Establishing the Office of Business Process Management

Roger Tregear, Leonardo Consulting
Leonardo Consulting

- 10 years of high quality service delivery
- Uniquely placed to deliver process-centric enterprise architecture services
- Solid track-record with large enterprises
- Extensive partnerships around the world
- Experienced expert consultants
- Strong focus on methodologies
- Commitment to build *customer* capability

*education – consulting - software*
Roger Tregear

B Eng, University of Central Queensland
Consulting Director, Leonardo Consulting
Manager, Leonardo Education
Accredited BPTrends Coach
Columnist, BPTrends

Professional Expertise
Roger Tregear began his involvement with design and management of business processes, information, technology and communications 32 years ago. He spends his working life talking, consulting, thinking and writing about analysis, improvement and management of business processes. Often working as a “thinking partner” and mentor, Roger provides business process analysis, redesign and management consulting services. Roger is one of a handful of people accredited as a global BPTrends Instructor and has delivered courses in Saudi Arabia, Bahrain, UAE, UK, Africa, Australia and New Zealand.

As Producer of the annual ProcessDays Conference in Sydney (Australia), Roger is constantly involved with practitioners, consultants and academics working at the leading edge of process-based management. A frequent writer on BPM topics, Roger is a regular BPTrends columnist and has contributed a chapter to the book, The International Handbook of BPM (Springer 2010). He is also the author of the book Establishing the Office of Business Process Management.

Relevant Client Experience

**Saudi Food & Drug Authority:**
- process improvement training and coaching

**Department of Municipal Affairs:**
- process improvement training and coaching

**University of Technology, Sydney:**
- development of an enterprise process architecture

**Swinburne University:**
- establishing BPM framework and roadmap

**Smiths Aerospace Customer Services:**
- establishing BPM framework and roadmap

**Australian Sports Drug Agency:**
- business process review and reengineering

**Commonwealth Bank:**
- developing BPM competency framework strategies to build BPM capabilities

**Department of Urban Services:**
- business process modelling for IT application

**Department of Defence:**
- process review for a procurement system

**Defence Housing Authority:**
- redesign Defence relocations processes

**Health Insurance Commission:**
- process models for contact centre operation

*Helping small and large organisations understand the potential, and realise the practical benefits, of process thinking and management.*
Establishing the Office of Business Process Management

Roger Tregear, Leonardo Consulting
BPM is ...

- a management philosophy
- about exchange of value
- a strategic issue
- core business

BPM is not ...

- about managing the whole context of the business process
- software
- technology
- modeling
cross-functional value delivery

CHECK IN → BOARD PLANE → COMPLETE FLIGHT → RETRIEVE LUGGAGE → DEPART AIRPORT
contributing value

Service Value Chain

1. **Research & Create New Service**: Identifies new needs and creates new service designs.
2. **Design & Deliver New Service**: Develops new service designs, requests materials, and creates service delivered.
3. **Promote & Sell New Service**: Sells new services and receives customer requests.

**Management** oversees and connects these departments.

**Suppliers** provide necessary materials.

Source: BPTrends Associates  www.bptrendsassociates.com
from strategy to execution

- Organizations exist to deliver value to customers and other stakeholders. *That’s strategy.*
- They do this via coordinated activities across functions of the organisation. *That’s a process.*
- It makes sense to optimise the performance of each process. *That’s process improvement.*
- Optimizing all processes optimizes overall performance. *That’s process management.*
- Process management focuses on the processes that realise the strategy. *That’s execution.*
How will you know one year from now if you have succeeded with BPM?

“Have an enterprise process architecture”
“Modeled our key processes”
“Increased our BPM maturity”
“We now measure process performance”
“Appointed Process Owners”
delivering value

✓ Bank: $30 million annual savings
✓ Agency: 22% labor cost reduction
✓ Retail: 82% cycle time reduction
✓ ERP: rework rate 400% to 15%
✓ Aid: 75% reduction in delivery cost
when BPM fails

- focused on modeling
- delivered no business value
- failed to achieve critical mass
- no shared understanding
- loss of control
- half-hearted commitment
- perceived threat
but it doesn’t have to be like that
a catalyst for BPM success
Establishing the **OFFICE OF BUSINESS PROCESS MANAGEMENT**

*Roger Tregear*

A breakthrough program to design, build, operate and transfer the knowledge, tools and infrastructure required to enable and support a process-centric organization.
what OBPM success looks like

