

# Business Process Management

**Use Business Process Management as a set of activities directed to aim, organize and execute business processes aligned to your organizational goals.**

## Introduction

First things first; the definitions:

### Process /prosess/

- a series of actions or steps towards achieving a particular end.
- a natural series of changes: the ageing process.
- Law: a summons to appear in court.
- Biology & Anatomy: a natural appendage or outgrowth on or in an organism.
- before another noun, for example Printing 'process' relating to printing using ink.

Latin: processus

Source: Compact Oxford English Dictionary

### *Business process*

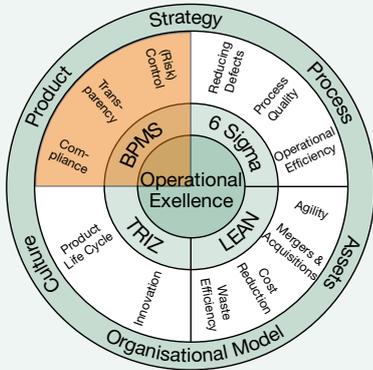
The definition of a business process focuses on the first definition of a process mentioned above: a business process is a series of coordinated actions, conducted by both people and equipment, resulting in the accomplishment of a specific organizational goal.

### *Business process management*

BPM refers to a set of activities carried out by organizations to optimize their business processes and/or adapt their business processes to new organizational goals.



## Operational Excellence Framework



### Business drivers

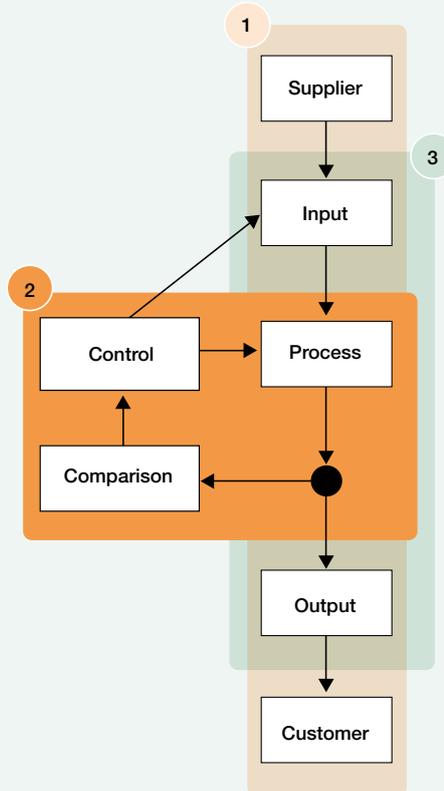
BPM aims to achieve:

- Transparency**  
 A clouded view on processes impedes effective process management and control. Moreover, compliancy issues can arise when the grip on the process is lost. Better management control is needed in order to comply to demands of Sarbanes-Oxley and Basel II. This enforces the need for formal processing guidelines and management insight.
- Better performance**  
 Insight in the business process gives knowledge on how to achieve a better performance. BPM can mark the starting point for process optimization and innovation initiatives.
- Better sourcing**  
 When using BPM, both sides of the sourcing deal achieve a clear understanding of the processes involved, as-is and to-be. By doing so, the outsourcing efforts become more effective. Moreover, disagreements regarding inaccurate or incomplete outsourcing contracts can be avoided.

### BPM streams

BPM is concerned with many activities and issues, which we can cluster into three mayor streams as visualized below.

## Three levels in Business Process Management



### 1. Aim and direct

This stream is concerned with the goal and direction of the process. Particular questions we try to answer in this stream are: Who is my customer? What is my output? How is the output generated? What is the input needed? Who is my supplier?

### 2. Organize

After determining the purpose and direction of the process, it can be further organized. This means the detailed process flow is set up, including the measures and controls to manage the process.

### 3. Perform

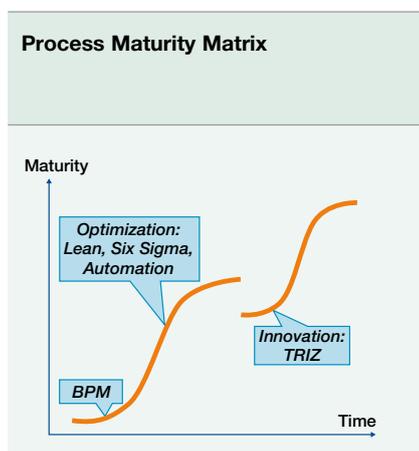
Once operational, the third stream of BPM is focused on operational performance: what are my performance results? What data is, or should be, available to improve the business process?

### Capgemini's way

Before we go over to see how the three streams are translated into our nine step approach we want to take a step back and outline our thinking on the maturity of business processes.

#### Process maturity thinking

Our process maturity thinking is constructed in three horizontal layers, which we refer to as focus. The bottom layer is process focused; the first phase of maturity. Typically in this layer BPM activities take place, directed at identifying, describing of publishing the process.



Once the process performance is monitored and measured to establish the contribution that is being made towards business value by the process, the transition to the second can be made; the business focus. Within the business focus the process is further optimized, using techniques such as Lean Six Sigma and/or process automation. In doing so, a higher process maturity is reached.

In reality, process optimization can not deliver added value indefinitely. Increasing effort over time leads to relatively smaller improvements. This 'diminishing returns' principle can put the realization of the organization's strategy at risk. It is time for innovation; as included in the top layer of strategy focus.

#### From process maturity thinking to a BPM approach

The maturity thinking helps to illustrate that not every process has the same need: some may need optimization, while others can do without. It also shows that BPM is a basis for helping to drive process maturity.

#### So what is our approach to BPM?

Capgemini has defined a nine step model that enables companies to model, deploy and manage mission-critical business processes that span multiple enterprise applications and corporate departments. BPM is usually used for lesser mature processes to make them repeatable and reliable.

<b>Aim and direct</b>
<ol style="list-style-type: none"> <li>1. Create process mission</li> <li>2. Document process</li> <li>3. Document customer &amp; process requirements</li> </ol>
<b>Organize</b>
<ol style="list-style-type: none"> <li>4. Identify process output &amp; process measures</li> <li>5. Build a process management system</li> <li>6. Establish data collection plan</li> </ol>
<b>Perform</b>
<ol style="list-style-type: none"> <li>7. Monitor process performance</li> <li>8. Develop dashboards with specified limits &amp; targets</li> <li>9. Identify improvement opportunities</li> </ol>

These steps serve as a basis for driving process optimization or innovation initiatives.



## About Capgemini and the Collaborative Business Experience

Capgemini, one of the world's foremost providers of Consulting, Technology and Outsourcing services, has a unique way of working with its clients, called the Collaborative Business Experience.

Backed by over three decades of industry and service experience, the Collaborative Business Experience is designed to help our clients achieve better, faster, more sustainable results through seamless access to our network of world-leading technology partners and

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