

# Using Process Frameworks to Get Real Work Done

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Findings Review

# Introductions



➤ Jeff  
Varney,  
Sr.  
Advisor

As the process management and process improvement practice lead within APQC, Jeff coordinates research and custom projects for Business Process Management and process improvement (e.g., Lean, Six Sigma, etc.) spanning all industries and disciplines.

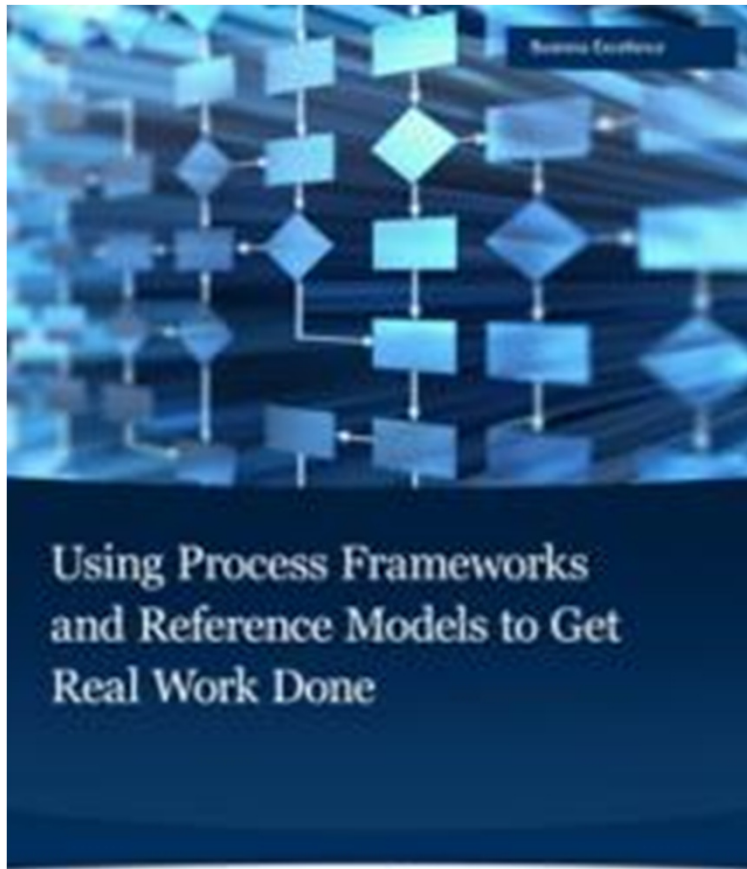
Jeff's role also includes developing and implementing solutions that combine KM approaches, measurement, and benchmarking with process improvement efforts.



**John Tesmer,  
Sr. Project  
Manager**

John Tesmer is a Sr. Project Manager within APQC's Advisory Services group. In this role he is responsible for the day-to-day operations of APQC's Open Standards Benchmarking business.

John is also responsible for the overall management of the 'Process Classification Framework,' APQC's taxonomy of business processes used by businesses around the world for benchmarking, content management, and process definition.



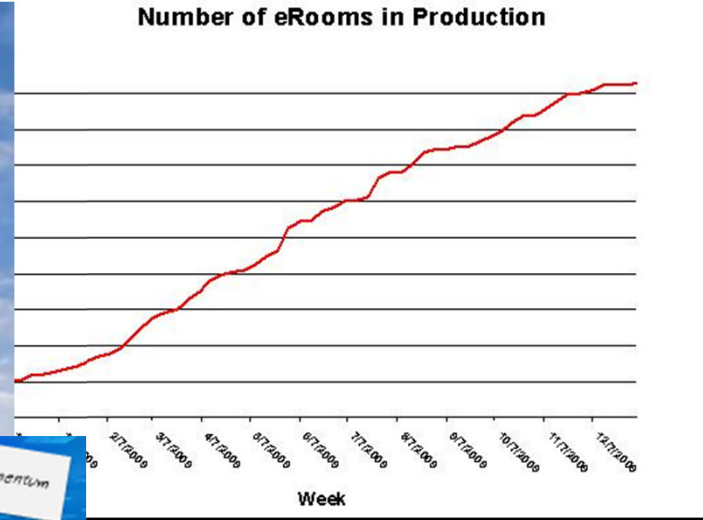
BEST PRACTICES REPORT | accenture | APQC | NIMBUS



