture was updated.
The BPM-On-One-Page idea
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Summary & Outlook
BPM Billboard

- Strategy

Context

- Alignment
- Governance
- Methods
- Technology
- People
- Culture

Projects

Results
BPM Billboard

1. Strategy
   - Relate to strategically relevant matter.

2. Context
   - Consider the relevant organizational context.

3. Alignment Governance Methods Technology People Culture
   - Aim at developing capabilities inside the organization.

4. Projects
   - Derive specific and actionable projects.

5. Results
   - Plan and measure tangible results.
BPM Billboard – SAP Case

**Context**
- forty-four-year history of innovation and growth as a true industry leader
- SAP’s innovations enable more than 300,000 customers in 190 countries to work together more efficiently and use business insights more effectively

**Strategy**
- produce innovative solutions faster and more simply
- Increase productivity of processes to support innovation
- Move away from complex and static project methods toward agile and simple processes

**Alignment**
- Measure the effect of process change (e.g. throughput time, customer satisfaction)
- Performance measurement system

**Governance**
- Organize for digital transformation; set a symbol and provide support
- Productivity Consulting Group

**Methods**
- Further develop a joint process language and methodology
- SAP Process Map and SAP Maturity Model

**Technology**
- Considered appropriate

**People**
- Introduce activities to strengthen the BPM community

**Culture**
- Establish a process infrastructure and a process improvement culture

**Projects**
- No specific projects taken at this time
- extensive training both on- and offline
- Process Excellence Newsletter & Summit & Award

**Results**
- typical result of 20:1 payback and a customer satisfaction that exceeds 75%
- BPM as a well-established and appreciated practice throughout the company
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Summary & Outlook
# The BPM Maturity Model

<table>
<thead>
<tr>
<th>Strategic Alignment</th>
<th>Governance</th>
<th>Methods</th>
<th>Information Technology</th>
<th>People</th>
<th>Culture</th>
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</thead>
<tbody>
<tr>
<td>Strategy-driven BPM project planning</td>
<td>BPM decision making</td>
<td>Process identification and discovery</td>
<td>Process identification and discovery</td>
<td>Process knowledge</td>
<td>Responsiveness to process change</td>
</tr>
<tr>
<td>Strategy and process capability linkage</td>
<td>BPM roles and responsibilities</td>
<td>Process analysis and redesign</td>
<td>Process analysis and redesign</td>
<td>BPM knowledge</td>
<td>Embedding of process values and beliefs</td>
</tr>
<tr>
<td>Enterprise process architecture</td>
<td>Performance measurement system</td>
<td>Process implementation and execution</td>
<td>Process implementation and execution</td>
<td>BPM and process training</td>
<td>Adherence to process design</td>
</tr>
<tr>
<td>Process performance measures</td>
<td>BPM standards, conventions and guidelines</td>
<td>Process monitoring</td>
<td>Process monitoring</td>
<td>Process collaboration &amp; communication</td>
<td>Leadership attention to BPM</td>
</tr>
<tr>
<td>Process customers and stakeholders</td>
<td>BPM quality controls</td>
<td>BPM project and program management</td>
<td>BPM project and program management</td>
<td>Propensity to lead BPM</td>
<td>BPM social networks</td>
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The BPM Context Framework

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<th>Example Characteristics</th>
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<td>Goal-Dimension</td>
<td></td>
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<tr>
<td>Focus</td>
<td>Exploitation (Improvement, Compliance)</td>
</tr>
<tr>
<td>Process-Dimension:</td>
<td></td>
</tr>
<tr>
<td>Value contribution</td>
<td>Core process, Management process, Support process</td>
</tr>
<tr>
<td>Repetitiveness</td>
<td>Repetitive, Non-repetitive</td>
</tr>
<tr>
<td>Knowledge-intensity</td>
<td>Low knowledge-intensity, Medium knowledge-intensity, High knowledge-intensity</td>
</tr>
<tr>
<td>Creativity</td>
<td>Low creativity, Medium creativity, High creativity</td>
</tr>
<tr>
<td>Interdependence</td>
<td>Low interdependence, Medium interdependence, High interdependence</td>
</tr>
<tr>
<td>Variability</td>
<td>Low variability, Medium variability, High variability</td>
</tr>
<tr>
<td>Organization-Dimension:</td>
<td></td>
</tr>
<tr>
<td>Scope</td>
<td>Intra-organizational process, Inter-organizational process</td>
</tr>
<tr>
<td>Industry</td>
<td>Product Industry, Service Industry, Product &amp; Service Industry</td>
</tr>
<tr>
<td>Size</td>
<td>Start-up, Small and medium enterprise, Large organization</td>
</tr>
<tr>
<td>Culture</td>
<td>Culture highly supportive of BPM, Culture medium supportive of BPM, Culture non-supportive of BPM</td>
</tr>
<tr>
<td>Resources</td>
<td>Low organizational resources, Medium organizational resources, High organizational resources</td>
</tr>
<tr>
<td>Environment-Dimension:</td>
<td></td>
</tr>
<tr>
<td>Competitiveness</td>
<td>Low competitive environment, Medium competitive environment, High competitive environment</td>
</tr>
<tr>
<td>Uncertainty</td>
<td>Low environmental uncertainty, Medium environmental uncertainty, High environmental uncertainty</td>
</tr>
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Patterns of BPM Maturity

Blue pattern:
- High maturity in strategic alignment and governance, low elsewhere.
- Typical of organizations where BPM is driven from top, e.g., sponsored by the CFO or CEO.
- Strong executive support for BPM, often because of a sense of urgency.

