

# Business Process Management: Process Discipline vs Technology

**Business Process Management (BPM)** in either its current form or past forms has been around for years. For the last five years we've focused more on the technology than the actual process discipline.



**BPM improves and optimizes the business processes of an organization, supported by Business Process Management Technology (BPMT). This extends to process automation, applications development and integration as well as the maintenance to enable it. Capgemini's end-to-end BPM approach treats processes as assets that directly contribute to your business value and performance.**

### BPM definition and life-cycle

There are a number of different definitions of BPM which is par for the course given the challenges surrounding it. The three definitions that best align to Capgemini's view are:

- As a managerial approach, BPM considers processes to be strategic assets of an organization that must be understood, managed, and improved to deliver value added products and services to clients. – Wikipedia

- BPM is a systematic approach to improving a company's business processes. – CIO Magazine
- BPM is a process and a management discipline. – BPM Institute

The enablement of process with technology without process management rigor and best practices is not BPM. Unfortunately, the majority of BPM projects fall into this category.

The BPM life-cycle is best reflected as shown in Figure 1:

**Figure 1: BPM Life-Cycle**

#### Design

Process Design encompasses both the identification of existing processes and the design of «to-be» processes.

#### Modeling

Modeling takes the theoretical design and introduces combinations of variables

#### Execution

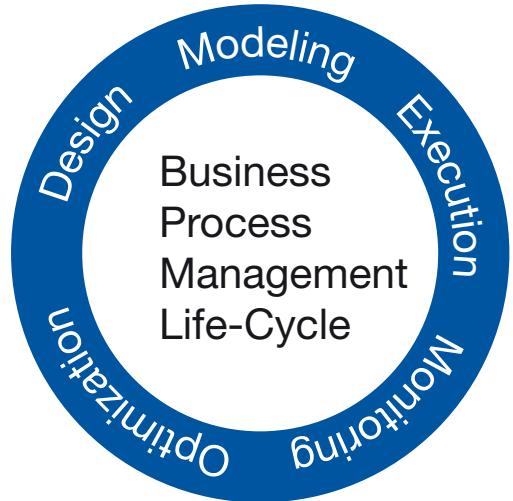
Enablement of the business process management. E.g. workflow, automation etc.

#### Monitoring

Business process monitoring and operational support.

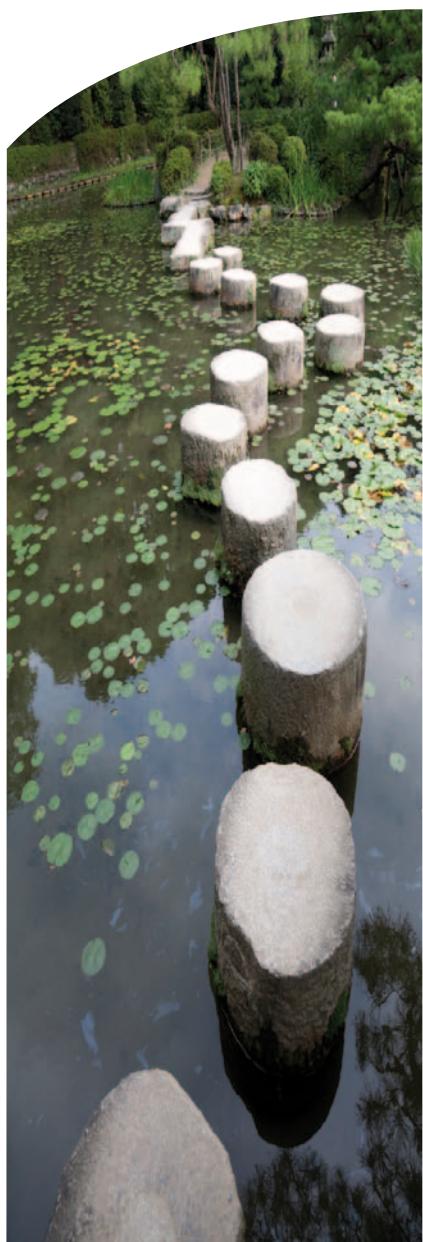
#### Optimization

Process optimization includes retrieving process performance information from modeling or monitoring phase; identifying the potential or actual bottlenecks and the potential opportunities for cost savings.