Next Steps in Process Measures and Analytics

APQC | BEST PRACTICES REPORT

# Why did we charter the Frameworks project?



Enhancing Process Knowledge **WANT** Momentum

Leveraging the APQC Process Classification Framework

|                   |                               |  |   |
|-------------------|-------------------------------|--|---|
| Strategy          | Product Development           | Sales & Marketing                        | Delivery  |
| Service & Support | HR                            | IT                                       | Finance   |
| Facilities        | Environmental Health & Safety | External Relationships (Legal, Corp Com) | Knowledge Management<br>Change Management<br>Operational Excellence |

Information Intelligence Group

EMC<sup>2</sup>  
where information lives™



# What is a Process Framework?

- A list of mutually exclusive, collectively exhaustive, hierarchically decomposed business processes
  - Begins with categories at its highest level
  - Decompose those hierarchies into process groups, processes, activities, and in some cases tasks
  - Decomposition provides contextual relevance to its users
  - Contextual relevance important when working across teams, or even organizations

# Three Main Uses

- Benchmarking
- Process definition
- Content management

# Benchmarking

- Framework organizes KPIs and best practices
  - Simplifies benchmarking
  - Enables cross-industry transfer of knowledge
- Makes benchmarking economical
- Protects process assets from scrutiny from external organizations
  
- *Show the two images: 5 participants connected to each other, 5 participants connected thru a framework.*

# Process Definition

- Define commonly used sub-processes or activities
- Refer to consistently defined and commonly used building blocks
  - Process defined based upon specific elements of process framework
  - Contextual reference valuable for identifying gaps and overlaps in processes
- Use framework to identify each sub-process
  - Consistent documentation
  - Accurate definition
- *Show an order-to-cash process flow at level 1.*



# Content Management

- Mutually exclusive, collectively exhaustive listing removes hard work for library scientists and master data maintainers
  - Focus on defining other more important metadata and appropriately categorizing content
- Consistent, easily understood structure
  - Allows individuals to quickly find pertinent content
  - Reduces time and effort spent developing multiple frameworks
  - Eliminates futilely searching non-standard taxonomies
- Example: Lexmark
  - Used PCF to reduce number of Lotus Notes databases used for project collaboration
  - To a reasonable amount from just under 2 databases per employee!
- *Show the Lexmark example.*

