WELCOME TO

A BOC GROUP WEBINAR

BPM
Business Process Management

EAM
Enterprise Architecture Management

GRC
Governance, Risk and Compliance

Getting Started with BPM

Key Factors for Implementing BPM Successfully in your Organization

BPM
Business Process Management

EAM
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# Highlights & Focus

Answers to the following questions and more:

▸ How can the implementation of process management best practices in your organisation help you achieve desired outcomes?

▸ What steps should you take to succeed in process management?

Such as:

▸ Finding out more about the **process model** of the BOC Group and the **process management lifecycle,**

▸ **Live-Demo** of the Business Process Management suite, **ADONIS.**

BOC MANAGEMENT OFFICE – Enabling Transformation of Business & IT

ADONIS

GRC
Governance, Risk and Compliance

ADOIT
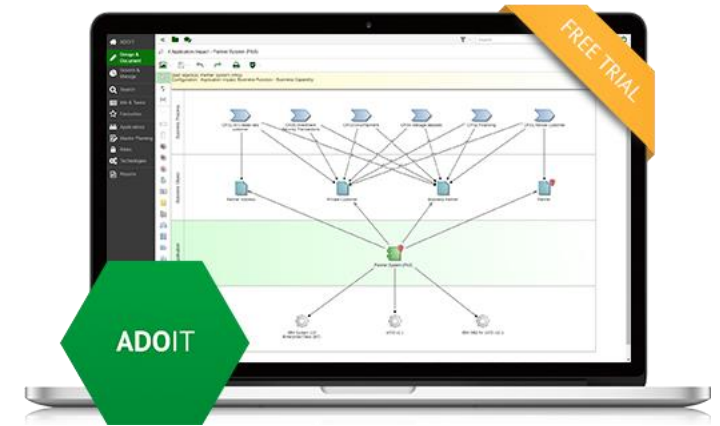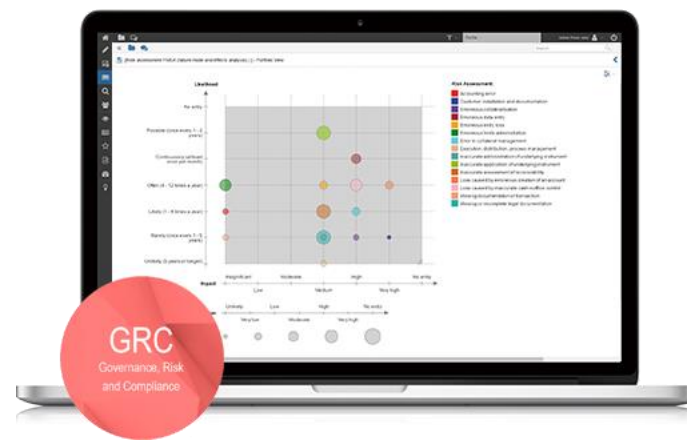
💻 **100% web-based**

⭐ **Simple and intuitive usage**

➡ **Stakeholder-specific views & dashboards**

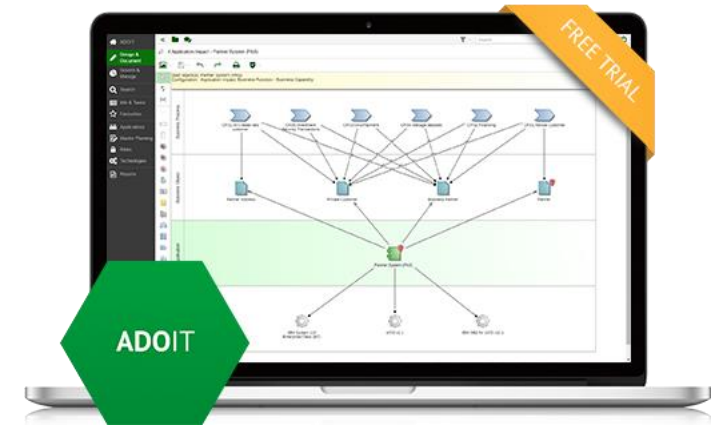⏱ **Powerful analysis & reporting capabilities**

🍃 **Expandable scenarios**

⚙ **Flexible configuration options**

🪄 **Seamless integration with other tools**

💬 **Advanced communication and collaboration**

BOC MANAGEMENT OFFICE – Enabling Transformation of Business & IT

Explore our offering on www.boc-group.com

CONSULTING

TRAINING

SUPPORT

Customer & Analyst Ratings

▸ **Leader in Enterprise Architecture Management Suites,** The Forrester Wave™: "Enterprise Architecture Management Suites, Q2 2017"

▸ Positioned in the **2017 Gartner Magic Quadrant** for Enterprise Architecture Tools

▸ **Gartner Market Guide for Enterprise Business Process Analysis**: Representative Vendor for ADONIS

▸ ADOIT featured in **OVUM "On the Radar" Report**

GET MORE INSIGHTS ONLINE

Gartner
peerinsights™

Getting Started with BPM

Key Factors for Implementing BPM Successfully in your Organization

www.boc-group.com

Today's Content – What to expect

1   **The IT Supported Management Office of the BOC Group**
The next generation of Business Process, GRC and Enterprise Architecture Management

2   **Motivation**
Why "Structured" Business Process Management

3   **The Process Management Lifecycle (PMLC)**
A procedure model can never hurt!

4   **The Phases of the Process Management Lifecycle in Detail**
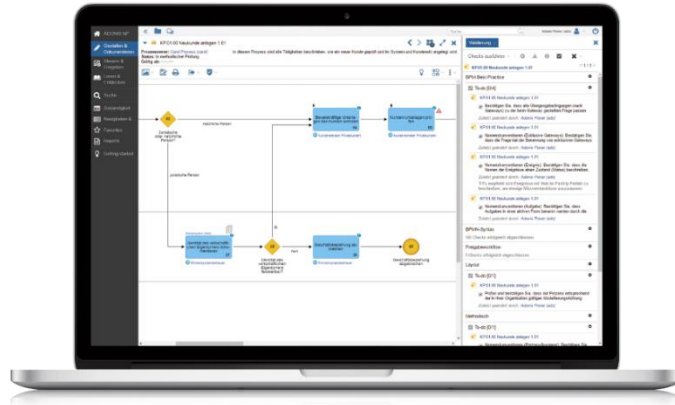Explanations, Maturity Levels and Best Practices

# The IT-supported Management Office of the BOC Group

AUDIT-READY

## Next Generation Business Process, GRC and Enterprise Architecture

You host
(On-Premise)

OR

We host
(SaaS)

Business Process Management with ADONIS

- ✔ Strategic and Operational Business Process Management
- ✔ BPMN 2.0, "BPMN fit for business"
- ✔ Process landscapes
- ✔ Business IT alignment, ITIL
- ✔ Governance, Risk and Compliance
- ✔ Analysis and Optimization
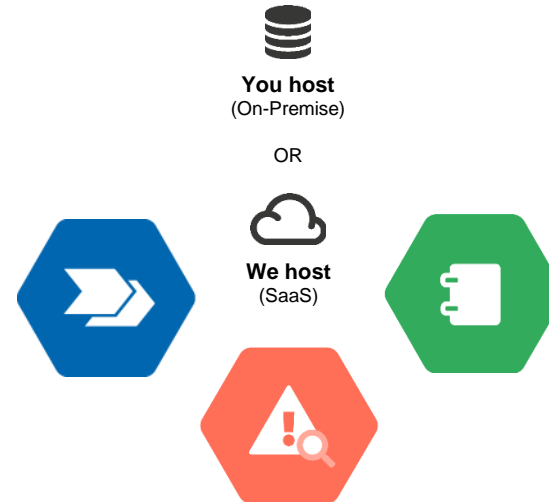
Governance, **R**isk and **C**ompliance

