



Essential Business Process Management



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Enterprise Business Process Mapping, Analysis and Modeling

Process performance and improvement are two keys in improving business execution today. They form the basis of efficiently and effectively delivering both products and services to the customer.

Today, enterprise transformation, integration and consolidation are sweeping organizations. Process understanding and analysis are a crucial foundation for e-commerce, e-government and enterprise excellence. A key result of process management is achieving a lean and more flexible organization.

This seminar covers the core concepts in documenting and improving the processes of the enterprise. The seminar includes the idea of process excellence and the center of

excellence for processes. A technique for determining process rank based on yield versus risk is also covered contributing to an ISO compliant view of processes. Sections are included that cover the increasing emphasis on the digital enterprise and workflow usage.

Typical examples of some of the BPM tools used today are provided through demonstration.

This course includes extensive exercises organized around a case study concept that the participant can use as a starter along with BPM Toolkit provided with the course materials. The techniques presented in this workshop provide a staff the means to increase value by starting projects with realistic skills and knowledge.



Benefits

- ◇ Prepare a business case for process change
- ◇ Prepare process diagrams and assess performance of the current state of one or more processes
- ◇ Define the expected or future flow of processes and the expected performance
- ◇ Consolidate processes due to merger, acquisition and combining of operating units
- ◇ Create and organize a process library for reference and reuse of process material
- ◇ Develop a deployment action plan to implement process change

What Will You Learn?

- Use the steps of BPM to create and manage process artifacts
- Summarize requirements for a process
- Produce process diagrams that reflect requirements
- Describe why process context provides a measure of risk in process improvement
- Explain why measures are important to assessing return on investment for process improvement
- Demonstrate how to simplify, consolidate and integrate processes
- Explain process enablers (such as skills, IT and policies and procedures) and why they are important to process performance

Business Process Mapping Today

BPM Overview

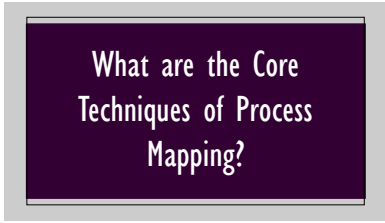
- The BPM concept
- A little history on BPM
- Process mapping and modeling today
- A BPM Methodology
- Enterprise analysis concepts
- Developing a business case for change
- Process representation — 7 Types of flows
- Where do you start?

Demonstration: Documenting a Process

Setting Direction for Process Improvements

- Linking strategies with process efforts
- The process decomposition
- Identifying the Core Processes
- Core techniques for process mapping
- Process documentation techniques

Exercise: Linking Strategies to Processes



Process Analysis Part I – Process Requirements

- Business process analysis
- Gathering requirements
- Process requirements
- Documenting requirements – a format and some tools
- Non – functional requirements
- Hidden and rogue processes
- Processes and knowledge
- A format for process requirements

Exercise – Developing Process Requirements



Process Enablers and Workflows

Process Analysis Part II – Enabler Requirements

- Processes and enablers
- Identifying enablers
- Developing enabler requirements
- Analyzing key enablers – Systems, Data, Policies, Procedures
- The knowledge enabler

- A format for enabler requirements
- Exercise – Analyzing Process Enablers.*

Developing Workflows - Automating Processes

- Workflow and digital enterprises
- Workflow techniques

- Workflow engines versus workflow components
 - Measuring workflows
 - Intelligent documents as workflows
- Discussion – The Commoditization of Processes*

BPMN – Business Process Modeling and Notation

- The reason for BPMN
 - A little process documentation history
 - Basic components of BPMN
 - Process characteristics
 - Swim lanes and pools
 - BPMN and Workflow
- Demonstration – Process mapping and preparing a BPMN Diagram*



Improving Process Performance

Process Simplification

- Simplification techniques
 - Issues with simplifying flows
 - Measuring efficiency and effectiveness
 - Issues in implementing a common process
 - A simplification example
- Exercise: Simplifying a Process*

Process Integration and Consolidation

- Techniques of integration
- Integrating basic processes
- Integrating across partners

- and customers
 - The consolidation technique
 - Common or standard processes
 - Issues with consolidation
- Exercise: End to End Integration of Processes*

Process Analytics and Measurement

- Business strategy and process performance
- Types of measures -monetary, quantitative and descriptive
- 'As Is' and 'To Be' baseline measurement

- Measuring the degree of process change
 - Process quality measures
 - Productivity measures
- Demonstration – Process Analysis and Simulation*

How can we make our processes perform better?

