

# Economic aspects of BPM

## PV207 Business Process Management

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Department of Corporate Economics

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# Today's content

- 1 Getting to know each others
- 2 BPM evolution and business management context
- 3 Nowadays economy and enterprises
- 4 Business Processes
- 5 Break
- 6 BPM is more than IT
  - BPM Life-cycle
  - Six Core Elements
- 7 Beyond BAM
  - Corporate Performance Management
  - Business Proces Optimization
- 8 Summary

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- Assistant professor at the Department of Corporate Economics, Faculty of Economics and Administration
- Ph.D. research: Information Business Value (of Corporate portals)
- Master degrees
  - ▶ Applied Informatics (specialization: Information Systems)
  - ▶ Business Administration
- Main teacher of Management Information System (Business Informatics) master programme
- Research: business value of information systems, reverse logistics, knowledge management

# My 12 years relationship with BPM

- Met BPM at FI
- Participated in few seminars (and webinars) and workshops abroad
- Consulted and graded modeling projects for 10 years and lectured (business) BPM for 8 years
- Did some non-commercial small business analysis projects
- Did one large commercial process analysis optimization project at Honeywell

# Your background

- Do you know what business strategy is?

# Your background

- Do you know what business strategy is?
- Is dealing with business people easy?

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- Do you know what business strategy is?
- Is dealing with business people easy?
- How would you define BPM?



# Your background

- Do you know what business strategy is?
- Is dealing with business people easy?
- How would you define BPM?
- Who is usually right? Customer, consultant, coder... God?

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# Three waves of BPM

- First wave of BPM - F. Taylor's theory of management, 1920s
- Second wave of BPM - ERP systems, workflow, 1990s
- BPR - Don't automate, obliterate!
  - ▶ Micheal Hammer: Reengineering Work: Don't Automate, Obliterate, Harvard Business Review, vol. 68, is. 4, 1990.
- Third wave of BPM - today's BPM - [article](#)
- Question - what is difference between supporting processes by ERP and by BPMS?

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- Question - what is difference between supporting processes by ERP and by BPMS?
  - ▶ code vs. model
  - ▶ programmer vs. administrator

# Three BPM traditions

38

P. Harmon

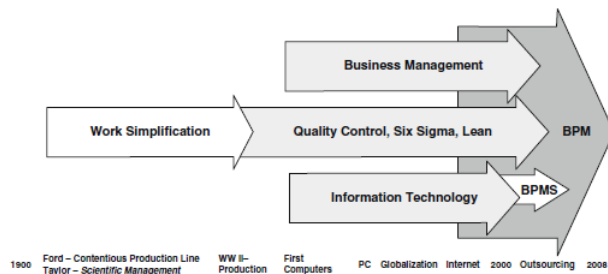


Fig. 1 An overview of approaches to business process change

# Management Tradition - business thing

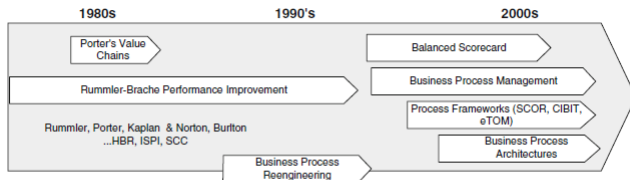


Fig. 6 The management tradition

## The Scope and Evolution of Business Process Management

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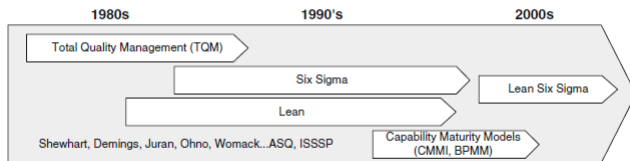


Fig. 2 The quality control tradition

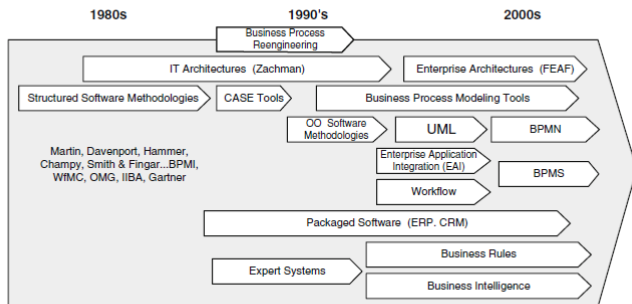


Fig. 7 The information technology tradition



How much was it about business and how much about IT?

How much was it about business and how much  
about IT?  
Business rulez!

