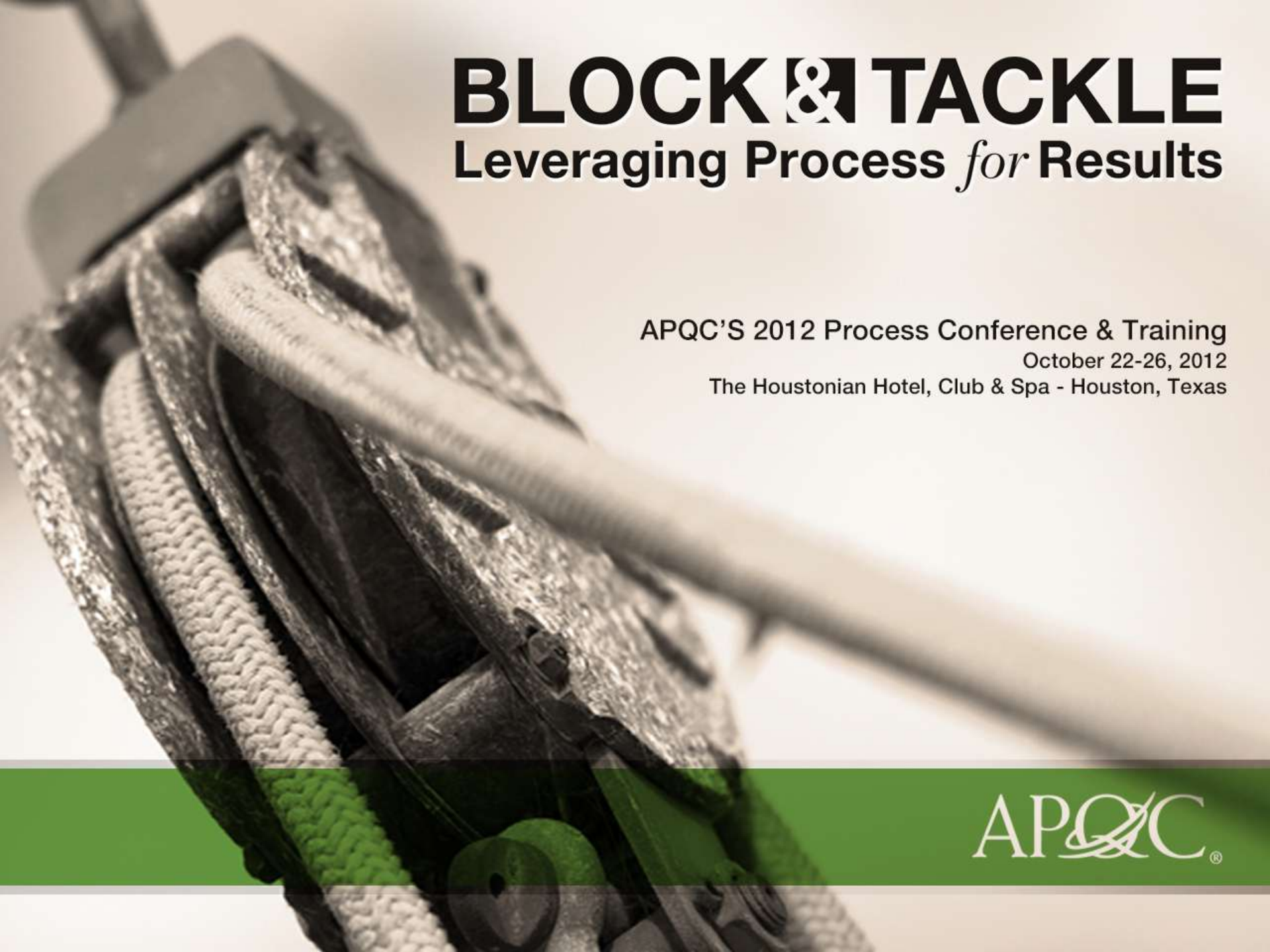


BLOCK & TACKLE

Leveraging Process *for* Results

APQC'S 2012 Process Conference & Training

October 22-26, 2012

The Houstonian Hotel, Club & Spa - Houston, Texas

APQC®

Visual Enterprise Architecture

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+

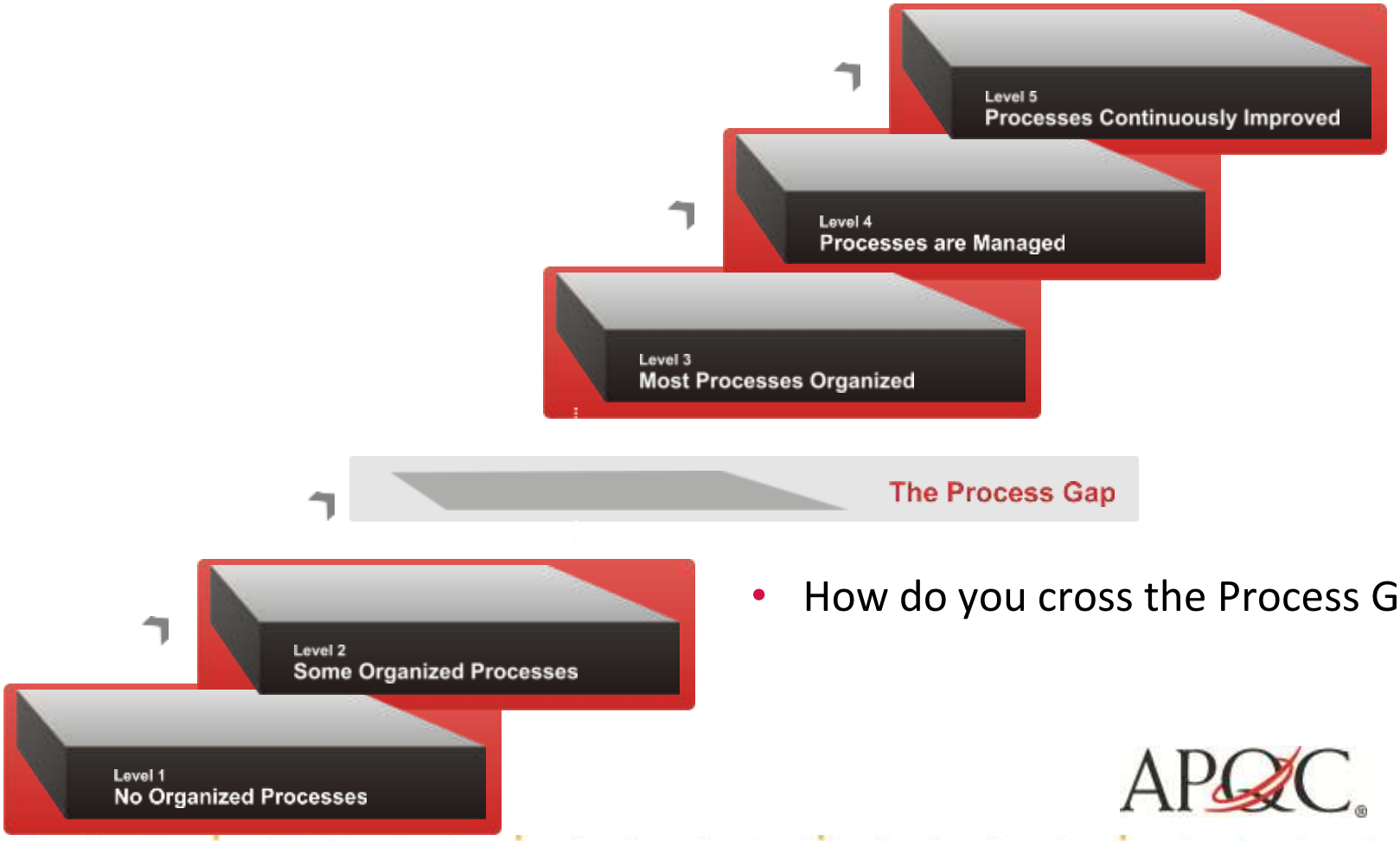
VEA: Real-World BPM Challenges

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?

APQC

VEA: APQC - Seven Tenets of Process Mgmt

- Strategic Alignment
- Governance
- Process Models
- Change Management
- Performance and Maturity
- Process Improvement
- Tools and Technology

VEA: APQC - Strategic Alignment

Levels 1 & 2	Crossing the Bridge	Levels 3 & 4
• Identify Strategic BPM Objectives • Identify Strategic Frameworks (APQC, Zachman, TSM) • Identify Organizational Project Management Approach • Initiate Business Process Management Group	• Clear Corporate Objectives • Executive and Key BPM Stakeholder Support • BPM COE "Authority" • IT and Business Perspectives / Objectives for Projects • Business Operations versus Business Change	• Plan Enterprise Objectives to Key Process Initiatives • Qualify Key Project Process Improvement Opportunities • Implement Mandatory PMO Requirements for As-Is Process Development • Implement Mandatory PMO Requirements for To-Be Process Development • Provide Enterprise Capability and Service Framework Integration

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

Level 1 & 2	Crossing the Bridge	Level 3 & 4
• 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