- ✔ Recording of Risk Catalogues
- ✔ Recording of Control Catalogues
- ✔ Assessment of Risks, including Historicization and Workflows
- ✔ Assessment of Controls, including Historicization and Workflows
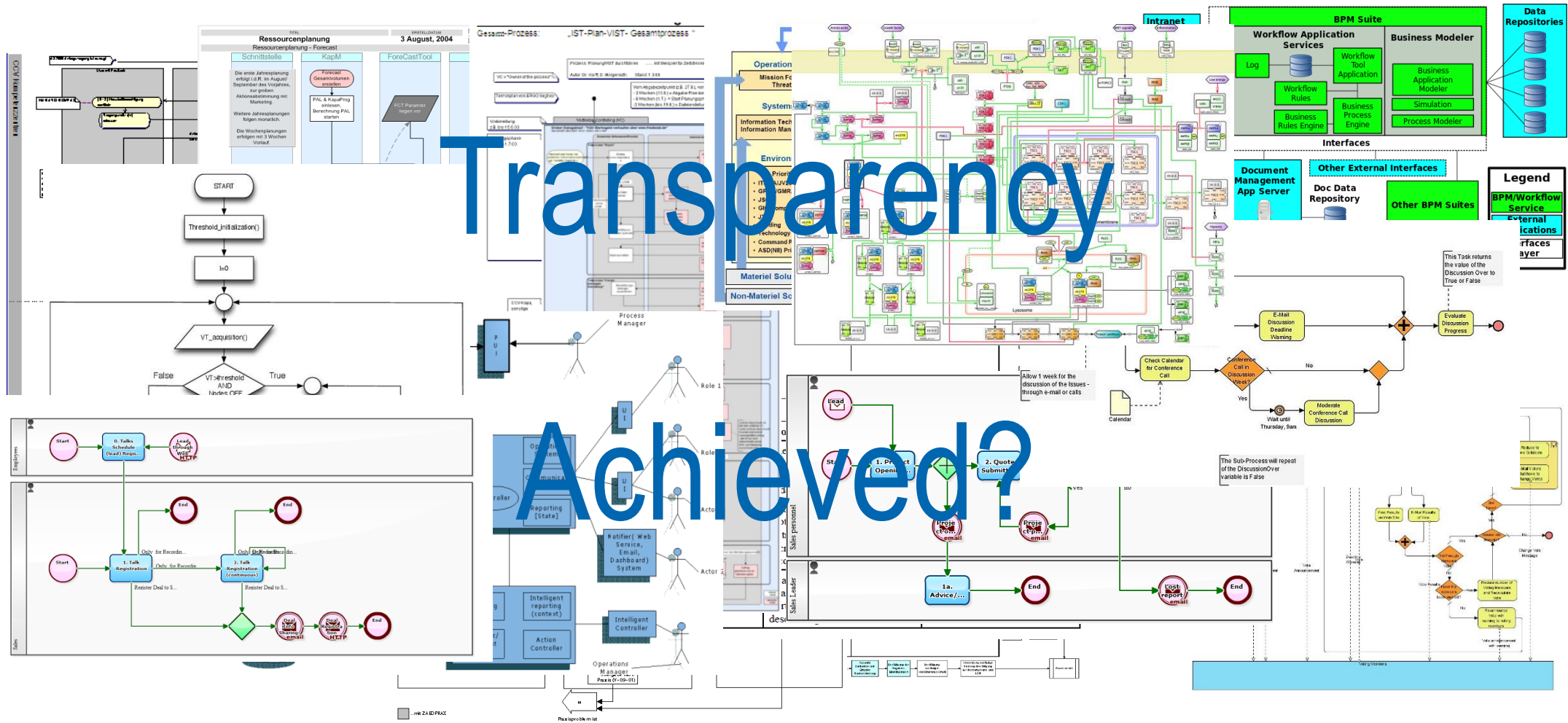- ✔ Implementation of Controls
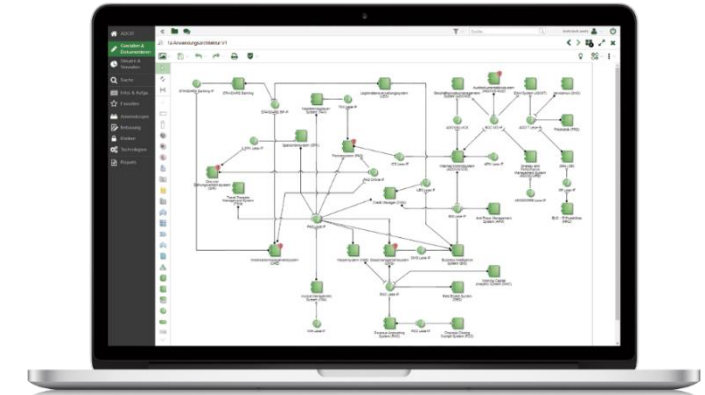
Enterprise Architecture with ADOIT

- ✔ Enterprise Architecture
- ✔ TOGAF
- ✔ Capability Management
- ✔ Business-, Service- & Technology Architecture Management
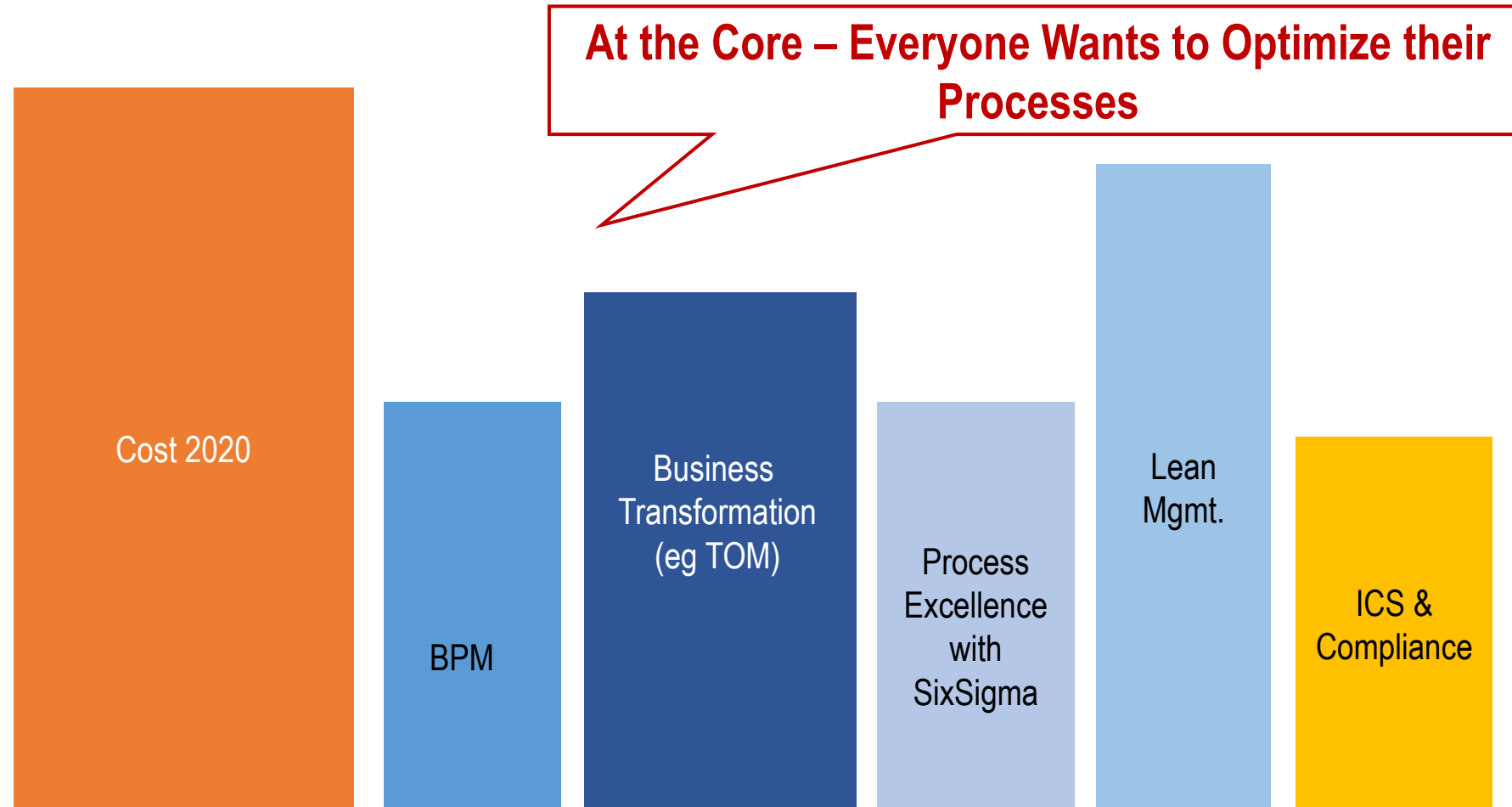- ✔ Planning, Data Gathering & Governance

Silo Thinking vs. Management System Integration

Status Quo: Missing guidelines leaves too much room for individual interpretation!