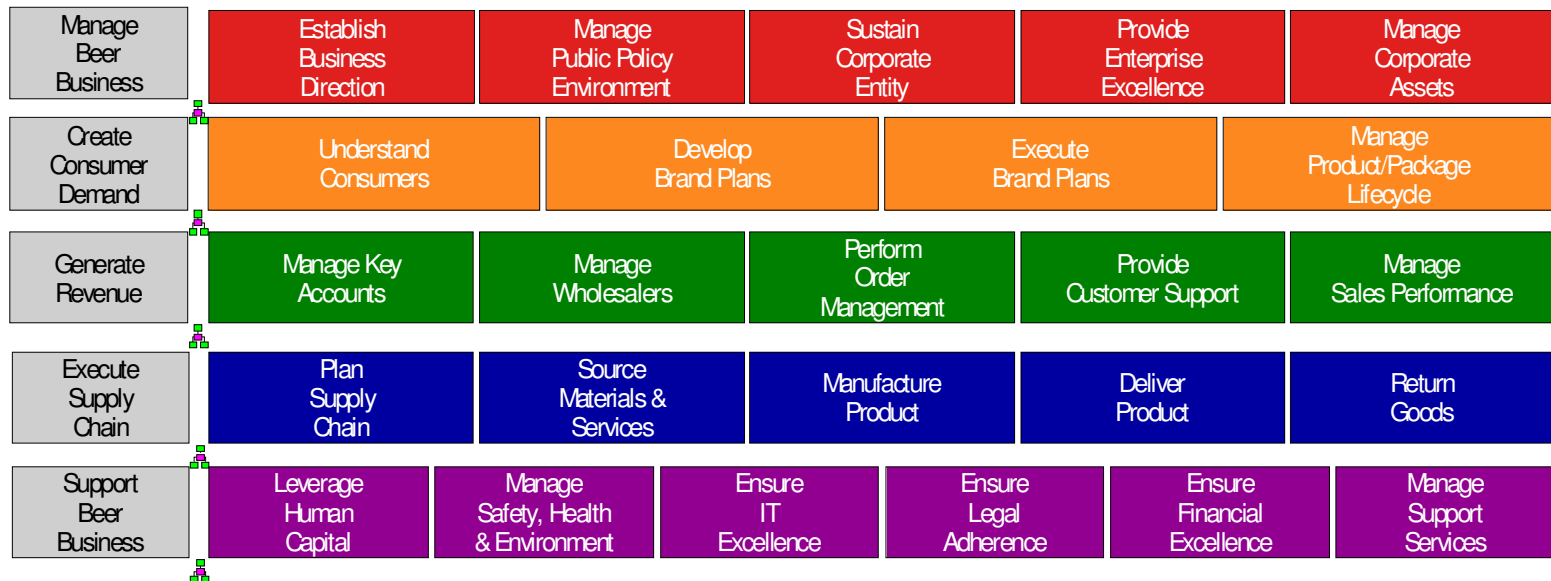
# Types of Process Frameworks

- Functional – focus on one or more aspects of a business
- Enterprise – document all processes within an organization
- Industry – tailored to industry specific products, services and functions
- Cross-industry – broad enough to fit easily with most industries with little customization

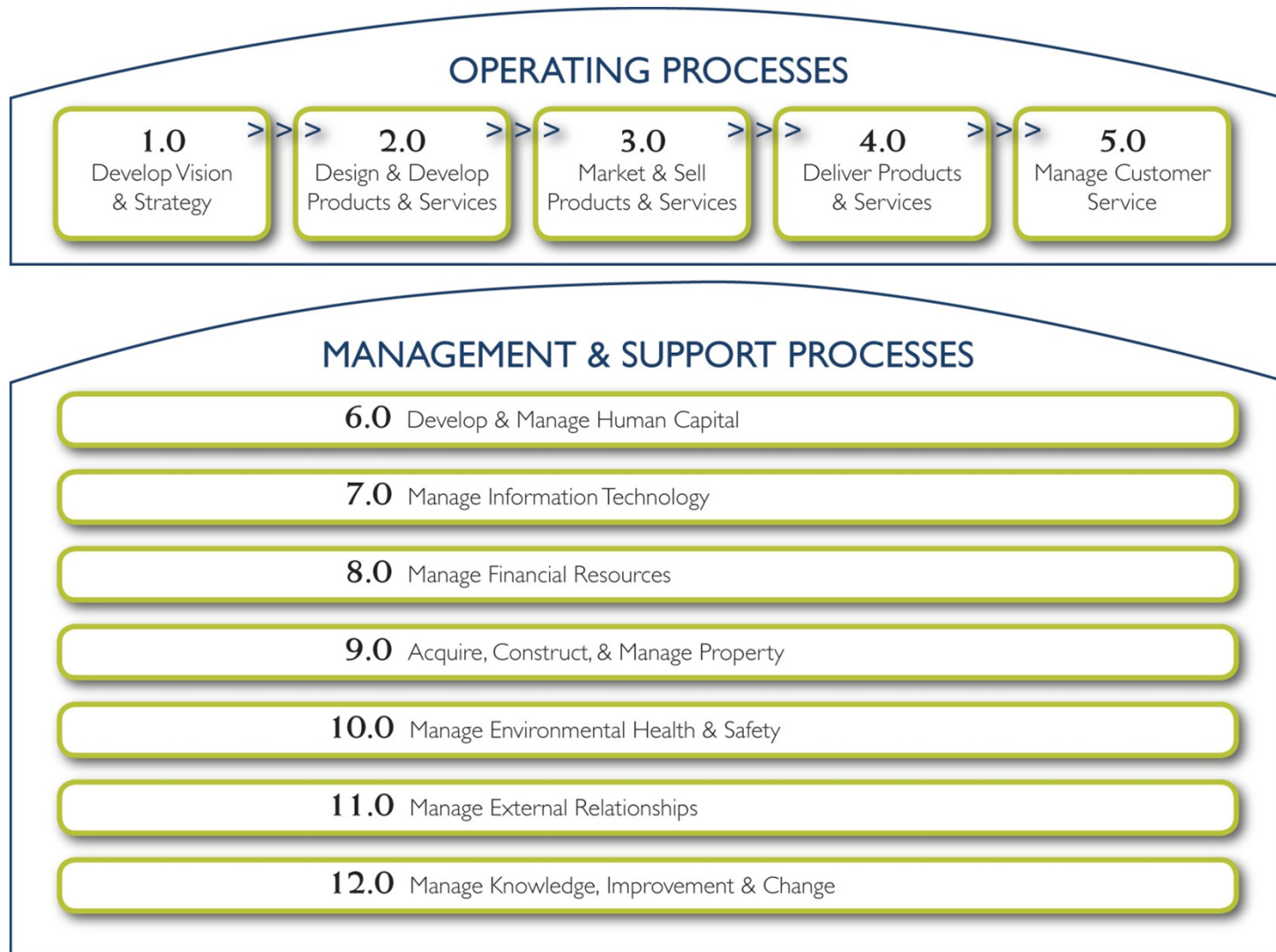
| Framework Types | Functional | Enterprise  |
|-----------------|------------|-------------|
| Industry        | COBIT      | PCF<br>eTom |
| Cross-Industry  | SCOR       | PCF<br>VRM  |

