BLOCK & TACKLE
Leveraging Process for Results

APQC’S 2012 Process Conference & Training
October 22-26, 2012
The Houstonian Hotel, Club & Spa - Houston, Texas
Visual Enterprise Architecture

Business Process Management & Enterprise Architecture Services and Solutions

October 2012
VEA: About Us

Global Presence
Service and Solution Delivery in 22 Countries and 3 Languages

Practical Expertise
Strategic BPM
Enterprise Architecture
Solution Accelerators

Client Portfolio
Public and Private Companies,
Government and Military
$1B - $100B+

Consulting Services
- Business Process Performance
- Strategy and Governance
- Enterprise Architecture

Solution Accelerators
- Project Management
- Administration
- Enterprise Architecture

Solution and Support Services
- Custom Reporting Solutions
- Business Publisher Configurations
- COE and Project Platform Support
- Database Administration and Management
- Platform Technical Support Service
- Platform Installation and Upgrades

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What are some common BPM challenges?

- Corporate Strategic Objective Alignment
- Process Ownership
- Process Methodologies and Classification Frameworks
- Process Benchmarks and Metrics
- BPM Solution Vendors, Toolsets and Notations
- Process Knowledge and Training
- Process Communication

What are some of the other challenges you encounter when you are truly “Changing the Business”?
VEA: BPM Maturity Roadmap

- How do you cross the Process Gap?
• Strategic Alignment
• Governance
• Process Models
• Change Management
• Performance and Maturity
• Process Improvement
• Tools and Technology
### Strategic Alignment – The ability of the organization to focus its efforts on those processes and capabilities that are most critical to achieving long-term goals.
# VEA: APQC - Governance

<table>
<thead>
<tr>
<th>Level 1 &amp; 2</th>
<th>Crossing the Bridge</th>
<th>Level 3 &amp; 4</th>
</tr>
</thead>
</table>
| • Establish Business Process Competency Centre  
• Govern Project Intake and Portfolio Management  
• Identify BPM Governance Exceptions and Escalations  
• Initiate BPM Project Management – As-Is, Transition and To-Be States  
• Identify BPM Model Release Management Strategy | • Ensuring Central Process Repository Management with Existing Owners  
• Mandate to Enforce Standards, Ownership, Governance  
• Implementing Common Process Framework for Enterprise Benefit  
• Managing Cross-Departmental and In-Flight Projects | • Drive Process-Owner Focused Leadership  
• Enforce Governance, & Compliance with Framework  
• Execute Defined COE Operational Processes  
• Review Process and Library Owners to Support Framework Growth across the Organization |

**Governance** – The structure of people, process, and technology that support the attainment of business objectives around process management.
### VEA: APQC – Change Management

<table>
<thead>
<tr>
<th>Level 1&amp;2</th>
<th>Crossing the Bridge</th>
<th>Level 3 &amp; 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Identify Process Content Development, Improvement, Release and Optimization Lifecycle</td>
<td>• Training, Resources, Motivation and Politics</td>
<td>• Sustain Process Management Culture</td>
</tr>
<tr>
<td>• Establish Enterprise Business Process Portal and End-To-End Content Management Framework</td>
<td>• Management Focus with In-Flight BPM / EA Projects</td>
<td>• Consolidate BPM Managers and Coordinate Efforts to Solve Common Process Objectives</td>
</tr>
<tr>
<td>• Conduct Informal “Birds of a Feather” BPM Discussions</td>
<td>• Internal Enterprise Process Communications and Knowledge Transfer</td>
<td>• Provide Enterprise Process Communications to Develop Awareness, Adoption and Effectiveness</td>
</tr>
<tr>
<td></td>
<td>• Minimized Emphasis on Toolset Platform</td>
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</tbody>
</table>

**Change Management** – Managing communication between people, feedback, explanations and directives to ensure cohesive organization.
VEA: Process Communication Portal

- Global Process Visibility
- Process Owner Enablement
- Process Release Management
- Process Training

Visual Enterprise Architecture
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**VEA: APQC – Process Models**

<table>
<thead>
<tr>
<th>Level 1 &amp; 2</th>
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</tr>
</thead>
<tbody>
<tr>
<td>• Implement Initial Frameworks within Selected Toolset Platform</td>
<td>• Develop BPM Services and Resourcing Availability</td>
<td>• Enforce Corporate Process Framework within all Process Activities</td>
</tr>
<tr>
<td>• Prepare Models by Business Area</td>
<td>• Identify Funding Requirements and Funding Model for BPM</td>
<td>• Implement Broad Content Framework Governance and Release Management Controls</td>
</tr>
<tr>
<td>• Prepare Models by Perspective</td>
<td>• Balance Competing Interests: Departments, Technologies, Methodologies</td>
<td></td>
</tr>
<tr>
<td>• Identify PMO Integration for Process Project Identification and Approval</td>
<td>• Business and IT Common Process Framework</td>
<td></td>
</tr>
<tr>
<td>• Ensure Process Awareness – Actual BPM and Enterprise Architecture Repository</td>
<td>• Legacy Issues from Prior Projects or Teamwork</td>
<td></td>
</tr>
<tr>
<td>• Develop Business Unit Process Dashboards</td>
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</tr>
</tbody>
</table>