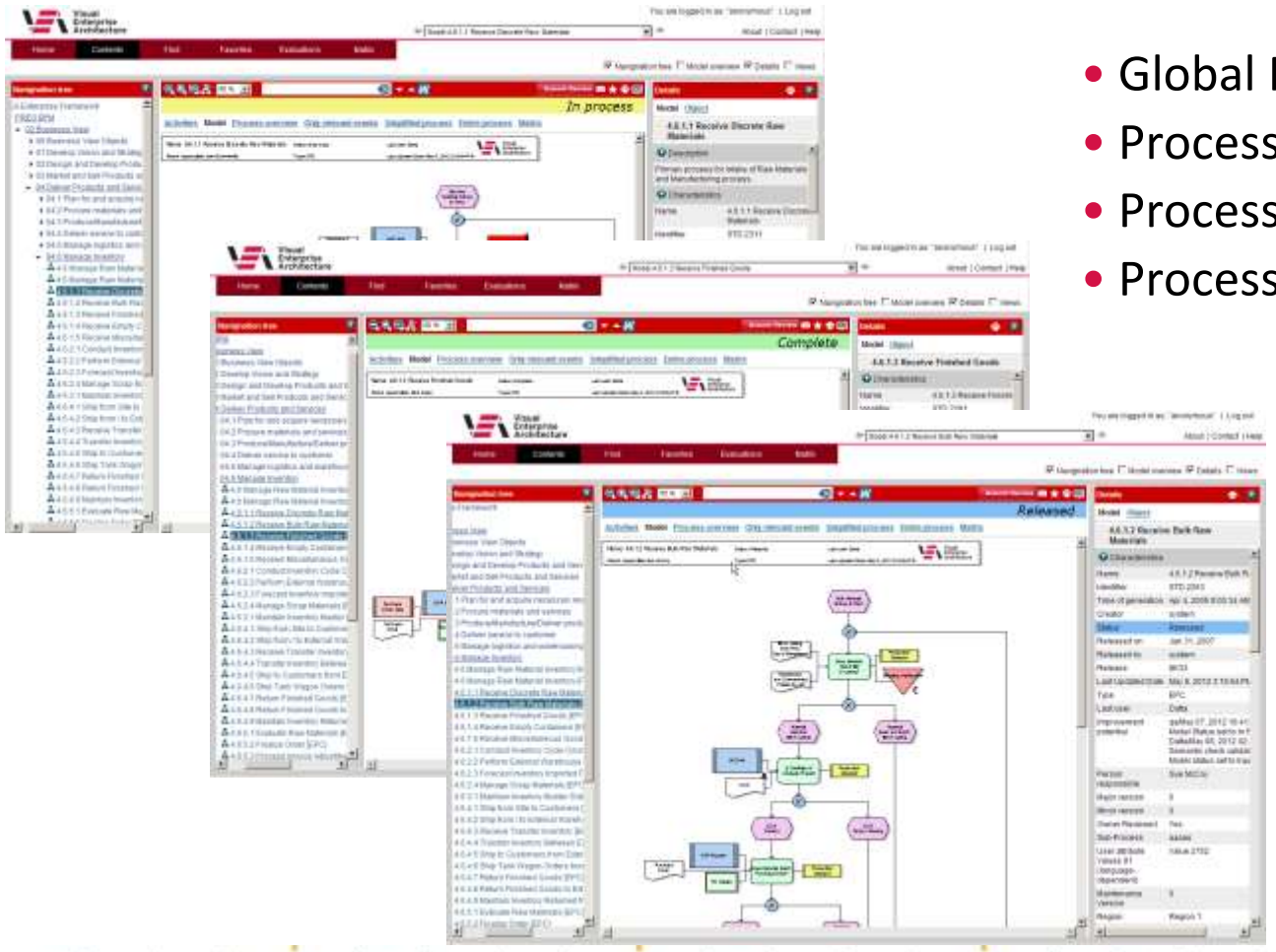
Governance – The structure of people, process, and technology that support the attainment of business objectives around process management.