Orange pattern:
- High maturity in methods and IT, low elsewhere
- Typical of organizations where BPM is driven under the sponsorship of CIO.
- Strong emphasis on BPM methods and software solutions.

Green pattern:
- medium maturity in people and culture, low elsewhere
- Typical in organizations that are affected by rule-based governance and heavy unionization, where everyone’s buy-in is sought for any redesign decision.
Why a BPM Billboard?

What is the BPM Billboard?

One deep dive into the BPM Billboard

Using the BPM Billboard

Summary & Outlook
How to work with the BPM Billboard?

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- **Alignment**
- **Governance**
- **Methods**
- **Technology**
- **People**
- **Culture**
Using the BPM Billboard

Planning a BPM Initiative

Communicate a BPM Initiative

Managing a BPM Initiative

Assessing a BPM Initiative
Planning a BPM Initiative

- **Key strategic objectives**
- **Characterize the context**
- **Capability area prioritization**
- **Capability area assessment**
- **Projects sketched out**
- **Project ideas generated**
Managing a BPM Initiative

- **Revisit strategy**
- **Revisit context**
- **Consider re-dimensioning**
- **Check on progress**
Assessing a BPM Initiative

1. **Strategy**
   - Identify key objectives

2. **Context**
   - Identify key constraints
   - Capture state and activities

3. **Alignment**
4. **Governance**
5. **Methods**
6. **Technology**
7. **People**
8. **Culture**

4. **Projects**

5. **Assess BPM practice**

6. **Plan corrective action**
Communicating a BPM Initiative

State strategic objective

State constraints

State strategy delivery

Project contribution
Successful process management using the BPM billboard

START HERE

What's the BPM billboard and why should you use it for your organization?
1. The BPM billboard is a tool used to improve your BPM initiatives.
2. A visual representation of processes.
3. Helps to see the bigger picture.
4. Facilitates understanding of BPM concepts.
5. Provides a common language for BPM discussions.

Characterize the main competitive forces affecting your organization.
1. What are the constraints and opportunities of your organization?
2. Who are your customers?
3. Who are your suppliers?
4. What are your competitors?
5. What are the key success factors in your industry?

Assess and plan how to further develop your BPM-related governance.
1. Who are the process owners, process managers, and process architects?
2. Which procedures are defined for managing and conducting BPM?

Which methods are suitable for your BPM initiative?
1. Which methods do you use for process discovery?
2. Which methods do you use for process modeling?
3. Which methods do you use for process analysis?
4. Which methods do you use for process implementation?
5. Which methods do you use for process monitoring?
6. Which other technologies have potential for you?

Define standards to manage your BPM project portfolio.
1. How do you involve people?
2. How do you organize your business?
3. How do you communicate results?
4. How do you coordinate multiple projects?
5. How do you deal with change?

Outline your organization's strategic directives.
1. What are the goals of your organization?
2. Who is the board concerned with the impact of BPM?
3. What is your strategy for BPM?
4. What is the vision for your organization in 3 years?
5. What is the budget for BPM?
6. What is the source of competitive advantage?
7. Do you enforce leadership on cost or quality?

How well does your current BPM orientation fit with the BPM philosophy?
1. How strong is your motivation towards external and internal customers?
2. How widespread is thinking in terms of improvements and innovations?
3. How committed and aligned is your organization?
4. How formalized and structured?

What is the potential of the following technologies for your organization?
1. Do you use cloud, blockchain, process mining, RPA, or IoT?
2. Which other technologies have potential for you?

Make sure to what extent you have contributed to the achievement of your strategic goals.
1. What contributions does BPM make to implementing the strategy?
2. How can improvements be substantiated based on key performance indicators?
3. How will your vision change and what should you do next?
4. Refer to your assessment of the key factors.

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Summary & Outlook
Summary

- The BPM Billboard is a tool to plan and scope your BPM initiatives.
- It is a one-page representation of the most important aspects for you to consider.
- The Billboard is essential to better plan, communicate and coordinate BPM initiatives.
- Its structure assures your BPM initiative (1) is aligned with your strategy, (2) considers the relevant organizational context, (3) is focused on developing capabilities inside your organization, and (4) defines specific and feasible projects to get there.
Outlook

- **Students:** Conceptual model to *structure* the various inputs from classes, talks and papers
- **Practitioners:** Tool to assess your BPM approach and further *develop* BPM strategically
- **Researcher:** Agenda to further drive BPM *research* towards the most exciting and useful direction

Watch out: