

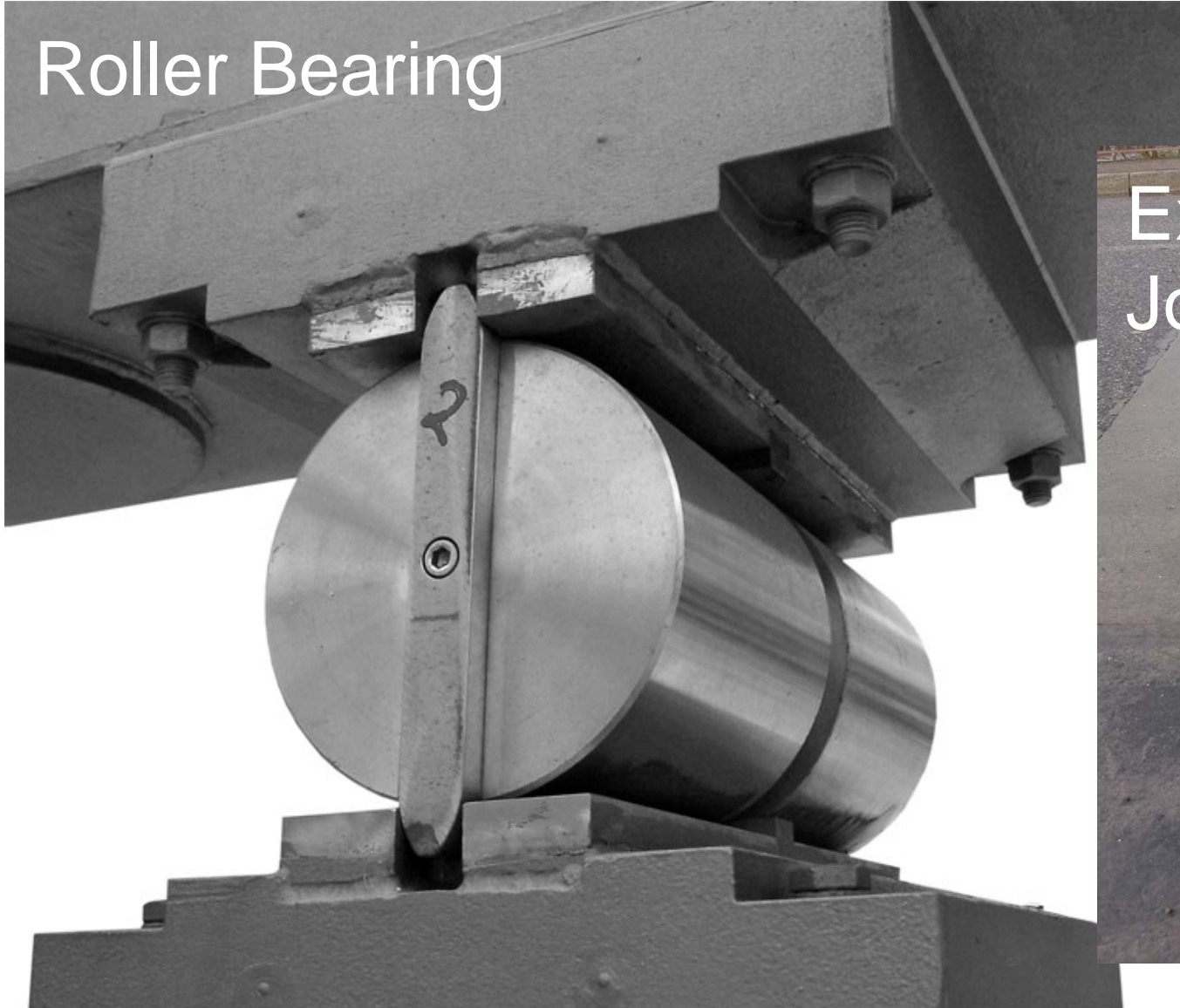
**Key Lessons from
Wikimanagement and BPM Best Practices:
Aspiring for a truly holistic approach in BPM**

S-BPM ONE 2010 - the Subject-oriented BPM Conference
Karlsruhe, 14.10.2010

Prof. Dr. Ayelt Komus
B P M – L A B O R
FH Koblenz

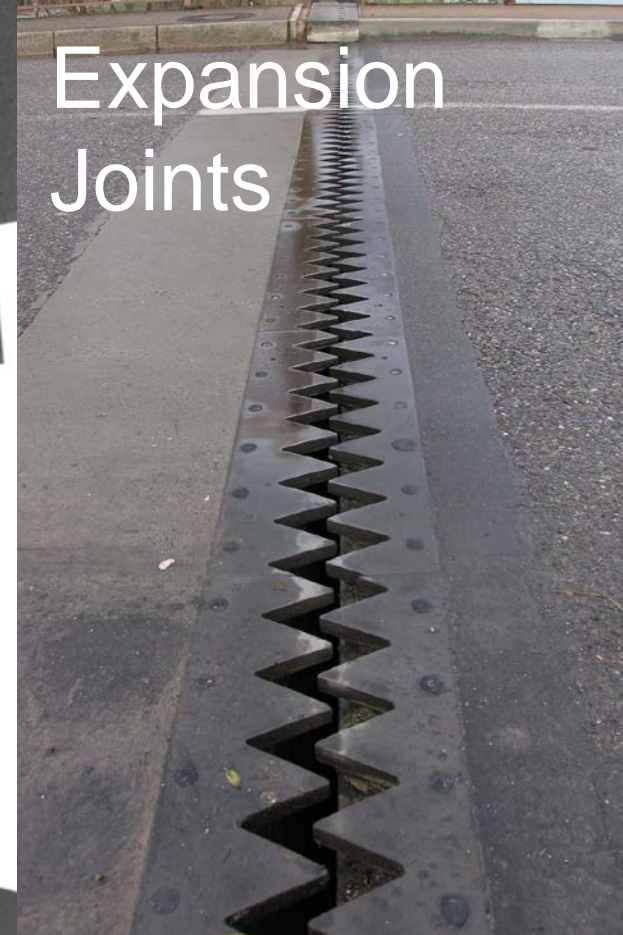
www.komus.de
komus@fh-koblenz.de
ayelt@komus.de