VEA: APQC – Change Management

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

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

VEA: APQC – Process Models

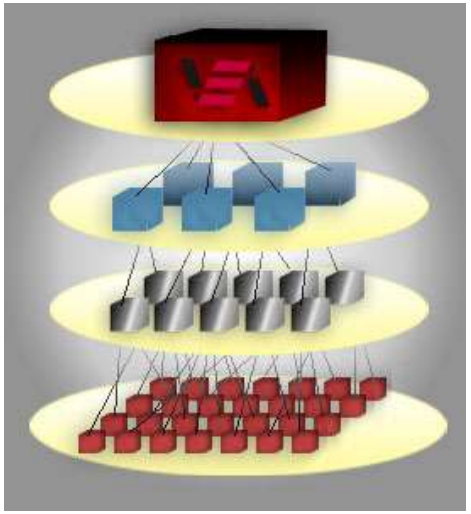
Level 1 & 2	Crossing the Bridge	Level 3 & 4
• Implement Initial Frameworks within Selected Toolset Platform • Prepare Models by Business Area • Prepare Models by Perspective • Identify PMO Integration for Process Project Identification and Approval • Ensure Process Awareness – Actual BPM and Enterprise Architecture Repository • Develop Business Unit Process Dashboards	• Develop BPM Services and Resourcing Availability • Identify Funding Requirements and Funding Model for BPM • Balance Competing Interests: Departments, Technologies, Methodologies • Business and IT Common Process Framework • Legacy Issues from Prior Projects or Teamwork	• Enforce Corporate Process Framework within all Process Activities • Implement Broad Content Framework Governance and Release Management Controls

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

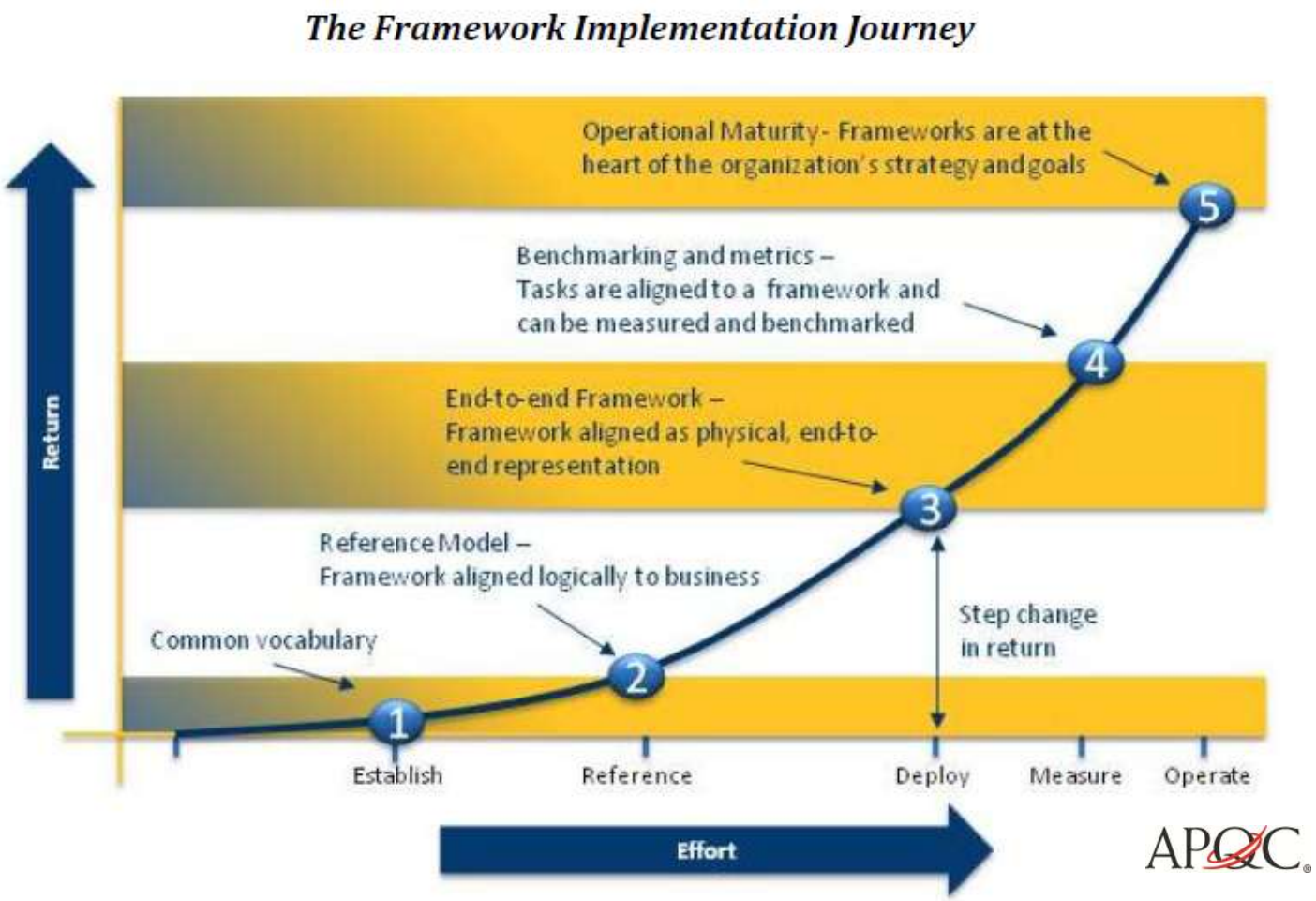
VEA: Enterprise Process Framework

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

APQC

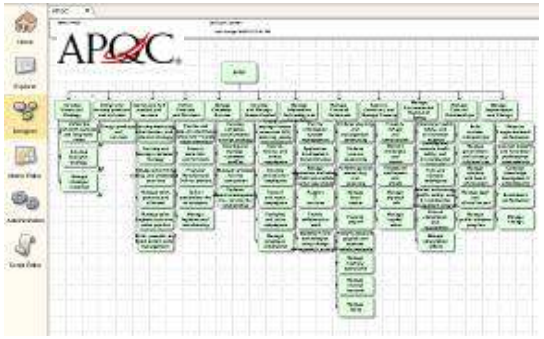


VEA: BPM Frameworks

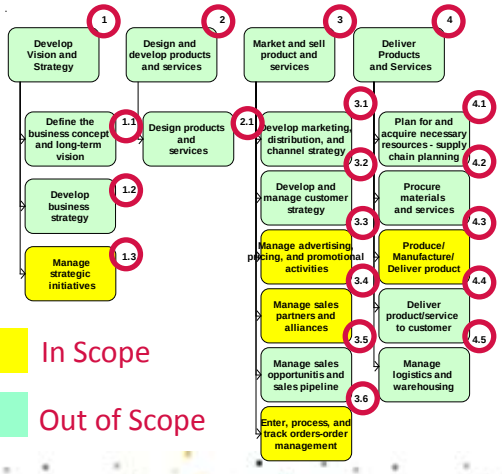


VEA: Process Frameworks - Scoping

1 Process Framework



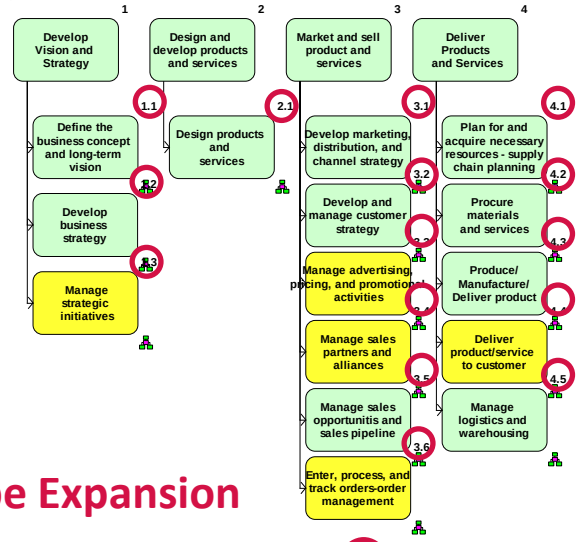
2 Process Classification



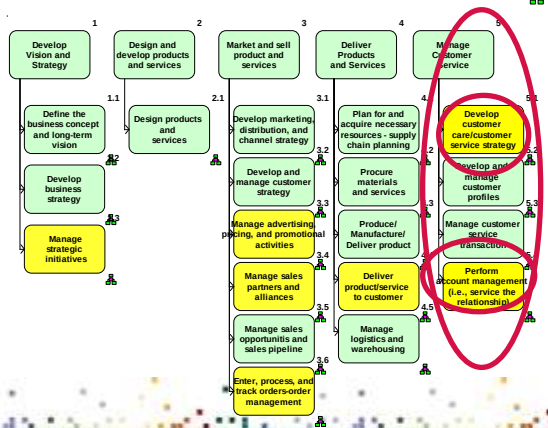
In Scope

Out of Scope

3 Process Scope and Assignments