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# What's important about today's economy?

- Try brainstorming in groups of 4. Write as many features, characteristics and capabilities that are typical and important in nowadays economy.

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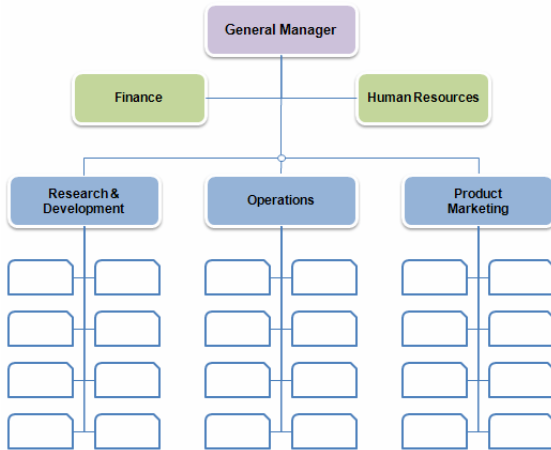
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  - ▶ Globalization (on production and customer side)
  - ▶ Entirely new business models (social networks, IoT, Industry 4.0)
  - ▶ Customer (super)centric
  - ▶ Knowledge management
  - ▶ Design - one purpose, short time
  - ▶ Quality vs. fast innovation
  - ▶ Frequency of innovations (competition - China, restless customers)

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- How to manage this?
- How to gain a competitive advantage in/from this?

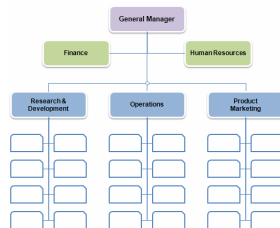
# Typical (old) view of the company

## Functional Organizational Structure



# Is it OK?

Functional Organizational Structure

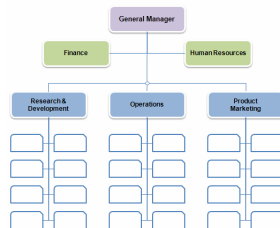


- Does this structure make a sense?



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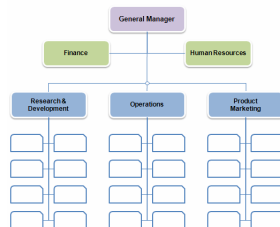
Functional Organizational Structure



- Does this structure make a sense? Yes, but...

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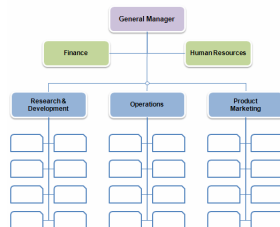
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- No interconnections between departments
- No customer focus, no added value focus,

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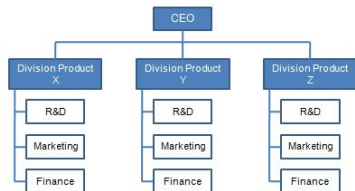


- Does this structure make a sense? Yes, but...
- No interconnections between departments
- No customer focus, no added value focus,
- Typical approach: overemphasis on cutting expenses and local increase of productivity



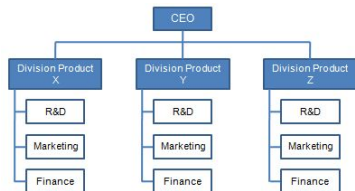
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- Is this a solution?



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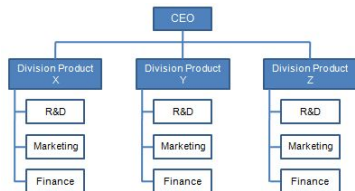
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- double activities

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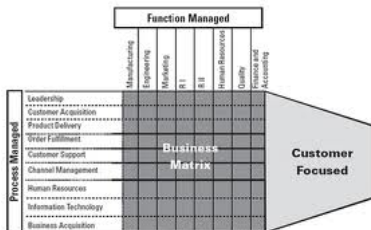


- double activities
- fighting between process (product) departments



# Solution is in balance

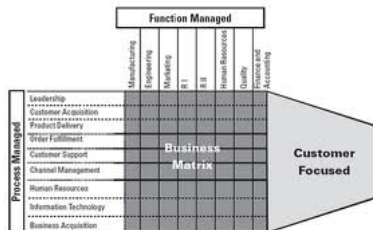
- Matrix structure



- No extreme is usually good.