Improved organization performance via:
- in-house BPM capabilities
- consistent, repeatable methods
- innovative process redesigns
- successful change projects
- increased BPM maturity
- better prioritization of process work
- alignment of strategy and processes
- improved IT/business interaction
Locating  Building
Managing  Planning
Integrating  Preparing
Changing  Scoping
Communicating
Resourcing  Funding

... The Office of BPM
Scoping
The Office of BPM

- Manage BPM Strategy
- Support Process Management
- Support Process Improvement
- Support the Office of BPM
Scoping
The Office of BPM

Business Unit Involvement

Increasing BPM Maturity

Office of BPM Involvement
Scoping
The Office of BPM

Directing  Coaching  Serving

intervention  influence
Locating & Integrating
The Office of BPM
Resourcing
The Office of BPM

Office Management

Process Management
- Architect
- Coach
- Methodologist
- Auditor
- Teacher

Office Support
- Office Admin
- Systems Admin
- Knowledge Mgr

Process Improvement
- Project Mgr
- Process Analyst
- IT Analyst
- Data Analyst
- Modeller
- Facilitator
- SME
- Change Agent

Note: this diagram shows roles, not positions
Funding
The Office of BPM

Office Management

Process Management

Office Support

Process Improvement
Building & Managing The Office of BPM

Communications Management

Staged Implementation

Capability Level 1
- BPM awareness
- business value
- core services
- initial projects
- architecture
- infrastructure

Capability Level 2
- convergence
- governance
- measurement
- ref models
- acceptance
- BPM maturity

Capability Level 3
- alignment
- process culture
- full services
- conformance
- reporting
- evolving

Office of BPM Reference Model

- MS01-05
- SP01-02
- MP04-05
- MS06-09
- CS01
- CS03-08
- SP03-04
- MP01-03
- MP06
- CS02
- CS09-10
- SP-05

BPM Capability Development Program

- BPM principles
- As Is analysis
- To Be redesign
- data gathering
- facilitation
- architecture
- project mgt
- modeling
- idea generation
- measurement
- SOA
- complex analysis
- BPM maturity
- change mgt
- team performance
- automation
- leadership
- change agent
- adapt case mgt
- BSC

PoC / Initial Projects

Change Management

Prepare & Plan

Review & Plan

MS01-05 • SP01-02 • MS06-09 • CS01
• CS03-08 • SP03-04 • MP01-03 • MP06
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24
Prepare & Plan

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Communications & Change Management

Communications Management

Staged Implementation

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PoC / Initial Projects

Change Management
Accelerator 1: OBPM Reference Model

MANAGE BPM STRATEGY

MP01 Translate Strategy into Processes
MP02 Gather and Analyze BPM Demands
MP03 Define BPM Projects Portfolio
MP04 Plan prioritized BPM Projects
MP05 Manage BPM Projects & Portfolio
MP06 Disseminate BPM Results and Culture

SUPPORT PROCESS MANAGEMENT

CS07 Support Compliance & Certification
CS08 Support Risk & Control Management
CS09 Support Cost Management
CS10 Measure Process Maturity
MS01 Define Process Vision and Scope
MS02 Understand Processes (As Is)
MS03 Analyze Processes
MS04 Redesign & Standardize Processes (To Be)
MS05 Implement & Roll Out Process
MS06 Support Performance Measurement
MS07 Support Continuous Improvement
MS08 Educate and Train on Process Management
MS09 Maintain Process Architecture & Repository
MS10 Support Performance Measurement

SUPPORT PROCESS IMPROVEMENT

CS01 Perform quantitative analysis
CS02 Perform Innovation & value creation analysis
CS03 Perform risk analysis
CS04 Automate process control & execution (via BPMS)
CS05 Specify, Develop & Test IT Systems
CS06 Identify and Provide Competencies
CS07 Support Compliance & Certification
CS08 Support Risk & Control Management
CS09 Support Cost Management
CS10 Measure Process Maturity

SUPPORT THE OFFICE OF BPM

SP01 Administer BPM methods and tools
SP02 Administer BPM Roles and Responsibilities
SP03 Administer BPM Services Portfolio
SP04 Administer BPM Human Resources
SP05 Administer BPM Budget

YOUR PARTNER IN PROCESS MANAGEMENT www.leonardo.com.au
OBPM Reference Model Rollout

Office of BPM Reference Model

Services
- MS01-05
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- MP04-05
- MS06-09

- CS01
- CS03-08
- SP03-04

- MP01-03
- MP06

- CS02
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- SP-05
Accelerator 2: Staged Implementation