4 Scope Expansion



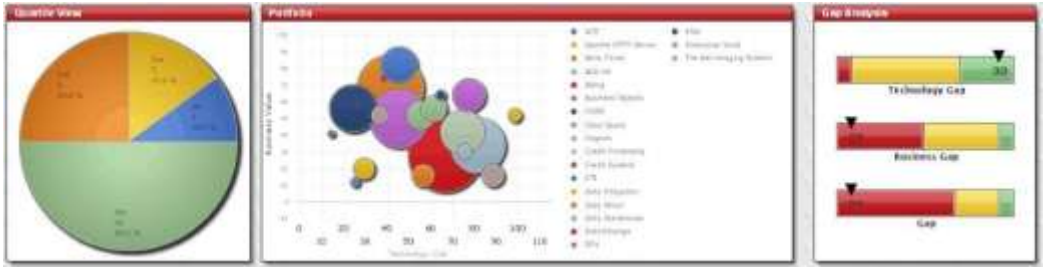
VEA: APQC – Performance and Maturity

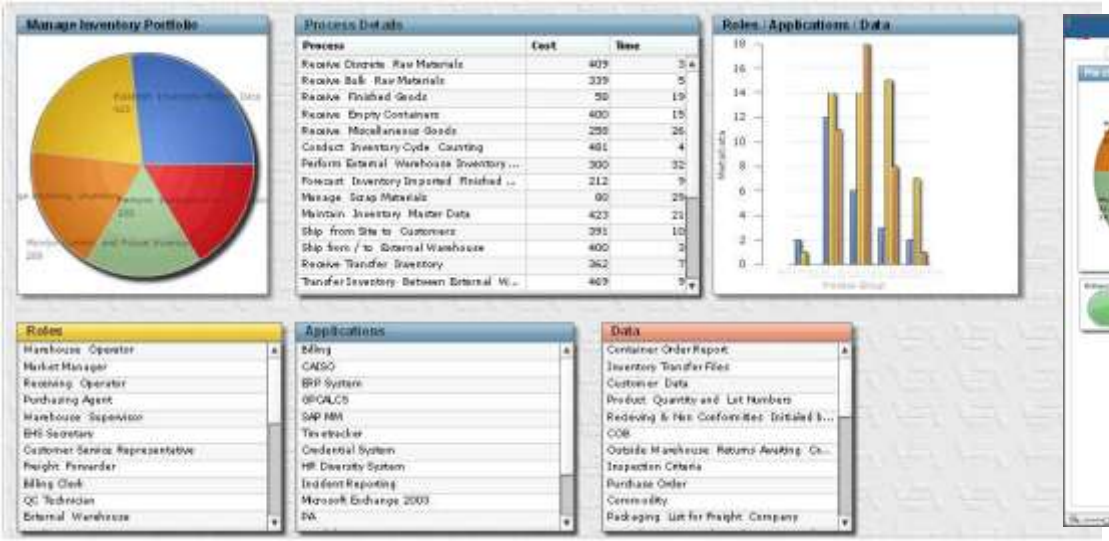
Level 1&2	Crossing the Bridge	Level 3 & 4
• Identify Key Process Analytics • Develop Measurement Framework • Identify Process Costing Opportunities	• Acceptance of Key Process Metric Capture and Analysis • Organizational Change Impact of Process Metrics • Investment in Process Performance Management 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”