# Solution is in balance

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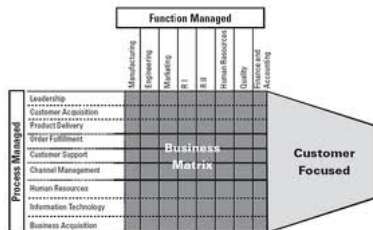


- No extreme is usually good.
- Any problems with this?



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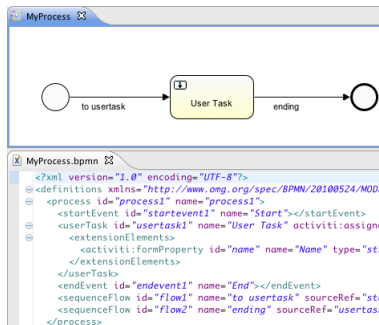
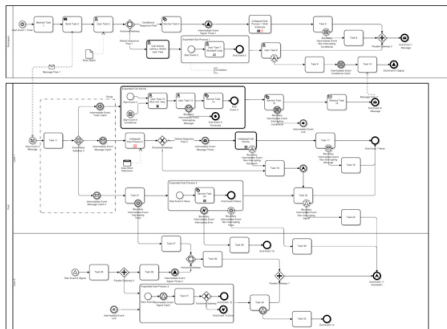


- No extreme is usually good.
- Any problems with this?
- BPM shows the way how to make the matrix work!

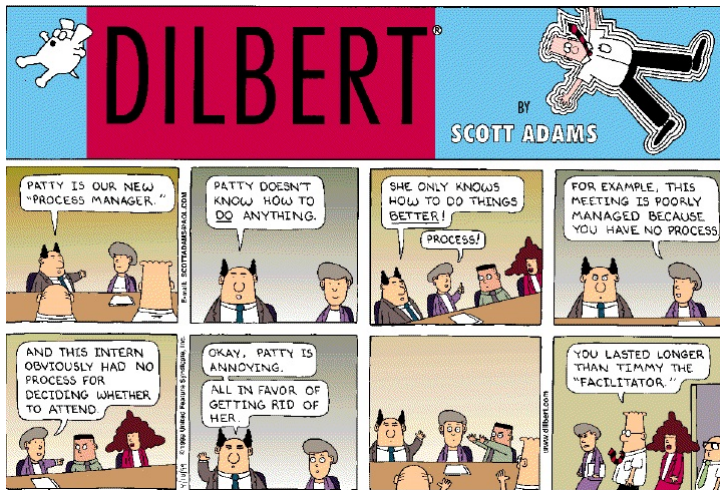
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# BPM and IT

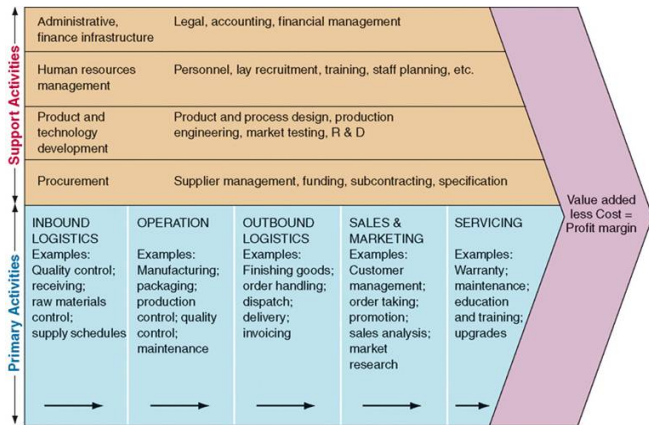


```
MyProcess.bpmn
<?xml version="1.0" encoding="UTF-8"?>
<definitions xmlns="http://www.omg.org/spec/BPMN/20100524/MODEL"
  <process id="process1" name="process1">
    <startEvent id="startevent1" name="Start"></startEvent>
    <userTask id="usertask1" name="User Task" activiti:assignee="assignee">
      <extensionElements>
        <activiti:formProperty id="name" name="Name" type="string"/>
      </extensionElements>
    </userTask>
    <endEvent id="endevent1" name="End"></endEvent>
    <sequenceFlow id="flow1" name="to usertask" sourceRef="startevent1" targetRef="usertask1"/>
    <sequenceFlow id="flow2" name="ending" sourceRef="usertask1" targetRef="endevent1"/>
  </process>
```



# BPM and business processes

- order-to-cash; quote-to-order; procure-to-pay; issue-to-resolution; application-to-approval



Source

# Clash of the worlds



Source

# Clash of the worlds



Source

- Business people usually don't care about technology
- IT people usually don't care about business value of technology