# An example

## Coors - US Business Enterprise



# APQC's PCF



# Study Best Practices

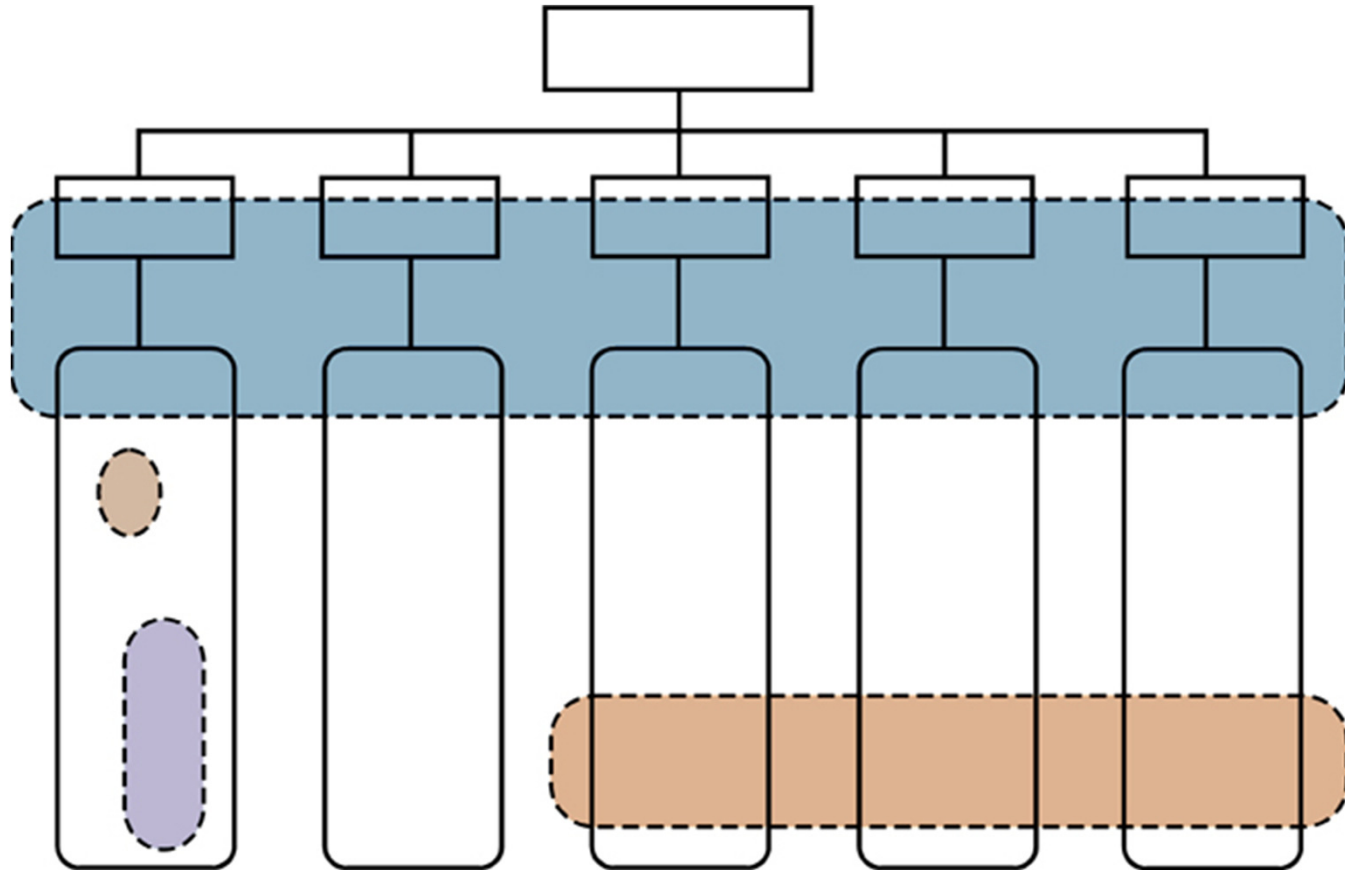
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# Accelerate



**Three main use cases:**  
Benchmarking  
Content Management  
Process Definition

# Locate



# Centralize





# Adopt before Adapt



# Technology



# Current and Upcoming Research