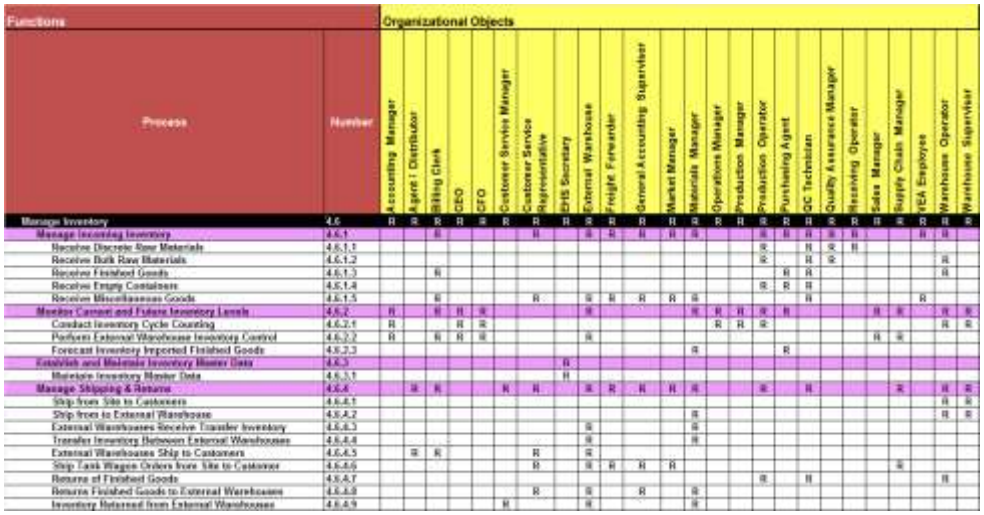


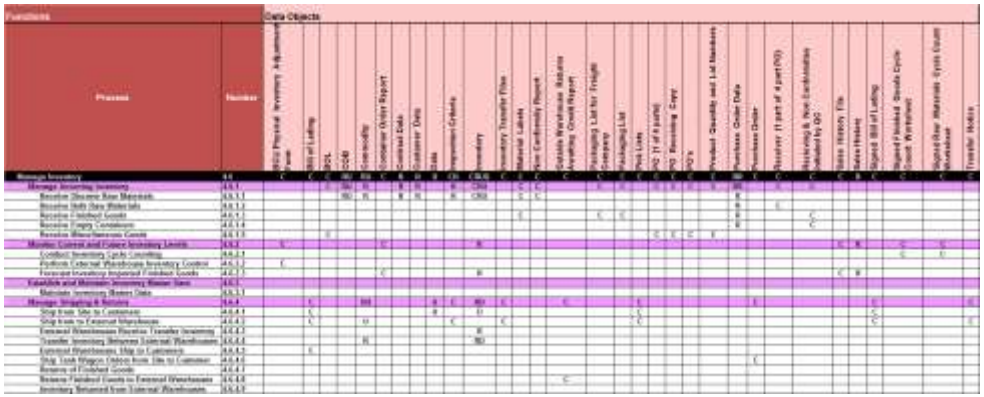
VEA: APQC – Process Improvement

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

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

Functions		Application Systems							
Process	Number	CAISO	ERP System	GPCALCS	Lotus Notes	PA	Power Pool Loader	SAP MM	SAT Intelatrac
Manage Inventory	4.6	X	X	X	X	X	X	X	X
Manage Incoming Inventory	4.6.1	X	X	X	X			X	
Receive Discrete Raw Materials	4.6.1.1		X	X	X			X	
Receive Bulk Raw Materials	4.6.1.2		X						
Receive Finished Goods	4.6.1.3		X						
Receive Empty Containers	4.6.1.4		X						
Receive Miscellaneous Goods	4.6.1.5	X		X				X	
Monitor Current and Future Inventory Levels	4.6.2		X						
Conduct Inventory Cycle Counting	4.6.2.1		X						
Perform External Warehouse Inventory Control	4.6.2.2		X						
Forecast Inventory Imported Finished Goods	4.6.2.3		X						
Establish and Maintain Inventory Master Data	4.6.3		X						
Maintain Inventory Master Data	4.6.3.1		X						
Manage Shipping & Returns	4.6.4		X	X	X	X	X	X	X
Ship from Site to Customers	4.6.4.1		X				X		
Ship from to External Warehouse	4.6.4.2		X	X	X	X			X
External Warehouses Receive Transfer Inventory	4.6.4.3		X						
Transfer Inventory Between External Warehouses	4.6.4.4		X		X			X	
External Warehouses Ship to Customers	4.6.4.5		X						
Ship Tank Wagon Orders from Site to Customer	4.6.4.6		X						
Returns of Finished Goods	4.6.4.7		X						
Returns Finished Goods to External Warehouses	4.6.4.8		X						
Inventory Returned from External Warehouses	4.6.4.9								

VEA: APQC – Tools and Technology

Level 1 & 2	Crossing the Bridge	Level 3 & 4
• 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

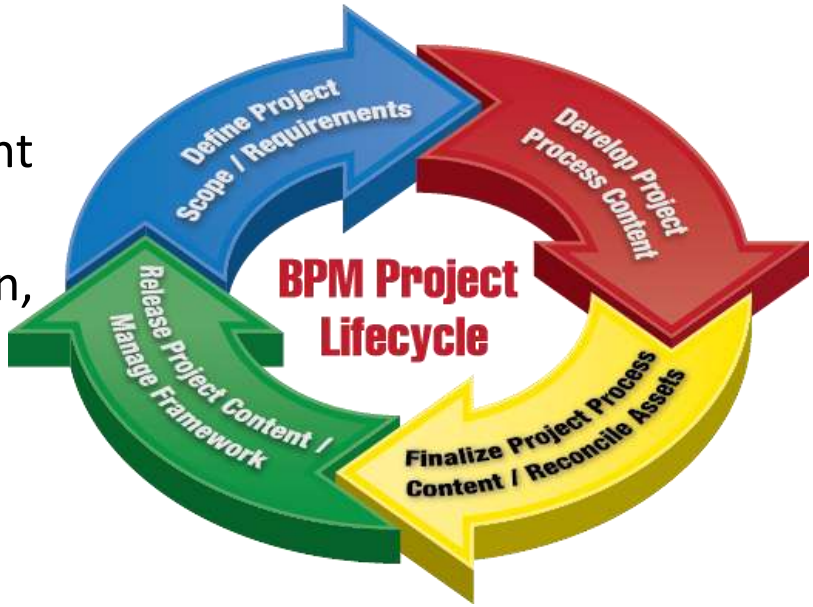
Tools and Technologies – They are enablers of successful processes. They provide breakthrough capabilities in process models, change management and governance.

