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THE NETWORK FOR SIX SIGMA

Business Process Management Overview

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Process Management is the alignment of processes around customer experience and efficiency.

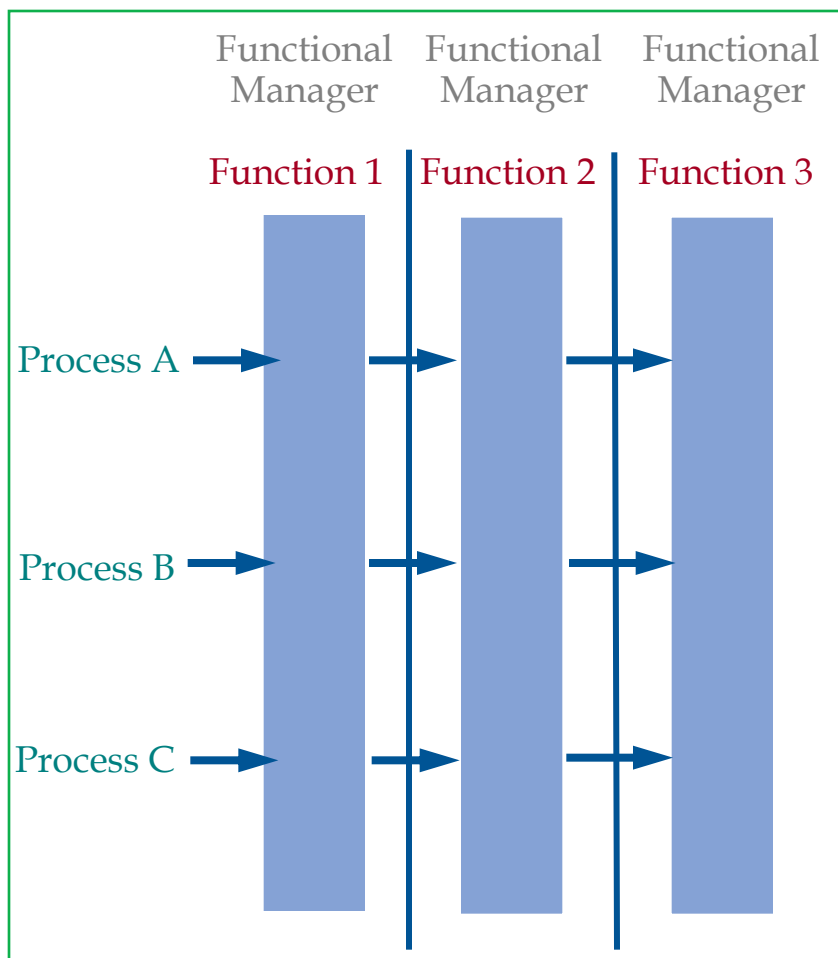
Process Management requires a shift in the way an organization is structured, looking horizontally across the organization versus vertically in functional silos.

	From	To
Focus on managing ...	Functions	End-to-end Processes
Barriers between ...	Silos	Processes
Accountability on ...	Functional Manager	Functional Manager and Process Owner
Performance measurement by ...	Function and P&L	Function, Process and P&L

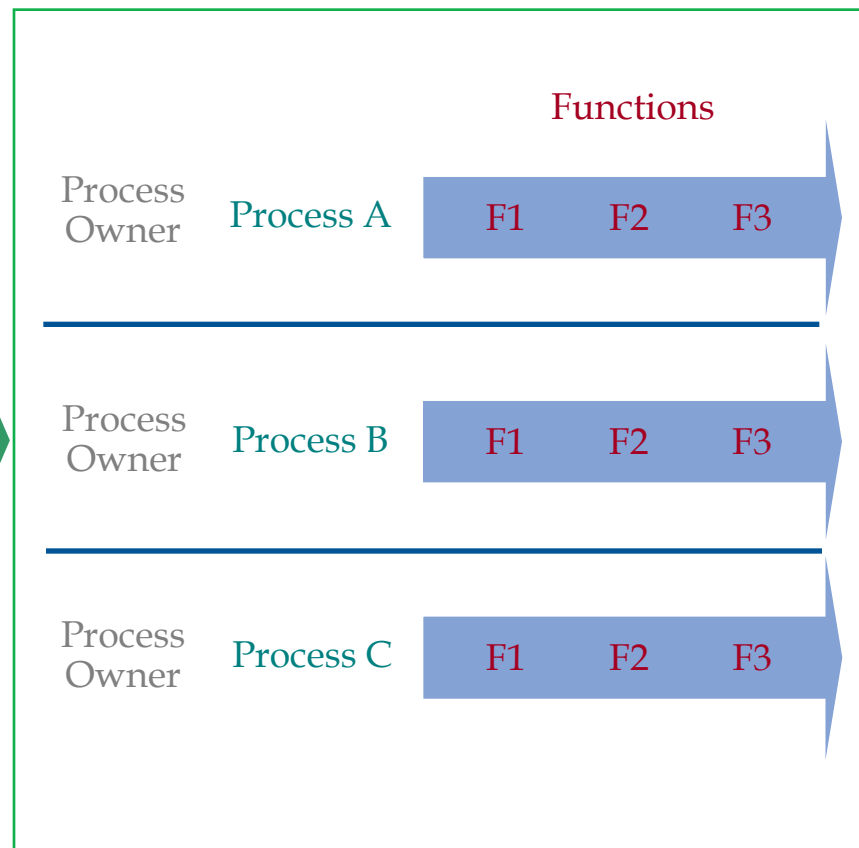
P&L ownership is matrixed today and would not need to change w/Process Mgmt.