Transparency Achieved?

Siloed Thinking vs Management Systems Integration

Status Quo: Project or Initiative Silos

At the Core – Everyone Wants to Optimize their Processes

Cost 2020

BPM

Business Transformation (eg TOM)

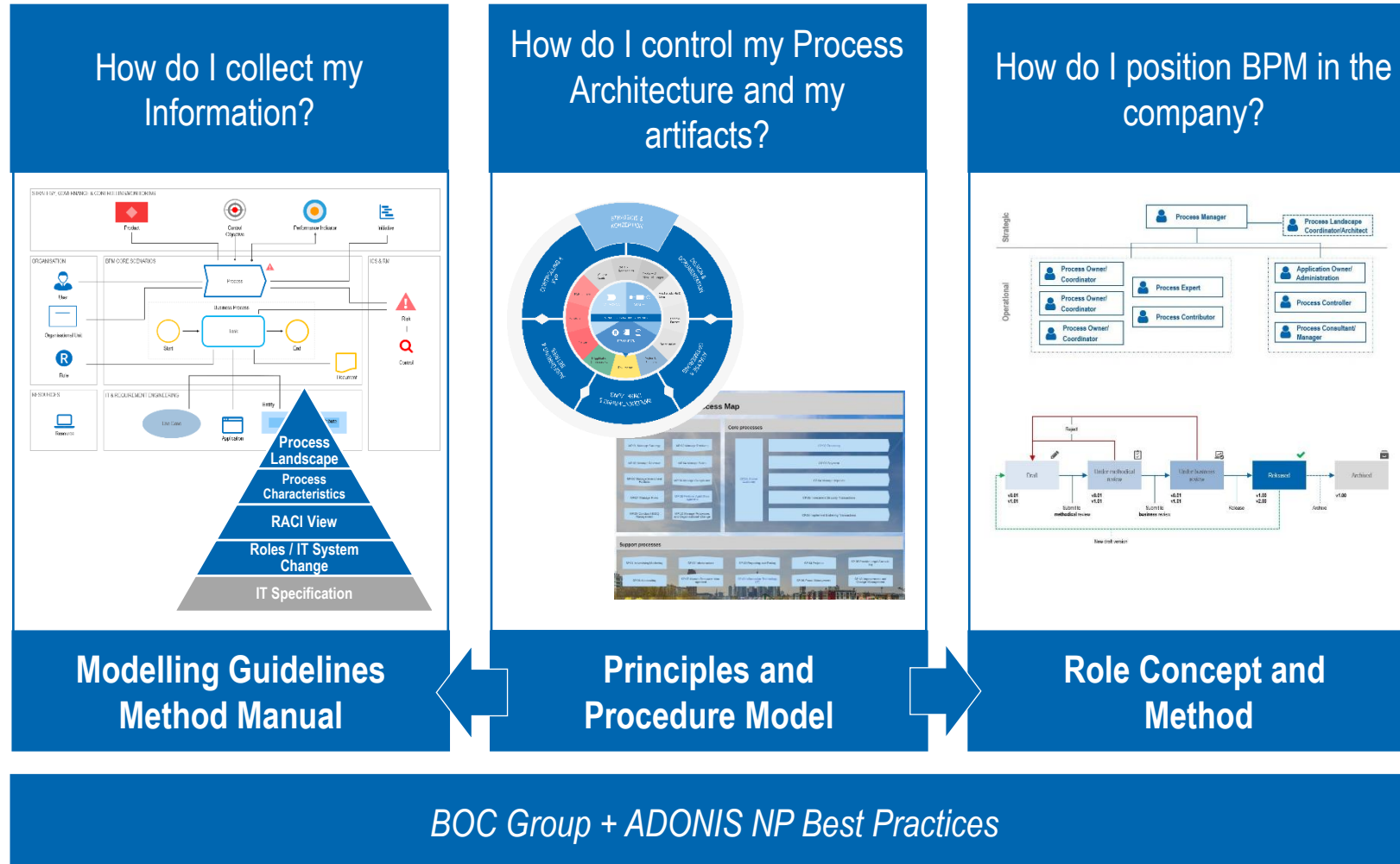Process Excellence with SixSigma

Lean Mgmt.

ICS & Compliance

Set Priorities at the Beginning

▸ In order to increase the acceptance of process management in companies and to provide additional benefits, it makes sense to align process management with the **main departments** and their **priorities** in order to reach **all stakeholder groups**.

BASIC Maturity 1	Process Design and Documentation	Process Portals & Work Instructions	Quality Management	Process Analysis and Optimization
ADVANCED Maturity 2	Risk Management & Internal Control Systems	Governance, Compliance and Audit Management	CIP, Change and Initiative Management	
PREMIUM Maturity 3	...	Process Performance Management	Business & IT Alignment	....

How do I Start my Process Management Initiative

Important basic concepts for the introduction of Process Management

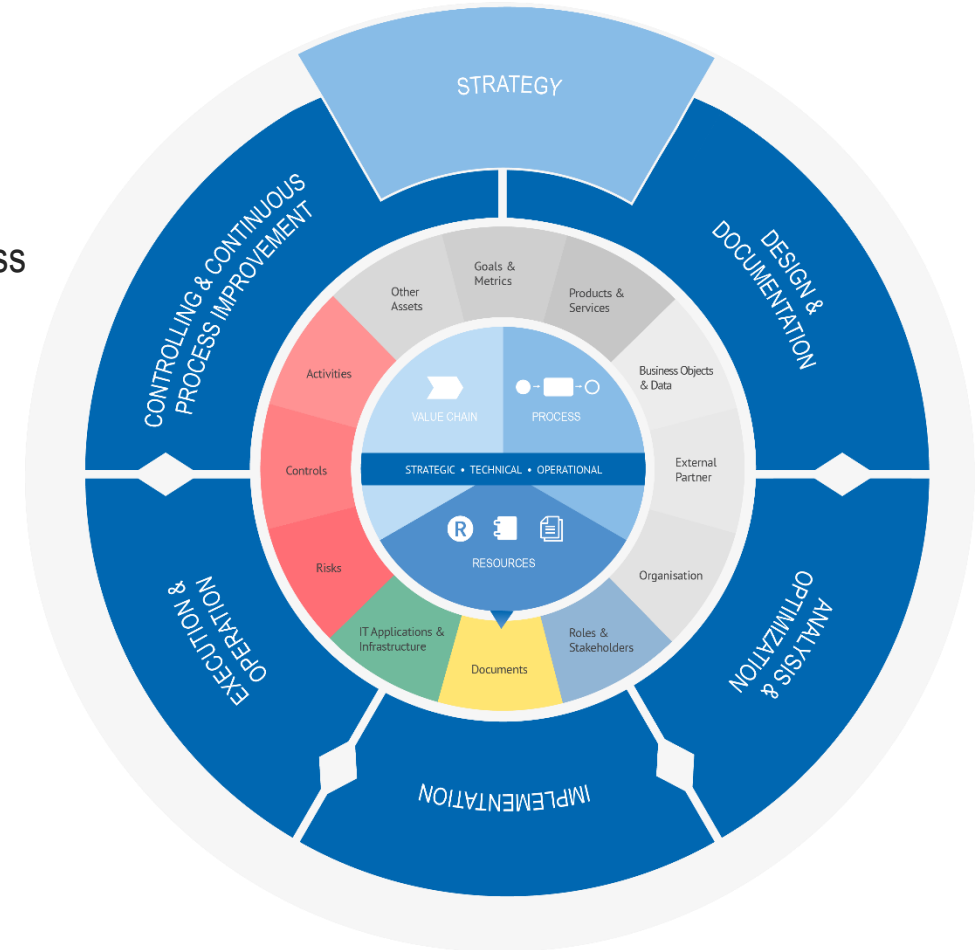| How do I collect my Information?	How do I control my Process Architecture and my artifacts?	How do I position BPM in the company?
Modelling Guidelines Method Manual	**Principles and Procedure Model**	**Role Concept and Method**