Achieving Process Excellence

Process Ranking using Risk versus Yield Analysis

- Risk and process context
 - Defining process context
 - Creating context matrices
 - Identifying performance factors
 - Composite performance analysis
 - The risk-yield 4 box
- Demonstration – Risk/Yield Analysis*

Deployment and Implementation

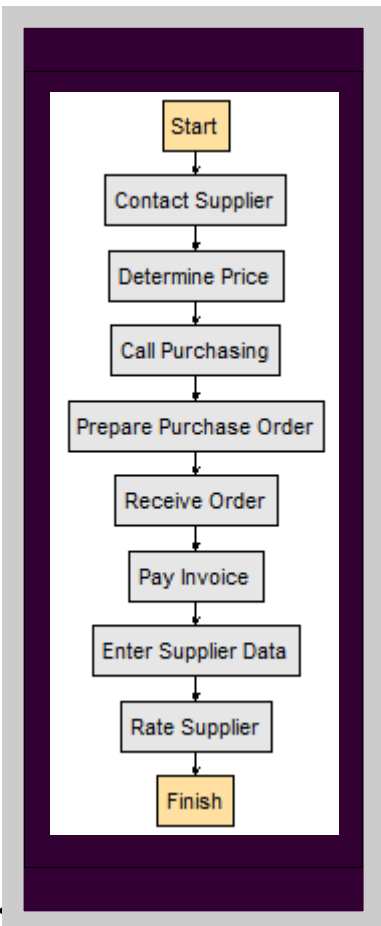
- Organizing the 'As – Is' document
- Preparing the 'To – Be' input
- Identifying process migration strategies
- Assessing alternatives

- Preparing the migration plan
 - Change management
 - Process management concepts and tools
 - The process library
 - The process project
- Exercise: The Process Library*

Achieving Process Excellence (MPE)

- Defining process excellence – Six Sigma/Lean Operation and DMAIC
 - Innovative process change
 - Reference models and processes
 - Process governance
 - Technology and processes
 - Hidden and emergent processes
- Exercise – Final Questions and Wrap*

Daily Exams confirm your knowledge



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Knowledge Consultants, Inc. is a professional services firm founded in 1984. KCI provides consulting and professional education services. With over 30 courses taught worldwide, KCI provides the opportunity to develop core strengths in the following certification areas:

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Meet the Expert—Frank Kowalkowski

Frank Kowalkowski is President and CEO of Knowledge Consultants Inc., a professional services firm founded in 1984 with practice areas in knowledge management, business intelligence, and performance, business and system architectures, application design and development and supply chain Management.

With more than three decades of management consulting and industry experience. Frank's spectrum of expertise mainly lies in manufacturing, distribution, insurance, financial services and the public sector. He has also played key roles in a wide range of projects, including e-Commerce, Application Integration, ERP and Supply Chain Management Knowledge Management, Artificial Intelligence, Benchmarking, Business Performance Measurement, Business and Competitive Intelligence, Data Warehousing, Technology Deployment, and Process Improvement.

- Prior to his presidential post at Knowledge Consultants, Inc., Frank was the Director of Consulting for the Spectrum Group, responsible for reengineering consulting, process improvement and operational systems consulting. His engagements also included senior management presentations, audits, assessments, organizational studies, methodology development and implementation.



In addition to being a keynote speaker at international conferences as well as a conference chair, he has written numerous papers and spoken at conferences on a variety of subjects such as technology forecasting, process analytics and management, business analysis, management disciplines, and enterprise performance management.

Frank is also the author of a 1996 book on Enterprise Analysis and over 70 papers. He is currently working on a BPM book for managers and a new edition of the enterprise analysis book.

Frank focuses on training and consulting efforts internationally in regions such as North America, Europe, Southeast Asia and the Middle East. He has an outstanding list of current and past clients including many of the Fortune's 100 companies.