What is Process Management?

Processes across functions



Processes around customer experience and efficiency



1. Build Better New Processes Faster

Designing new business models is a major activity... especially true for new products and services

2. Know What You're Doing (Right or Wrong) Through Current Process Understanding

Most enterprises don't really understand the depth and breadth of their business processes. Processes tend to become costly and burdensome as a result of process entropy

3. Avoid Friction During Mergers and Acquisitions

Acquisitions and mergers are excellent opportunities to standardize processes across combined organizational entities.

4. Efficient Business Process Outsourcing

Effective documentation of current business processes facilitates Business Process Outsourcing (BPO) activities and ensures that the BPO provider can execute the business process effectively.

5. Buy Software and Implement Packages Better

Patterns and frameworks are becoming available as package alternatives, and they are best evaluated through the BPM and BPA (quicker, less expensive and more standardized)

6. Get Control of Parallel Processes by Consolidating to Core Processes

Current business processes are leveraged and adapted to enter new markets. However the ownership cost of running cloned processes reduces overall profitability. Use of business process reference models back to reconcile system variants back to a core process can reduce this cost.

7. Do Things Better with Optimized Processes

Processes can easily be managed for optimized cost, time to market, resource loading, risk and quality through the use of models for initial design and ongoing improvements

8. Stay Out of Trouble by Staying Ahead of Compliance

Process Models can be helpful for instrumenting processes with compliance controls

9. Move Faster Through Scenario Building for Agility and Policy Management

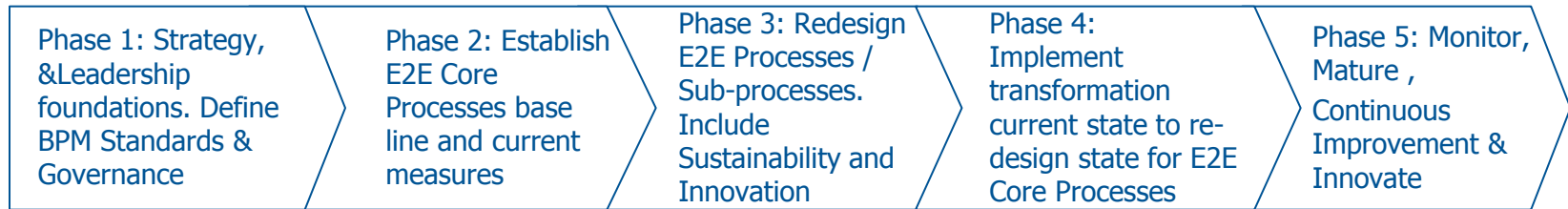
Models can be used to create reactions to opportunistic and threatening scenarios

When to Use Business Process Management

Use BPM when you want to:

- Reduce management overhead
- Speed up development time for new business products and initiatives
- Increase visibility and understanding of depth and breadth of business processes
- Improve ability to automate primary activities of the organization
- Improve ability to execute on innovation with tremendous speed and agility
- Improve data accuracy
- Improve coordination between human, process and application-level interactions
- Reduce the deployment times associated with new business initiatives
- Enable businesses to map current and future business processes to established technology
- Improve ability to build new business processes faster and better
- Enable consolidation of redundant or duplicate business processes
- Avoid friction during merger and acquisitions
- Enable understanding of potential “pain” points before buying software and implementing packages

How to Conduct A BPM Deployment



Timing depends on the organization:

2 -3 months

3 -4 months

3 -4 months

8 – 10 months

On going moving forward

Deliverables:

- Approval and Sponsorship
- Establish BPM CoE
- Core Business Processes Process Definition
- Core Business Processes Prioritization
- Define Governance Model
- Define Process Owner and Process Team Roles & Responsibilities