**Staged Implementation**

<table>
<thead>
<tr>
<th>Capabilities</th>
<th>Capability Level 1</th>
<th>Capability Level 2</th>
<th>Capability Level 3</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>BPM awareness</td>
<td>convergence</td>
<td>alignment</td>
</tr>
<tr>
<td></td>
<td>business value</td>
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<tr>
<td></td>
<td>infrastructure</td>
<td>BPM maturity</td>
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</tr>
</tbody>
</table>
Accelerator 3: Capability Development

BPM Capability Development Program

Education
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Capability Level 1
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- SOA
- complex analysis
- BPM maturity
- change mgt
- team performance

Capability Level 3
- automation
- leadership
- change agent
- adapt case mgt
- BSC

PoC / Initial Projects
Review & Plan

- **Business Value**
  - Core services
  - Initial projects
  - Architecture
  - Infrastructure

- **Governance**
  - Measurement
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  - Acceptance
  - BPM maturity

- **Process Culture**
  - Full services
  - Conformance
  - Reporting
  - Evolving

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Review & Plan
Building & Managing
The Office of BPM

Communications Management

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MANAGE BPM STRATEGY

SUPPORT THE OFFICE OF BPM
OBPM success

Improved organizational performance:
• increased effectiveness & efficiency
• in-house capability or ongoing improvement
• innovative process improvement
• better alignment of strategy and processes
• improved IT and e-service strategies

Effective OBPM operations:
• consistent, repeatable, reliable services
• demand for services
so, what next?
enterprise process architecture

Lead the Organisation
- Develop Vision
- Determine market strategy
- Manage risk & compliance
- Manage capital

Value Chain 1
- Process 1.1
- Process 1.2
- Process 1.3

Value Chain 2
- Process 2.1
- Process 2.2
- Process 2.3

Support the Organisation
- Deliver HR services
- Deliver IT services
- Manage finances
- Maintain physical facilities

Process 1.2
Office of BPM

MANAGE BPM STRATEGY

SUPPORT PROCESS MANAGEMENT

SUPPORT PROCESS IMPROVEMENT

SUPPORT THE OFFICE OF BPM

Establishing the OFFICE OF BUSINESS PROCESS MANAGEMENT

Roger Tregear

A breakthrough program to design, build, operate and transfer the knowledge, tools and infrastructure required to enable and support a process-centric organization

YOUR PARTNER IN PROCESS MANAGEMENT

www.leonardo.com.au
The Business Process Creed

We believe in ...

• unimpeded flow of measurable value between our organization and its customers and other stakeholders
• uncovering and eliminating wasteful activities
• a workplace that enables our staff to deliver value
• eliminating frustration caused by broken processes
• having more certain control over things that really matter
• technology supporting business processes, not the reverse
• continuous improvement and discontinuous innovation.

This is Business Process Management
Roger Tregear
Leonardo Consulting

t: +61 419 220 280
s: rtregear
e: r.tregear@leonardo.com.au
w: www.leonardo.com.au
Our Partners

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- BPTrends Associates
- Business Rule Solutions, LLC

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- Business Rule Solutions, LLC
- ES Consulting

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- Oracle
- Software AG
- SAP
- Cogniscape
- Nualeus 3D

Queensland University of Technology
Faculty of Information Technology
I highly recommend Leonardo Consulting as the leading provider of BPM services related to consulting, training and process improvement and implementation.

Best regards

Prof. Michael Rosemann, PhD
A Network of Thought Leaders

Dr Michael zur Muehlen
Associate Professor, Stevens Institute of Technology

Prof Thomas R Gulledge
President, Enterprise Integration, Professor Emeritus, GMU

Gladys Lam
Principal, Business Rules Solutions

Michael Rosemann
Professor, QUT

Andrew Spanyi
Managing Director, Spanyi International

Celia Wolf
Managing Director, BPTrends Associates

Prof Thomas H Davenport
President’s Distinguished Professor of IT & Management, Babson College

Dr Richard Soley
CEO, OMG

Roger Burlton
Chief Consultant, BPTrends Associates

Bassam AlKharashi
CEO, ES Consulting

Leandro Jesus
Partner, ELO Group Auxiliary Professor, University of Rio de Janeiro, Vice President, ABPMP Brazil

Alec Sharp
Principal, Clariteq Systems
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- Hutchison Telecoms
- BMA
- The University of Auckland
- ECU
- DMR Consulting
- Commonwealth Bank
- Australian Government
- Defence Housing Australia
- University of Sydney
- Aig
- Bhp Billiton
- Powerlink
- Australian Sports Drug Agency
Leonardo Consulting

*adding value, building capability*

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