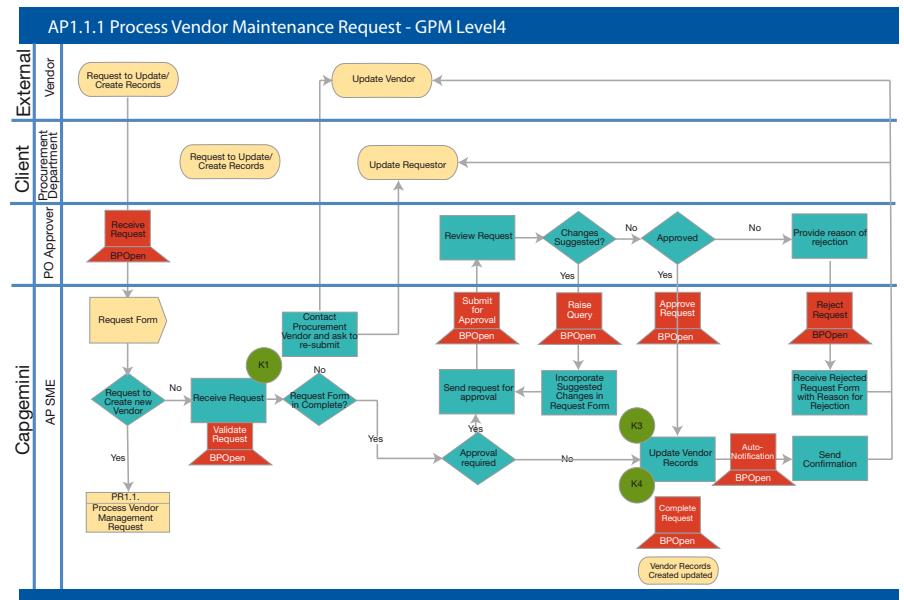


In this continuous loop, we will be modeling and executing the BPM process, monitoring its usage, optimizing it and then using the historical data to redesign the process.

Alignment between Capgemini's Global Process Model© and BPM Capgemini's Global Process Model© (GPM©) leverages BPM technologies, including new process monitoring and performance management tools, to pave the way for a quicker, smoother transition to an outsourcing model. GPM can reduce the typical timeframe from a maximum of three years to around 18 months.



**Figure 2 An example of an executable BPM model**



The GPM© is a template for change that enables clients to implement best practices across operations with speed and precision. The GPM contains process information from a high level, down to very detailed desktop procedures. These are immediately ready to be compared to and aligned with the actual processes operating today.

By using BPM Capgemini is able to make the high level process information into a BPMN 1.0 compliant model that could be leveraged to execution state effectively in short order. An example of an executable BPM model is shown in Figure 2 where the Vendor Maintenance Request process has been made into an executable BPM model which could then be deployed following the gap analysis workshop.

By using the GPM© approach, Capgemini is now able to define the key controls for the process, the business rules and automation steps expected from a Business Process Management System (BPMS) on the higher level process map as shown in Figure 2. This allows us to ensure that the key controls for the process shown in the green circles are met during the life of each transaction flowing through for that process. The BPMS steps are shown in the purple hats where Capgemini BPOpen™ is used by the process agent to complete the business function.

GPM© is more than a workflow technology. It is a complete environment – a set of processes aligned with a client's needs, and a set of controls and performance metrics – that we predict will get a client very quickly to a best-in-class position through the degree of standardization it delivers, and the value it creates.

The key to GPM<sup>©</sup> is that it not only offers a quicker route to world class Finance and Accounting (F&A) outsourcing, but also targets long-term, sustainable value. It offers speed-to-value, which means not just the speed of the transition but the speed of transformational change within the organization. We train staff through our Finance Academy and because the target operating model is the GPM<sup>©</sup> and therefore known, the training is accelerated. This means the transition is compressed, and that we can improve the value that is delivered at the end.

Clients also want transformation with reduced risk, and GPM<sup>©</sup> helps achieve this. It speeds up the process in a managed way so that if circumstances are changing rapidly around a business then exposure to those changes is reduced.

### Ensuring success through discipline

One of the critical success factors in deploying any BPM solution and specifically Capgemini's GPM<sup>©</sup> is the need for strong executive sponsorship from the business. This ensures that we have organization alignment and the necessary change management support as we implement process standardization.

#### The basic steps here are:

1. Eliminate – eliminate the unnecessary process steps that are either regional- or system-driven. These have to do with legacy applications or products which most likely need to be retired.
2. Standardize – standardize the process across all geographies and business units. You cannot achieve the BPM transformational targets if you don't have consistent processes.

3. Automate – automate only after you've eliminated the unnecessary steps and standardized the process. It is very easy to fix a broken process with automation and we need to resist the temptation.

Process innovation – use the historical data from the BPMS once you've automated the process to transform it. There are a number of BPMS systems that allow you to use the historical data to model both upstream and downstream processes to determine 'what if' scenarios. This gives you the platform for process innovation at low cost.

Using the simple four step approach you will be able to achieve your BPM target as successfully as we have in Capgemini.



### About Capgemini and the Collaborative Business Experience™

Capgemini, one of the world's foremost providers of consulting, technology and outsourcing services, enables its clients to transform and perform through technologies. Capgemini provides its clients with insights and capabilities that boost their freedom to achieve superior results through a unique way of working, the Collaborative Business Experience™. The Group relies on its global delivery model called Rightshore®,

which aims to get the right balance of the best talent from multiple locations, working as one team to create and deliver the optimum solution for clients. Present in 40 countries, Capgemini reported 2010 global revenues of EUR 8.7 billion and employs over 112,000 people worldwide.

More information is available at [www.capgemini.com](http://www.capgemini.com)

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