BOC Group + ADONIS NP Best Practices

A Procedure Model Can Never Hurt

The Process Management Lifecycle (PMLC)

▸ Framework conditions and corporate goals are subject to constant change:

  ▸ Need to **continuously review** and **adjust** the processes of a business

  ▸ For this, a **cyclic procedure** model is suitable, such as the **Process Management Lifecycle.**

The Process Management Lifecycle

▸ Allows a …

  ▸ … **continuous improvement** of processes throughout the company

  ▸ … extension of **Best Practice Approaches**

Process Managment Strategy

- *Developing a Framework and Priorities*
- *Process Management Organisation*
- *Definition and Fine Tuning the Procedure Model*
- *Definition of the Process Management Goals*

BASIC **Maturity 1** *= Minimum Requirements*	✓ Develop a **role** concept and define the **procedure** model ✓ Definition of **Process Modellers** and **Documentors** + at least defining a **contact person per process** on the 2nd level of the map ✓ **Content Coordination** for Creation and Modelling ✓ Define the absolute **minimum modeling rules** for workflow models ✓ Have a **Process Management Strategy** defined

Further Maturity Levels

ADVANCED **Maturity 2**	✓ Define and embed the concept of **Process Owners** in the organization ✓ Identification of **potential conflict strategies** between a structured or a procedural organization ✓ Build or maintain a **BPM Office / BP Center of Excellence** ✓ Etc.
PREMIUM **Maturity 3**	✓ Implementation of a **Control Round** ✓ Anchoring **Process Goals** in the Organization ✓ Etc.

Phase 2: Design & Documentation

◎ *Collect Information for the Documentation of the Current State*
◎ *Modelling, Documentation and Maintenance of the Current Processes*
◎ *Collection and Structuring of the most Important Assets: Roles, Documents, IT Systems*

BASIC **Maturity 1** *= Minimum Requirements*	✔ Company-wide Process Map on the **1st level +** key Processes on the **2nd level** ✔ Model Selected Processes in **BPMN** ✔ **Structure** and **Maintain** your Basic Assets ✔ Correctly **Assign Basic Assets** to your Processes ✔ Comply with Basic **Modeling Guidelines**

Further Maturity Levels

ADVANCED **Maturity 2**	✔ Inclusion of additional **stakeholders** in process modeling - **collaborative** creative effort ✔ Capture assets from "related" management systems: **Risks and Controls** ✔ Further **modeling guidelines** and **documentation specifications** ✔ Etc.
PREMIUM **Reifegrad 3**	✔ Extension of processes with assets from other management systems (eg **Control Objectives**) ✔ Integration of **strategic views** into the process map **(TOM concept)** ✔ The scope and breadth of the asset repository goes beyond the **classic process focus** ✔ Etc.

Best Practice: Define your Process Landscape

First Level of a Process Landscape: Reference Process Landscape for a Bank
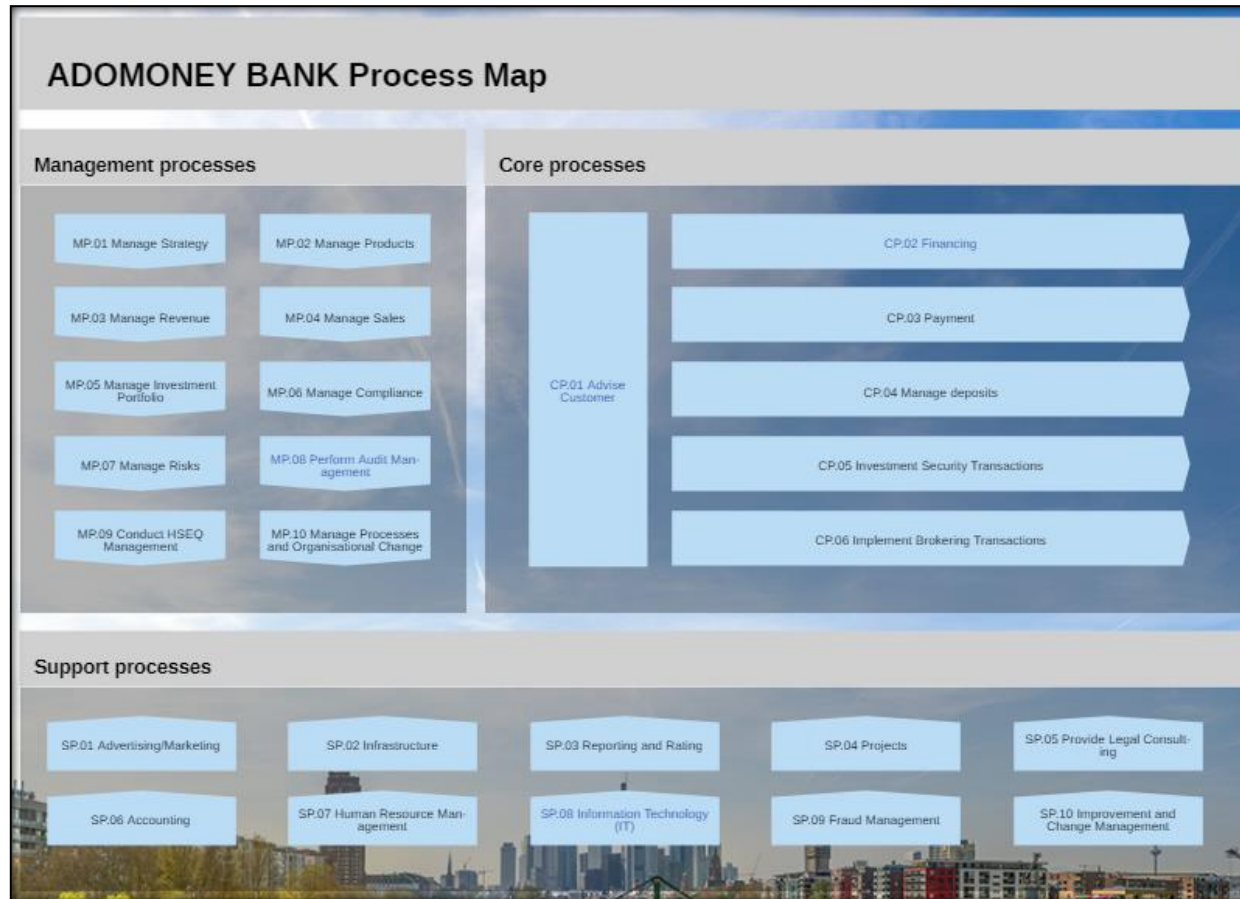
Representation of all essential process types

Structured by:

▸ **Core Processes**

▸ **Management Processes**

▸ **Support Processes**

Best Practice: Define your Process Landscape

Other Levels of a Reference Process Landscape: Reference Process Landscape for a Bank

Representation of the value chain -> On the 2nd level according to 2 dimensions or determinants:

- **Product Groups**
- **Lifecycle**

Process Characteristic "Life Cycle"