VEA: BPM Strategic Roadmap Example

2012	2013	2014	2015
Identify Framework (PCF) Initiate Process Improvement and Governance Plan Implement Platform Tools	Implement Framework with Project Content (Process Models) Identify Project Operational Model Implement Change Management and Governance Identify Process Metrics	Enforce Enterprise Process Framework Implement Process Metrics and Benchmarks Facilitate Ownership, Improvement and Governance	Assess Enterprise Process Framework Improvement Implement Process Governance Management Solution Optimize Process Metrics within Framework

VEA: Project Management Solutions (BPM)

- 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

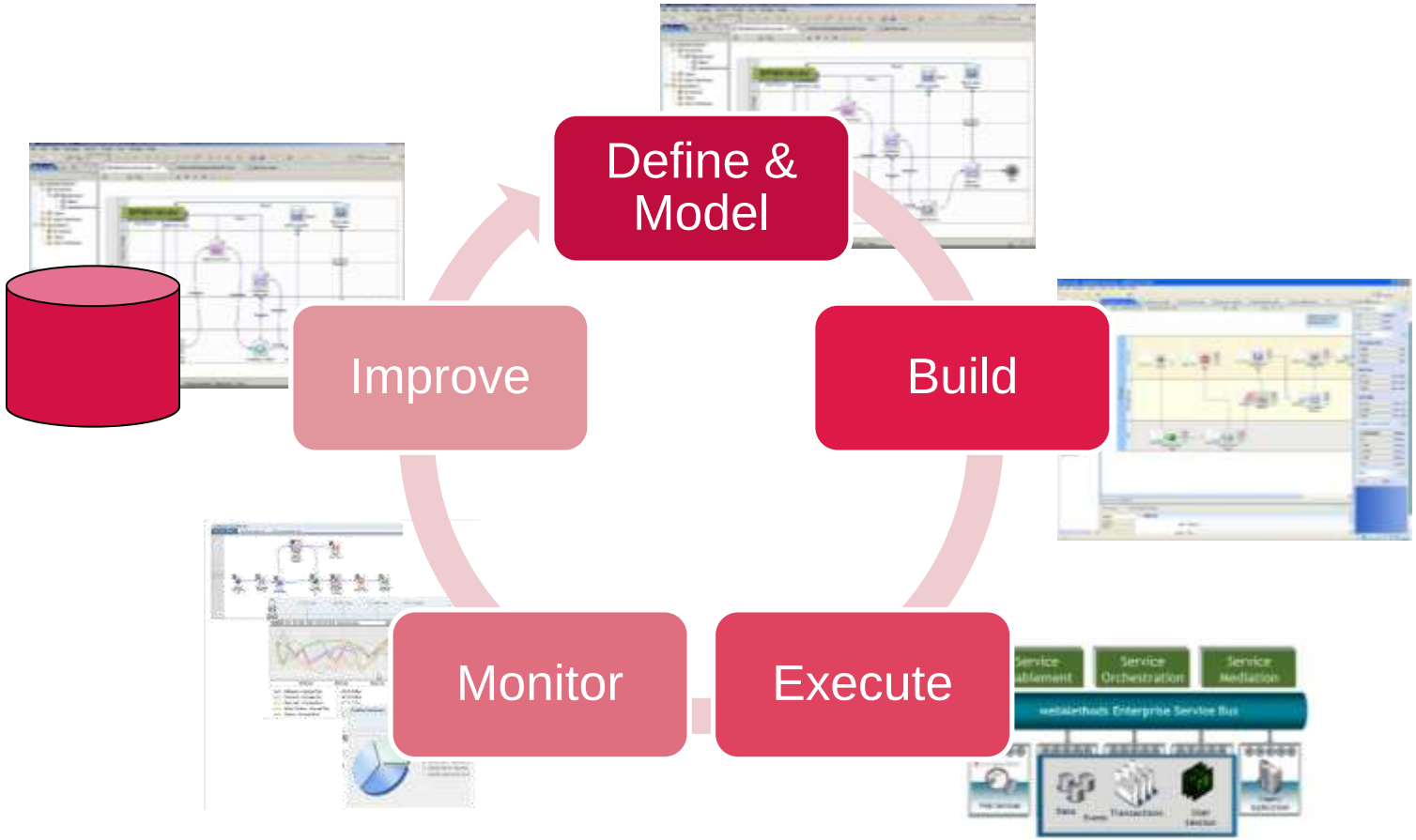


PROJECT MANAGEMENT

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

VEA: BPM Lifecycle and IT



Source: Software AG

VEA: BPM for SAP

- **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

VEA: BPM Strategy Review

- 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