# Clash of the worlds



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- Business people usually don't care about technology
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- They should know about the other one's world



# Clash of the worlds



Source

- Business people usually don't care about technology
- IT people usually don't care about business value of technology
- They should know about the other one's world
- You need a facilitator -> process analyst = bridge between IT and business

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# Q&A and discussion

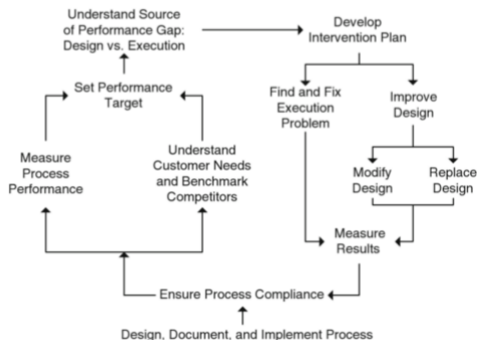
- 15 minutes for coffee or discussion, your choice 😊

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# Where is your place?

What is Business Process Management?



Zdroj: (Brocke and Rosemann 2014).

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# Weske's Business Process Lifecycle

12 1 Introduction

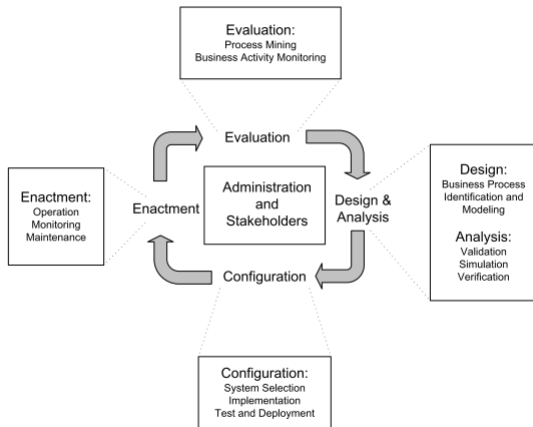
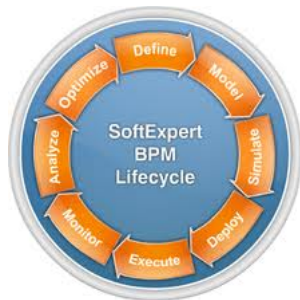
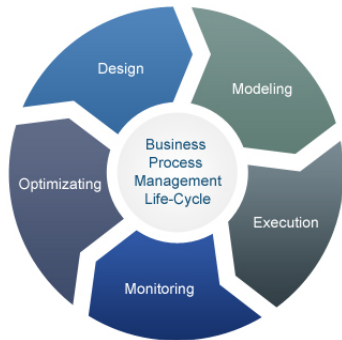


Fig. 1.5. Business process lifecycle

# Another Life-cycles





# Design/Model

- First step - to identify processes or to design them.
  - ▶ learn about the reality (company)
  - ▶ establish the scope of the project
  - ▶ establish common understanding

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  - ▶ Interview people
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- Your thing!

- You need data about processes - in BPM the source is BPMS
- Usually Key Performance Indicators (KPIs) and various metrics are defined and monitored.
  - ▶ If you cannot measure it, you cannot manage it...
- Examples of KPIs or metrics?

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- Examples of KPIs or metrics?
- Making reports about process performance.
- Analyze and management exceptions and process efficiency.

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- What is the most valuable sources (what kind of processes) for process optimization?
- Different scenarios are simulated and business rules are changed.
- Economical and operational impacts of different scenarios are assessed.

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# The Six Core Elements of Business Process Management

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- 1 Strategic Alignment
  - 2 Governance
  - 3 Methods
  - 4 Information Technology
  - 5 People
  - 6 Culture
- The framework to be identified has to comprehensively structure those elements of BPM that need to be addressed when following a holistic understanding of BPM, i.e., BPM as an organizational capability and not just as the execution of the tasks along a process lifecycle (identify, model, analyze, improve, implement, execute, monitor, and change).