Process Characteristic "Product groups"
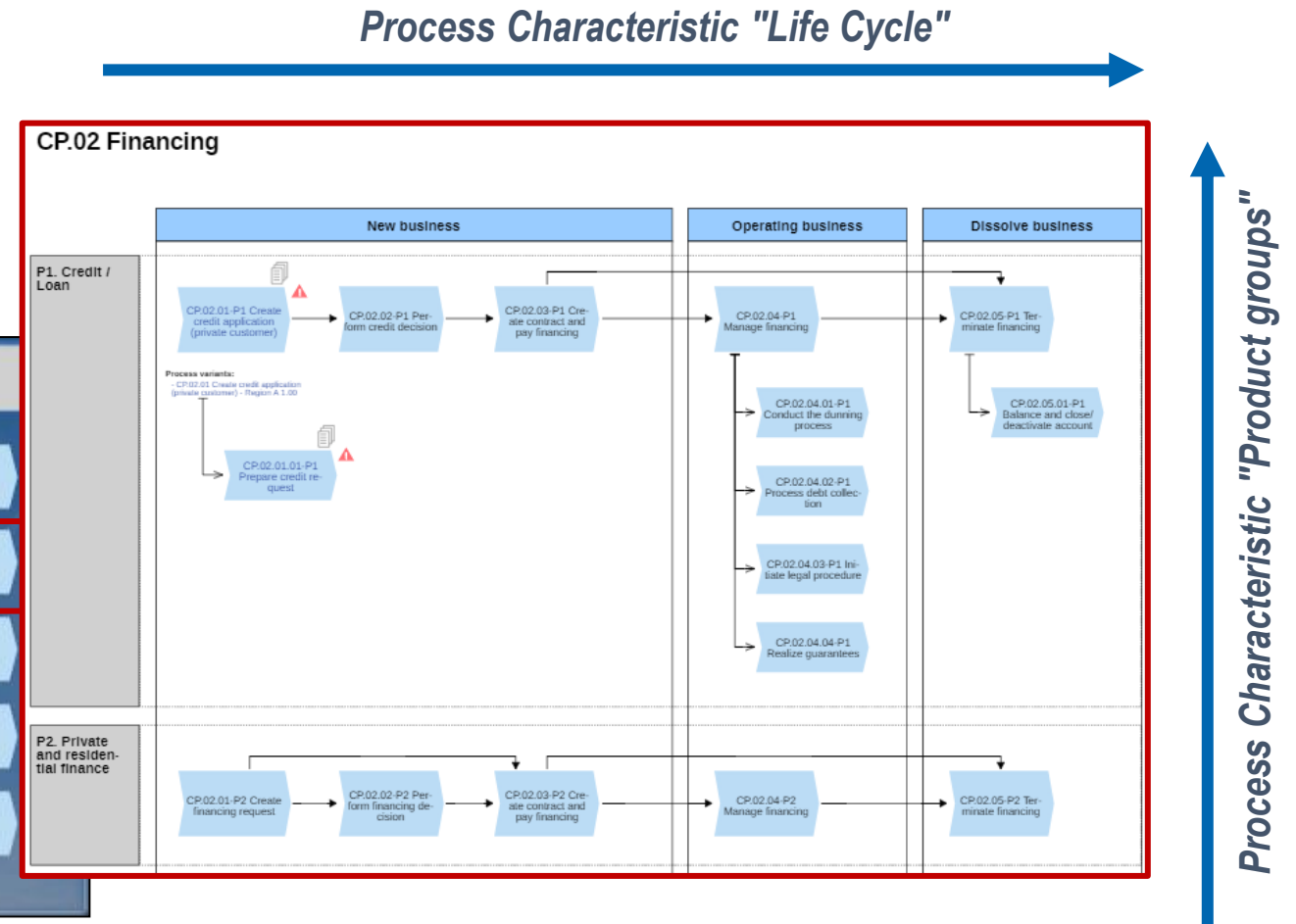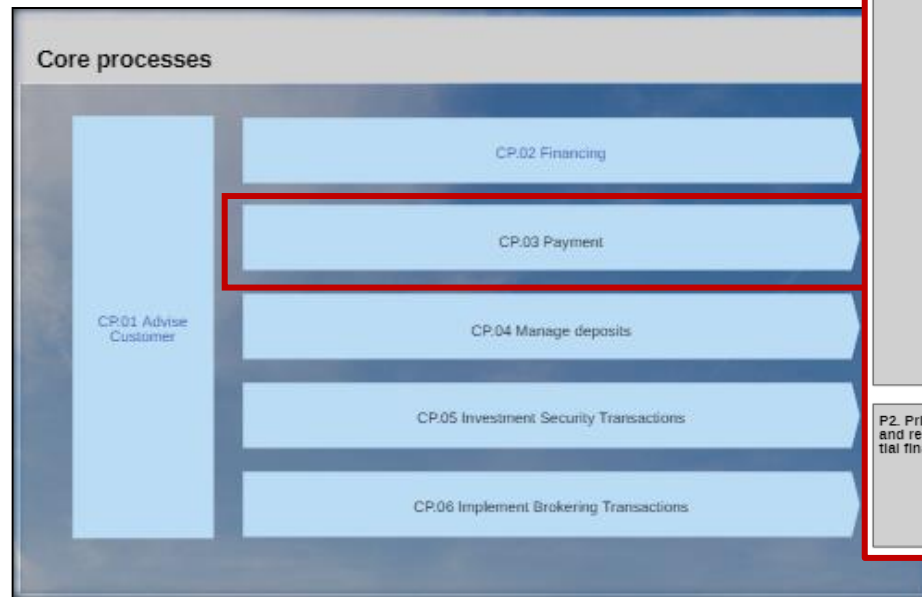
Best Practice: Establishing the Modeling Method
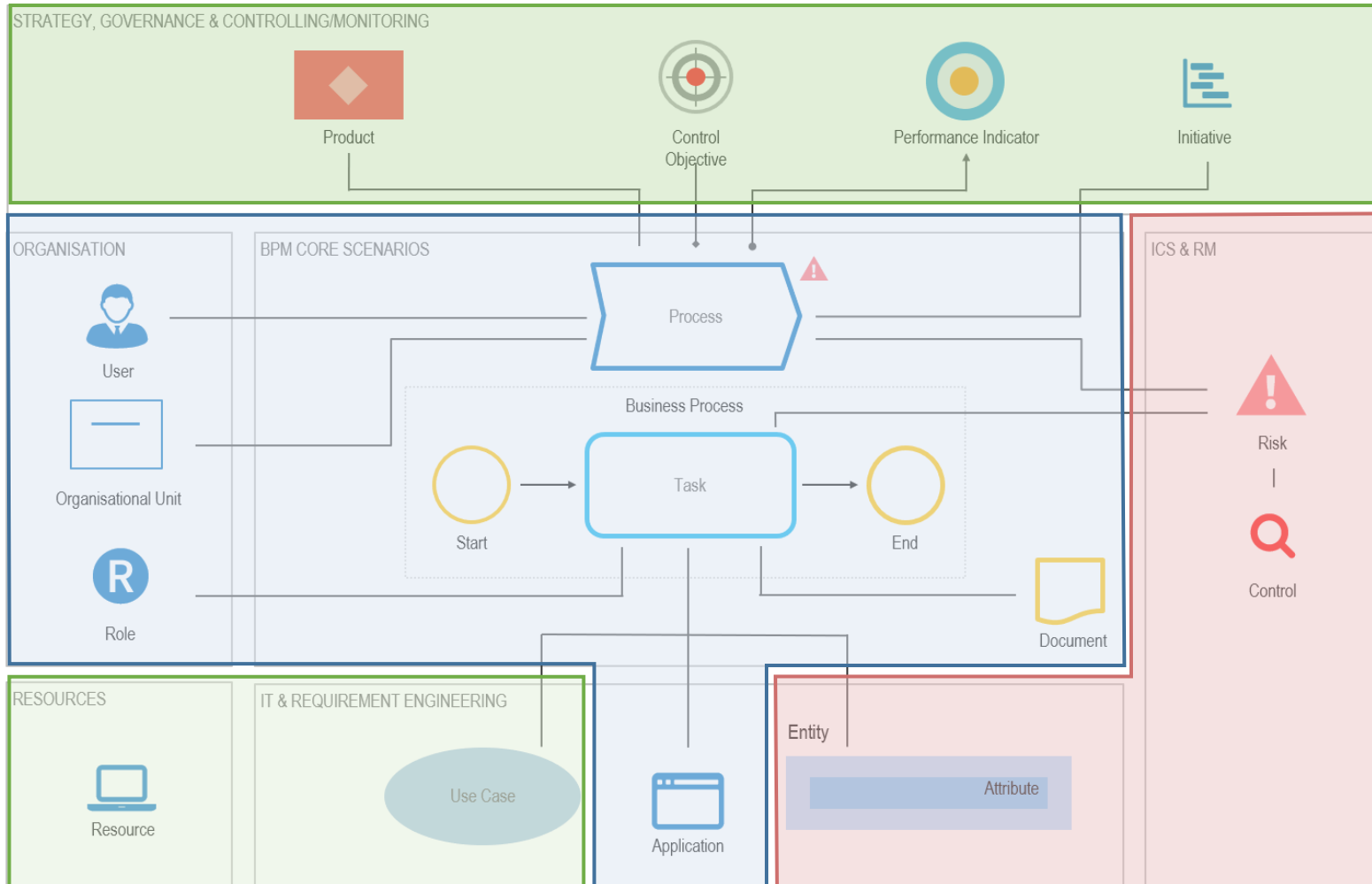
Phase 3: Analysis & Optimization