**Process Models** – They serve to visually represent the complex relationships within the organization and the work performed. The core tool of process managers.
VEA: Enterprise Process Framework

1.0 Develop Vision & Strategy
2.0 Design & Develop Products & Services
3.0 Market & Sell Products & Services
4.0 Deliver Products & Services
5.0 Manage Customer Service

6.0 Develop and Manage Human Capital
7.0 Manage Information Technology
8.0 Manage Financial Resources
9.0 Acquire, Construct and Manage Property
10.0 Manage Environmental Health and Safety
11.0 Manage External Relationships
12.0 Manage Knowledge, Improvement and Change
The Framework Implementation Journey

1. Establish
2. Reference
3. Deploy
4. Measure
5. Operate

Operational Maturity - Frameworks are at the heart of the organization’s strategy and goals

End-to-end Framework – Framework aligned as physical, end-to-end representation

Reference Model – Framework aligned logically to business

Common vocabulary

Benchmarking and metrics – Tasks are aligned to a framework and can be measured and benchmarked

Step change in return

Effort

Return

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1. Process Framework

2. Process Classification

3. Process Scope and Assignments

4. Scope Expansion

In Scope

Out of Scope

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### VEA: APQC – Performance and Maturity

<table>
<thead>
<tr>
<th>Level 1&amp;2</th>
<th>Crossing the Bridge</th>
<th>Level 3 &amp; 4</th>
</tr>
</thead>
</table>
| - Identify Key Process Analytics  
- Develop Measurement Framework  
- Identify Process Costing Opportunities | - Acceptance of Key Process Metric Capture and Analysis  
- Organizational Change Impact of Process Metrics  
- Investment in Process Performance Management Capabilities  
- Implementing Process Metrics | - Optimize Key Process Benchmarks and Measurements  
- Compare Process Metrics with APQC Benchmark Studies  
- Implement Automated Tools for Capturing Key Performance Indicator Data |

**Performance and Maturity** – Refers to the capability of an organization to measure the performance of processes, process maturity and process management capabilities.
VEA: Process Dashboards

- Dynamic Process Perspectives
- Process Portfolio Analysis
- Application Portfolio Analysis
- Views for the “WOW Factor”
## VEA: APQC – Process Improvement

<table>
<thead>
<tr>
<th>Level 1 &amp; 2</th>
<th>Crossing the Bridge</th>
<th>Level 3 &amp; 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Initial Deployment of Enterprise Process Framework (PCF)</td>
<td>• In-Flight Projects without As-Is Representation</td>
<td>• Implement Defined COE Process Methods for Project Execution</td>
</tr>
<tr>
<td>• Identification of Key Project Process Deliverables and Reporting</td>
<td>• Projects Delivered by External Resource and Compliance</td>
<td>• Perform Value Analysis and Prioritization of Process Project Candidates</td>
</tr>
<tr>
<td>• Documentation of Current Processes (As-Is) and Future Processes (To-Be)</td>
<td>• Cross-Departmental Coordination of Repository / Library Assets</td>
<td>• Further Implement Business Unit Integration, Ownership and Framework Development</td>
</tr>
<tr>
<td>• Key Identification of Project Improvement Opportunities</td>
<td>• Maintaining Single Corporate Process Framework</td>
<td></td>
</tr>
<tr>
<td>• Fast-track Implementation of Quick Hits and Wins for Success</td>
<td>• Development of Enterprise Process Content</td>
<td></td>
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</tbody>
</table>

**Process Improvement** – Typical process improvement tools are divided into continuous or breakthrough improvement tools. Breakthrough improvement activities include re-engineering and are more difficult.
### VEA: Process Qualitative Analysis

- Process and Role (RACI)
- Process and System
- Process and Data (CRUD)
- Process Controls