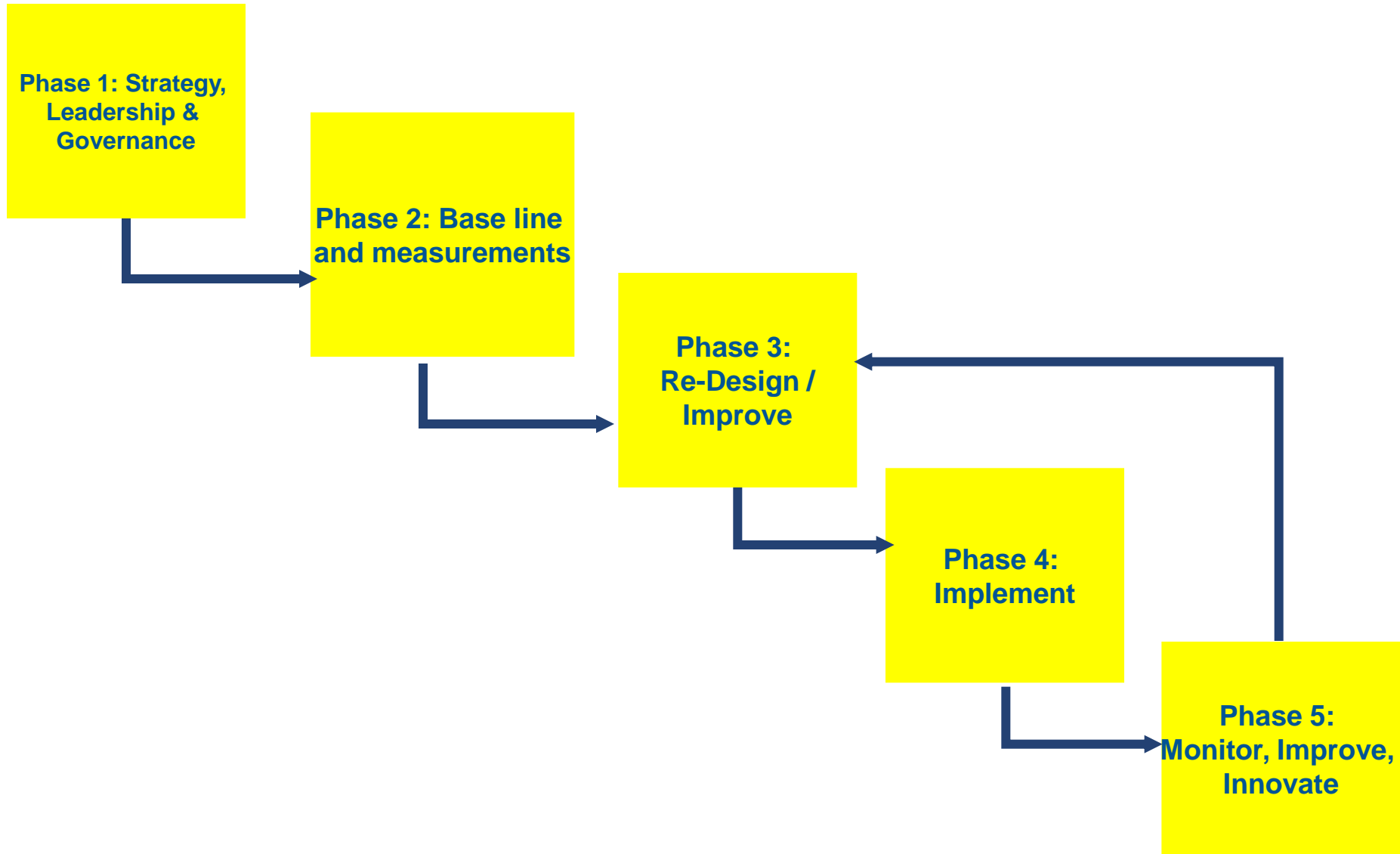
- End-to-end view of Core Business Processes. Baseline.
- Determine alignment to the strategic goals.
- Map current process metrics
- Identify current operations teams associated with
- Enable Process Ownership

- Identify and re-use the good sub-processes.
- Reduce duplication
- Define process team and train workforce in process best practices.
- Use Lean Six Sigma methodology .
- Engage Process Owner – senior leader.
- Establish Center of Excellence and Community of Practice

- Continue engaging the Process team and the Process Owner.
- Establish controls for which Process Owner is accountable
- Implement the Process Governance establish in the Phase 1: Process Documentation change management, Process change management, etc.
- Center of Excellence, Community of practice fully functional

- Organization is managed by Process, supporting Process Metric driven Business Decisions
- Agile Systems allowing rapid change for Business Process Changes
- Workforce empowered and actively participating to improvements and innovation
- Processes aligned with strategic goals at all times
- Strong leaders who manage by fact.

BPM Deployment High Level Flow



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