- Analysis of the AS-IS processes with regard to potential for improvement
- Standardization of the AS-IS processes
- Development of target (TO-BE) processes or target process variants
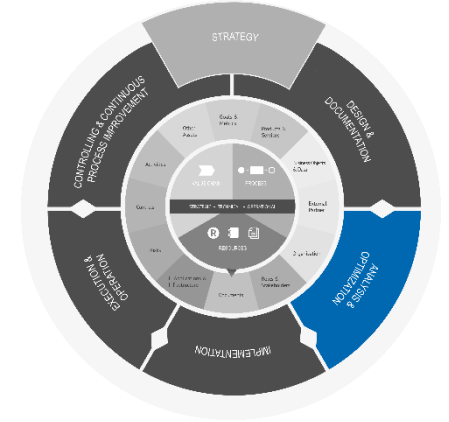
BASIC **Maturity 1** *= Minimum Requirements*	✔ **Standardize process variants** ✔ Capture **quick** wins during actual modeling **(role change / interfaces)** ✔ Check **document usage** and standardize if necessary ✔ Standardize **forms and templates**

Further Maturity Levels

ADVANCED **Maturity 2**	✔ Structured process analysis and optimization **(checklists)** ✔ Analyze all **handoffs, departmental changes and interfaces** ✔ Optimize specifications **and guidelines** for **TARGET** processes ✔ Etc.
PREMIUM **Maturity 3**	✔ Evaluation of the **TO-BE variants** and their **implementation plans** ✔ Determine the key parameters of the processes **(time, quality, costs)** ✔ **Expansion** towards potential **analysis and realization** of opportunities ✔ Etc.

Best Practice: Document Use

Structure and Organize all Relevant Input and Output Information

- ▸ In which process is the information generated?

- ▸ In which processes is the information required?

- ▸ Can we identify any weak areas effecting the availability of the correct information?

Best Practice: RACI-Matrix

Which organizational and role changes take place in the process?

- ▸ **Which roles / organizational units are involved in which activities:**
  - ▸ Responsibile for Execution
  - ▸ Accountable for results or an Approver
  - ▸ Consulted
  - ▸ Informed

- ▸ **Quick-Win possibilities:** Simplified handoff of responsibilities between Roles.

Phase 4: Implementation

- *Introduction of the TO-BE processes in organizational terms*
- *Introduction of the TO-BE processes in technical terms*
- *The target processes are "live" and are now the new actual processes*

| **BASIC**
 Maturity 1
 = Minimum Requirements | ✔ (At least informally) Designated contacts **vote before the implementation** of the process
 ✔ Release with **simple sign-off** procedures
 ✔ Define the **validity** ("expiration date") of the published processes
 ✔ Integrate **operational documents** (work instructions, guidelines) into **the process documentation** |

Further Maturity Levels

| *ADVANCED*
 Maturity 2 | ✔ **Clear 2-stage** process approval workflow including **validation**
 ✔ Implement **follow-up** mechanisms **including notification**
 ✔ Training of **process changes** based on the **published process documentation**
 ✔ Etc. |
| *PREMIUM*
 Maturity 3 | ✔ First steps **to measure** the central elements of the process **(time, quality, costs)**
 ✔ Integrated **Task Management**: creation and tracking
 ✔ Process optimization is interlinked with business & IT alignment
 ✔ Etc. |

Best Practice: Roles in Business Process Management

Interaction of the involved Roles in BPM
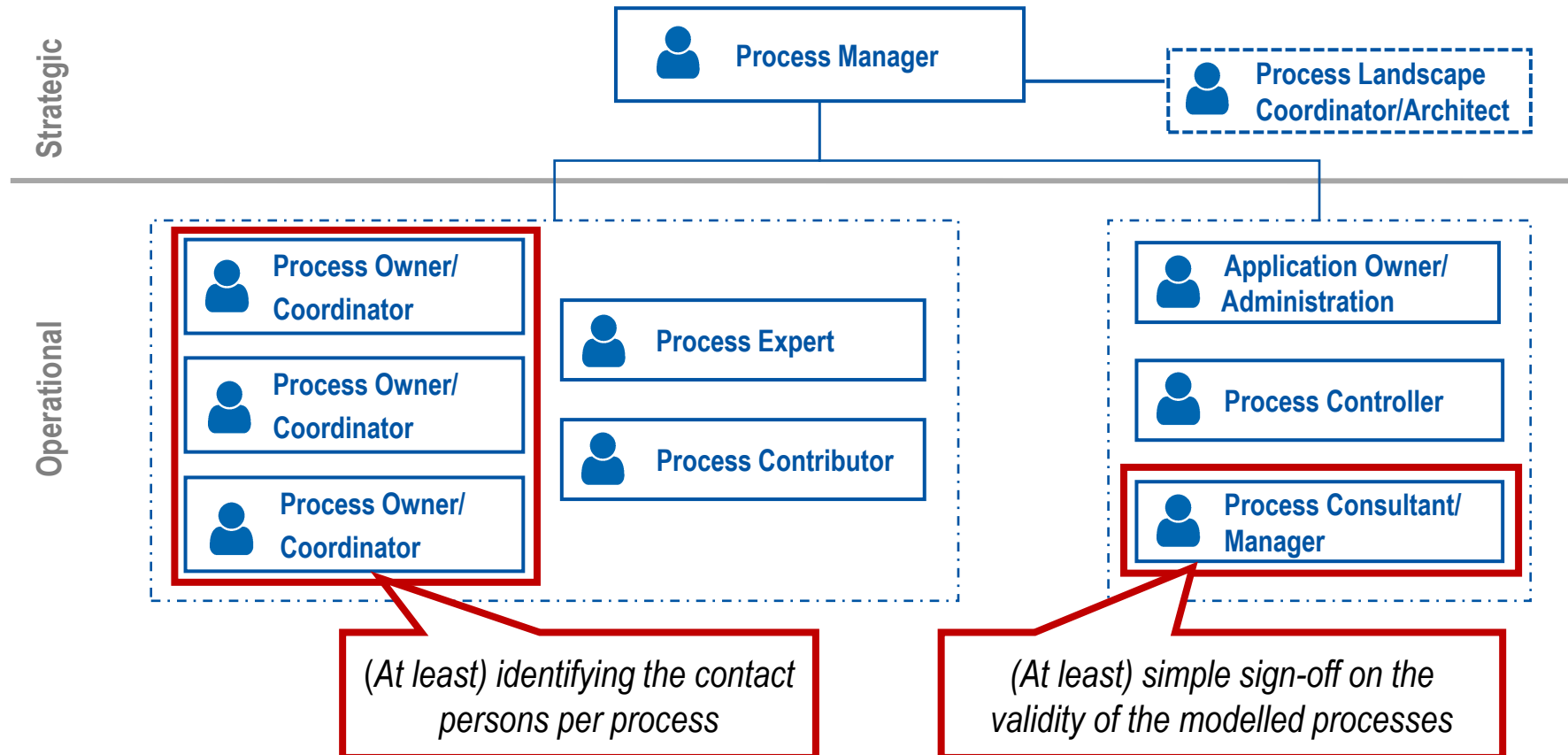
Best Practice: Process Owner Dashboard