# Capability Areas

Strategic Alignment	Governance	Methods	Information Technology	People	Culture	Factors
Process Improvement Planning	Process Management Decision Making	Process Design & Modelling	Process Design & Modelling	Process Skills & Expertise	Responsiveness to Process Change	Capability Areas
Strategy & Process Capability Linkage	Process Roles and Responsibilities	Process Implementation & Execution	Process Implementation & Execution	Process Management Knowledge	Process Values & Beliefs	
Enterprise Process Architecture	Process Metrics & Performance Linkage	Process Monitoring & Control	Process Monitoring & Control	Process Education	Process Attitudes & Behaviors	
Process Measures	Process Related Standards	Process Improvement & Innovation	Process Improvement & Innovation	Process Collaboration	Leadership Attention to Process	
Process Customers & Stakeholders	Process Management Compliance	Process Program & Project Management	Process Program & Project Management	Process Management Leaders	Process Management Social Networks	

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- ▶ The 'softest' part of BPM (management in general).

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# What Business Activity Monitoring is for?



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- Any ideas?

# What Business Activity Monitoring is for?



- Any ideas?
- Management is about control and making decisions
- BAM can be used for
  - ▶ Corporate Performance Management - BSC, ABC
  - ▶ Process Optimization - (Lean) Six Sigma, TOC

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- 6 BPM is more than IT
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- 7 Beyond BAM**
  - Corporate Performance Management**
  - Business Proces Optimization
- 8 Summary

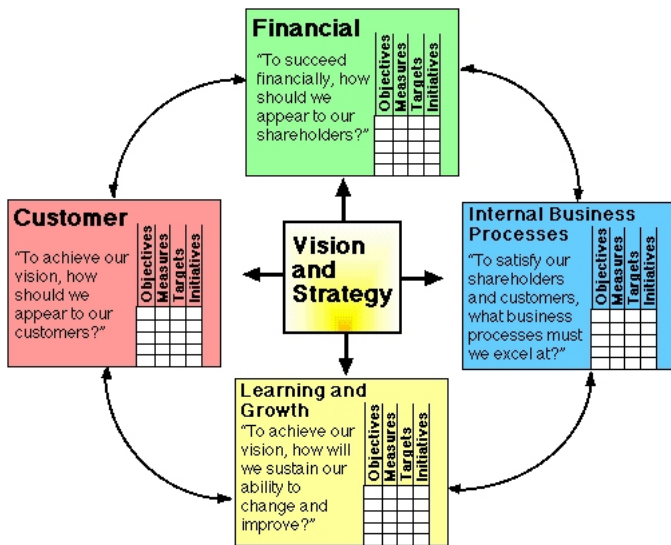
# Activity-based costing

- Costs are divided into activities
- We know what does business process cost
- Useful for optimization
- BPMS or another part of IS should enable this



# Balance Scorecard

- Strategic framework for KPI



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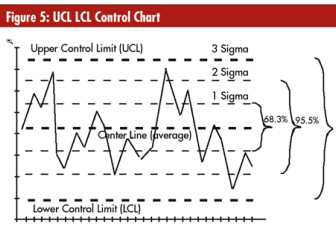
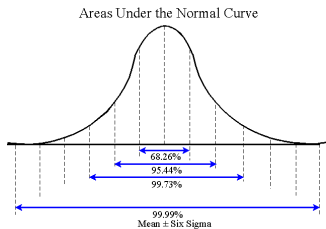
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# Lean Six Sigma

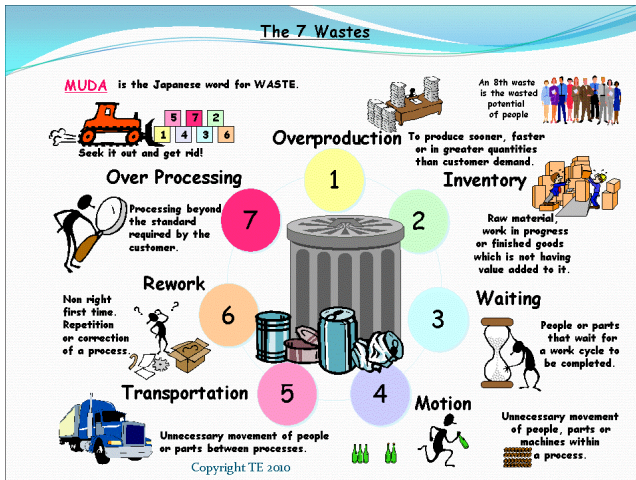
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# Lean Six Sigma

- DMAIC = define, measure, analyze, improve, control



# Lean - 7 wastes



Source: <<http://leanmanufacturingtools.org/77/the-seven-wastes-7-mudas/>>

- TOC in nutshell

# Theory of Constraints

- TOC in nutshell
- The system is as strong as the weakest link in chain

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- The system is as strong as the weakest link in chain
- The flow of the system is based on the bottom neck



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# Q&A