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**Functions**

<table>
<thead>
<tr>
<th>Process</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage Inventory</td>
<td>4.6.1</td>
</tr>
<tr>
<td>Receive Discrete Raw Materials</td>
<td>4.6.1.1</td>
</tr>
<tr>
<td>Receive Bulk Raw Materials</td>
<td>4.6.1.2</td>
</tr>
<tr>
<td>Receive Finished Goods</td>
<td>4.6.1.3</td>
</tr>
<tr>
<td>Receive Empty Containers</td>
<td>4.6.1.4</td>
</tr>
<tr>
<td>Receive Miscellaneous Goods</td>
<td>4.6.1.5</td>
</tr>
<tr>
<td>Monitor Current and Future Inventory Levels</td>
<td>4.6.2</td>
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<tr>
<td>Conduct Inventory Cycle Counting</td>
<td>4.6.2.1</td>
</tr>
<tr>
<td>Perform External Warehouse Inventory Control</td>
<td>4.6.2.2</td>
</tr>
<tr>
<td>Forecast Inventory Imported Finished Goods</td>
<td>4.6.2.3</td>
</tr>
<tr>
<td>Establish and Maintain Inventory Master Data</td>
<td>4.6.3</td>
</tr>
<tr>
<td>Manage Shipping &amp; Returns</td>
<td>4.6.4</td>
</tr>
<tr>
<td>Ship from Site to Customers</td>
<td>4.6.4.1</td>
</tr>
<tr>
<td>Ship from to External Warehouse</td>
<td>4.6.4.2</td>
</tr>
<tr>
<td>External Warehouses Receive Transfer Inventory</td>
<td>4.6.4.3</td>
</tr>
<tr>
<td>Transfer Inventory Between External Warehouses</td>
<td>4.6.4.4</td>
</tr>
<tr>
<td>External Warehouses Ship to Customers</td>
<td>4.6.4.5</td>
</tr>
<tr>
<td>Ship Tank Wagons Orders from Site to Customer</td>
<td>4.6.4.6</td>
</tr>
<tr>
<td>Returns of Finished Goods</td>
<td>4.6.4.7</td>
</tr>
<tr>
<td>Returns Finished Goods to External Warehouses</td>
<td>4.6.4.8</td>
</tr>
<tr>
<td>Inventory Returned from External Warehouses</td>
<td>4.6.4.9</td>
</tr>
</tbody>
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**Organizational Objects**

- Function Manager
- Function Coordinator
- Functional Group
- Functional Team
- Functional Specialist
- Functional Expert
- Functional Consultant
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**Tools and Technologies** – They are enablers of successful processes. They provide breakthrough capabilities in process models, change management and governance.

### VEA: APQC – Tools and Technology

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<tr>
<th>Level 1 &amp; 2</th>
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</tr>
</thead>
</table>
| - Identify BPM Toolset Platform  
- Identify Training and Requirements  
- Perform BPM Tool Implementation  
- Develop Training Curriculum and Resource Plans  
- Identify BPM Repository Standards, Guidelines and Content  
- Develop BPM Repository Technical Administration Plan | - Methodology Adoption  
- Resources and Effort Required to Execute Projects with Process-Focus  
- Business and IT Knowledge and Training | - Execute BPM Platform Training Objectives  
- Empower BPM Resources to Develop, Manage and Optimize Processes  
- Identify and Implement Key Opportunities for Advanced Process Metrics and Benchmarking |

**Tools and Technologies** – They are enablers of successful processes. They provide breakthrough capabilities in process models, change management and governance.
# VEA: BPM Strategic Roadmap Example

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Initiate Process Improvement and Governance Plan</strong></td>
<td><strong>Implement Project Operational Model</strong></td>
<td><strong>Implement Process Metrics and Benchmarks</strong></td>
<td><strong>Implement Process Governance Management Solution</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Implement Platform Tools</strong></td>
<td><strong>Implement Change Management and Governance</strong></td>
<td><strong>Facilitate Ownership, Improvement and Governance</strong></td>
<td><strong>Optimize Process Metrics within Framework</strong></td>
<td></td>
</tr>
</tbody>
</table>

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**VEA:** BPM Strategic Roadmap Example

www.visualeabpm.com
- Facilitate Corporate Process Management Strategic Objectives
- Manage BPM Project Content Development and Governance
- Enhance and Accelerate Platform Adoption, Management, and Deployment
- Provide Qualitative Methodology for Identifying and Comparing Processes
- Organize and Manage Process Repository Libraries and Key Assets
- Manage Final Delivery for Project Sponsors, Stakeholder and Business owners
VEA: BPM Accelerators v4.2

- Maximize ROI of Toolset Platform and Realize Additional Value Immediately
- Provide Project Deliverables, Improve Application Portfolio Management and Scoring
- Multiple-source Content Import, Export, and Manipulation Capabilities
- Multi-Level Complex Repository Analysis
- Repository Governance and Administration

Visual Enterprise Architecture
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VEA: BPM Lifecycle and IT

Define & Model

Improve

Build

Monitor

Execute
VEA Services for SAP Platform Delivers:

- Clear and Effective communication of the scope of your implementation
- Accurate Documentation of Enterprise Functional and Technical Requirements
- Effective Blueprinting Documentation Design and Development
- Accurately Represent Business Processes and Organizational Structures
- Streamlined Testing Preparation and Complex Analysis
- Expertise for Effective Leveraging of Solution Manager Synchronization
- Serve as Client Advocate
- Ensure Project Deliverables comply with Enterprise Standards
- Facilitate Corporate Process Management Strategic Objectives
- Define Governance Structures Short and Long-Term
- Manage Stakeholders and Business Process Owners
- Identify Enterprise Process Frameworks, Business Perspectives and Visualize the Business for Success
- Accelerate Platform Adoption, Management, and Deployment
- Provide Qualitative Methodology for Identifying and Comparing Processes
- Maximize Value Delivery with Enterprise Architecture Support
- Manage Projects, Content Development and Assessments
- Develop BPM Resources and Knowledge Management Strategy
- Organize and Manage Process Repository Libraries and Key Assets
- Communicate Process Across the Global Enterprise