Versioning and Release Workflow
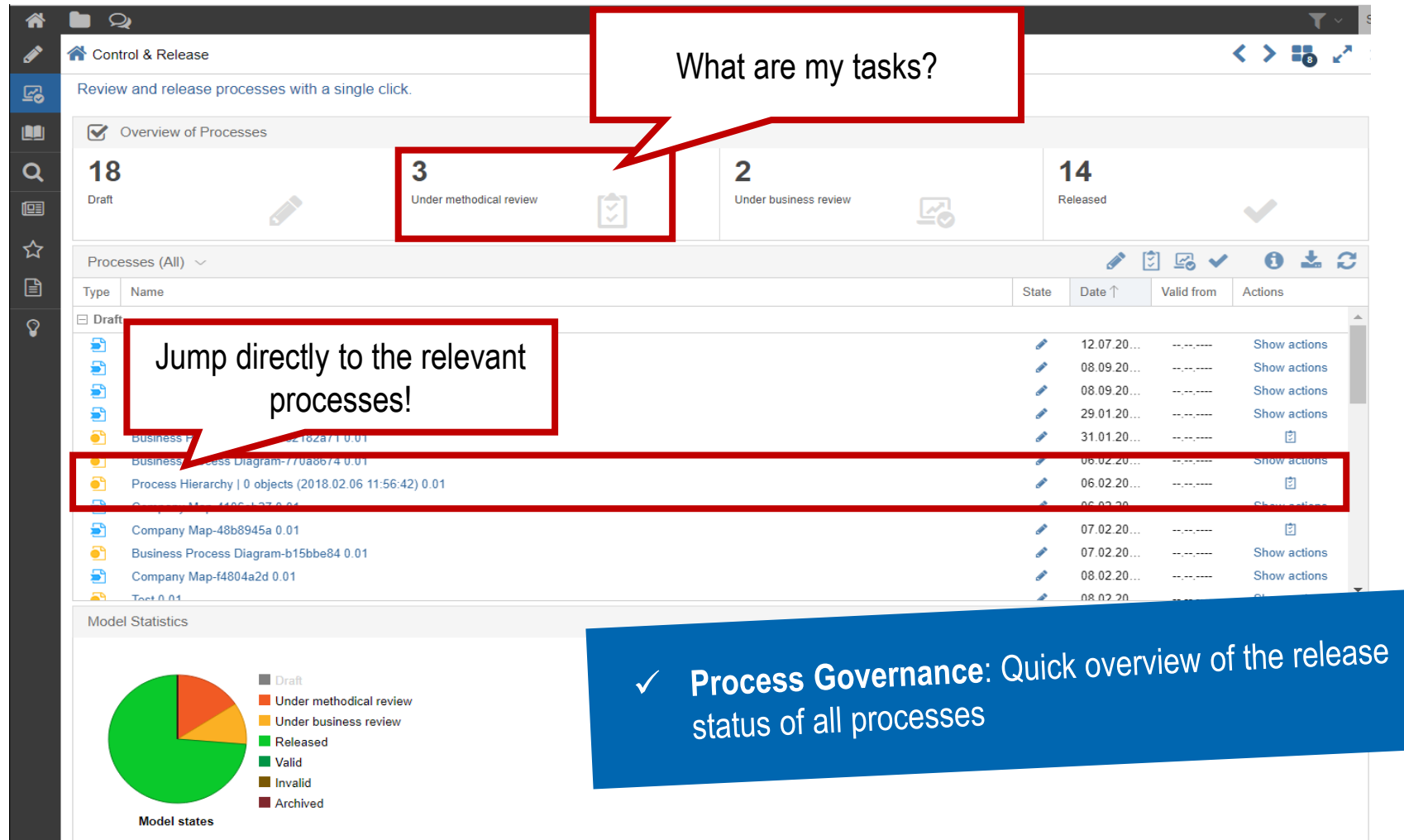
Phase 5: Execution & Operation

- ◎ *Implementation of current AS-IS processes in daily business - in organizational and technical terms*
- ◎ *Recording of data for process controlling*

BASIC **Maturity 1** *= Minimum Requirements*	✔ Use of the **Process Portal and Work Instructions** in the form of Process Descriptions, Standard Operating Procedures, Policies and Procedure Descriptions ✔ **Accessing documents (work instructions, forms, templates)** from the process documentation during process execution

Further Maturity Levels

ADVANCED **Maturity 2**	✔ Use of **personalized** process portals (**role-specific** views) ✔ Use of the portal by stakeholders to **provide feedback** on the processes ✔ Etc.
PREMIUM **Maturity 3**	✔ Integrated, automated measurement of process data from all key processes during execution ✔ Consequences of Electronic Data Processing (EDP) system calls from the process documentation ✔ Etc.

Best Practice: Organisation Portal

Process documentation and work instructions available for all relevant employees

- ✓ Search all published content from the repository
- ✓ Views for processes, documents and organizational charts

Best Practice: Opening Relevant Documents

No tedious searching and direct access

Phase 6: Controlling & Continuous Process Improvement

◎ *Continuous evaluation of key figures and control of the actual processes*
◎ *Process evaluation through comparison of defined process goals and target values for key figures*
◎ *Performance analysis as a basis for further optimization*
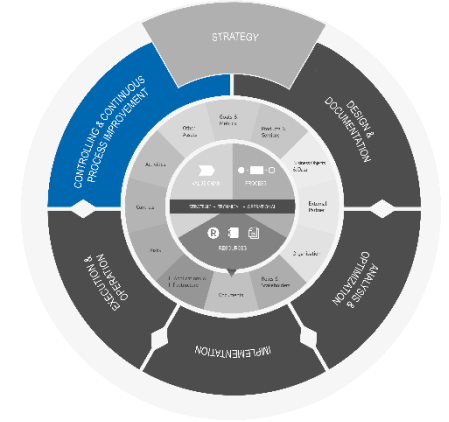
BASIC **Maturity 1** *= Minimum Requirements*	✔ Enabling and soliciting feedback and **suggestions for improvement** ✔ First **assessment** of process requirements in the form of **control objectives** ✔ Regular checking and confirmation of process **validity and timeliness** ✔ **Comparison** of the process documentation with the **actual process** execution

Further Maturity Levels

ADVANCED **Maturity 2**	✔ (Sporadic) Analysis of the monitoring of **process indicators** ✔ (Occasional) **Derivation of initiatives** in the course of the CIP ✔ Etc
PREMIUM **Maturity 3**	✔ **Consistent**, continuous controlling of all relevant **process indicators** ✔ **Project based Tracking** of optimization measures for **individual** processes ✔ Inclusion of processes / process areas in the context of **corporate goals** ✔ Etc.

Best Practice: Gathering Suggestions for Improvement

"Feedback chat" possible per process

"Light-weight"-encouragement to make suggestions for improvement
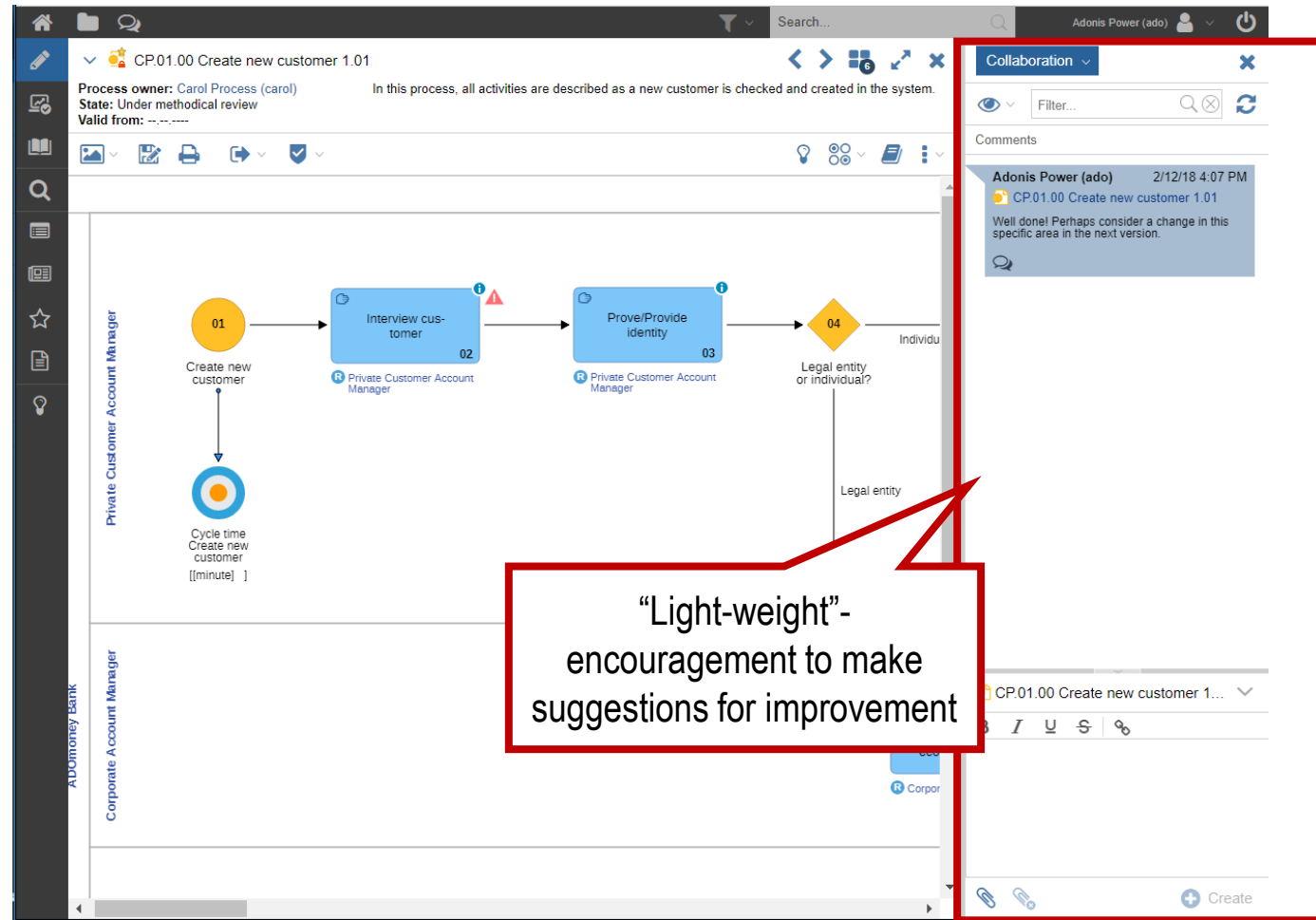
Best Practice: First Evaluation of Process Goals

Qualitative assessment of processes based on a collection of (control) goals

First structuring of (control) goals

Qualitative Rating

List of relevant processes

▸ First steps towards a structured assessment of your processes for compliance

Integration of Other Management Systems

◉ *No "silo thinking" of parallel management approaches, but a more integrated view*
◉ *Reduction of effort duplication*

BASIC **Maturity 1** *= Minimum Requirements*	✔ Process management is seen as an **equal management system** to other active management systems ✔ The process management results are a **key deliverable** in obtaining Quality management **certification** (eg ISO 9000)

Further Maturity Levels

ADVANCED **Maturity 2**	✔ Process management and quality management as **integrated systems** ✔ First approaches to **a process-based CIP and Change Management** ✔ **"Related Systems"** are integrated: Internal Control System, Business Continuity Management ✔ Etc.
PREMIUM **Maturity 3**	✔ Integration of non-direct process-based management systems: **Audit Management, Compliance Management, IT Risk Management**, etc. ✔ Etc.

Best Practice: Integration of Additional Management Systems

Example: Governance, Risk and Compliance

Management Systems / Management Processes

- Internal Control System
- Risk Management
- Compliance Management
- IT-Risk Management
- Audit-Management
- Business Continuity Management

"Functionalities" / "Activities"
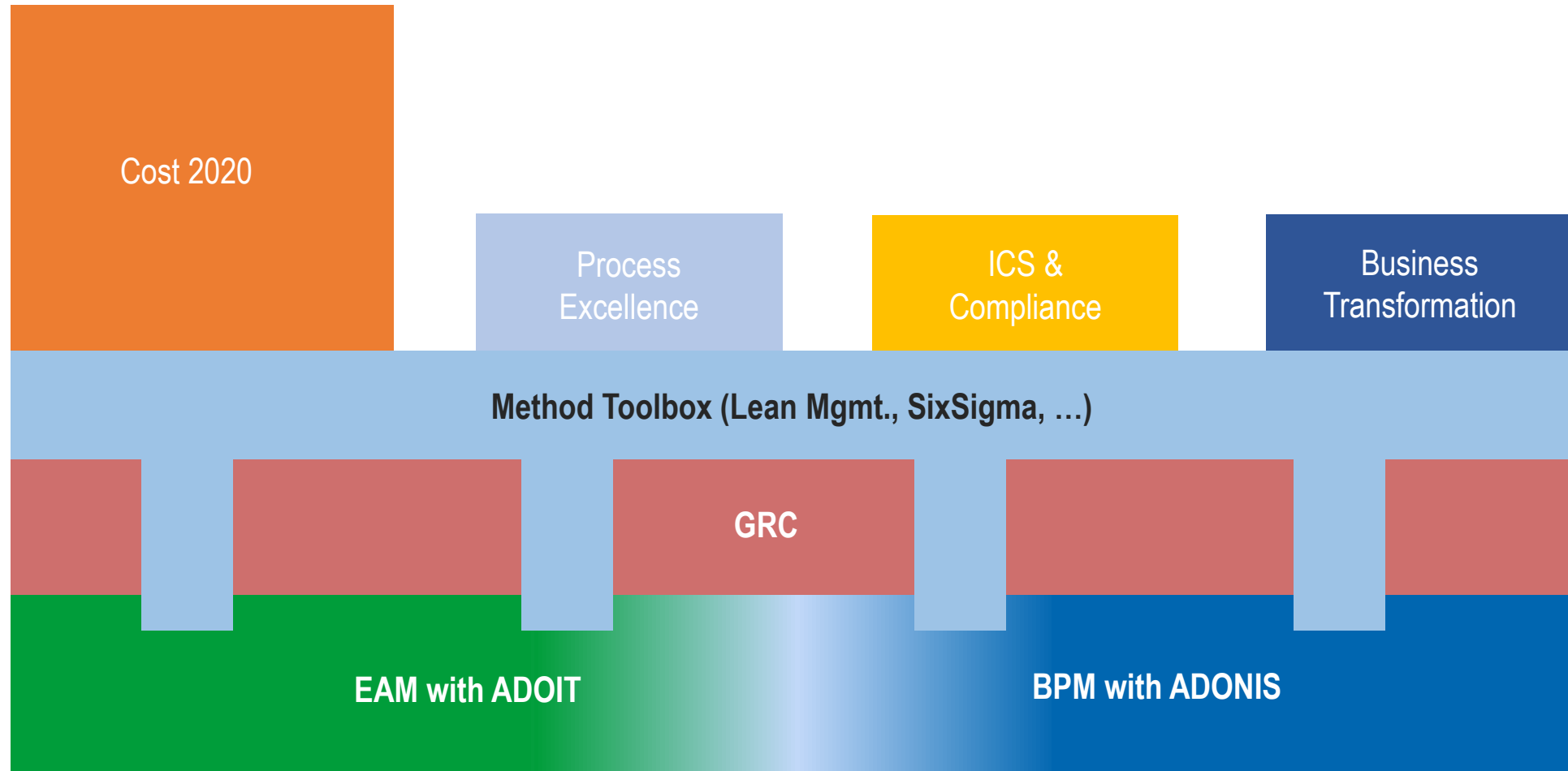
- Asset & Organizational Scoping
- Risk Assessment
- Control Implementation
- Control Testing / Audit
- KPI Analysis
- Reporting & Analysis

Diagram labels: IMPROVE, CAPTURE, EVALUATE, OPERATIONALISE, ANALYSE, REPORT

Inner ring: Products, Processes, Services, Further Assets, Goals, External Partner, IT-Systems, Infrastructure, Documents, Roles, Organisations, Activities

Center: RISKS, CONTROLS, INITIATIVES, FINANCIAL • OPERATIONAL • COMPLIANCE • LEGAL • IT

Best Practice: Integrated Digital Management System

Uniform Method System

Interested in finding out more?

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