Roller Bearing

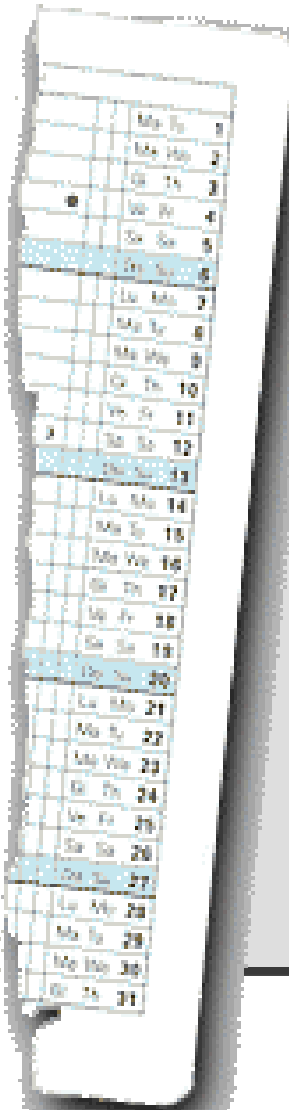


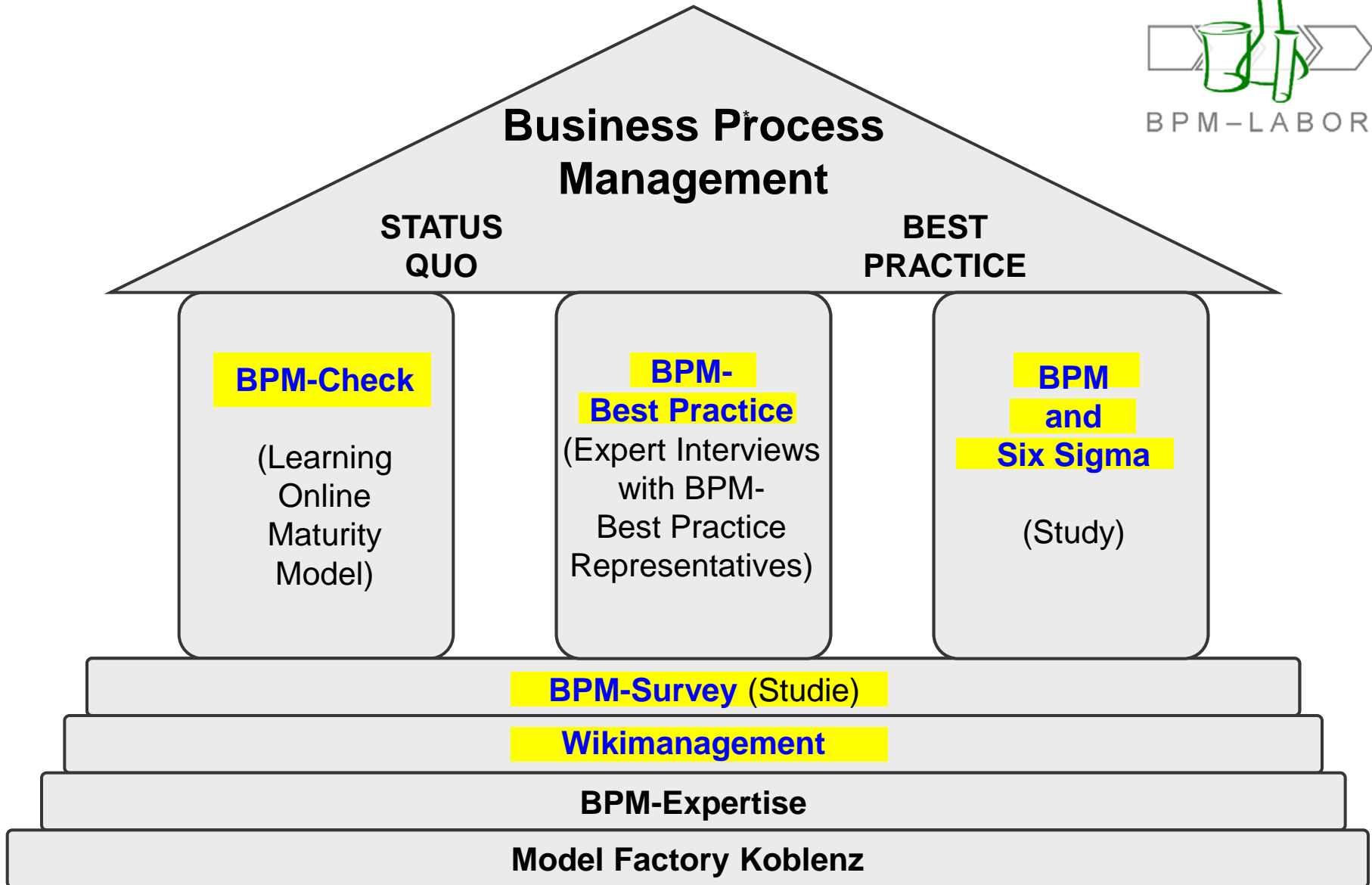
http://upload.wikimedia.org/wikipedia/commons/2/2e/Lager_01_KMJ.jpg

Expansion Joints



http://de.wikipedia.org/wiki/Beton_Dehnungsrugel.jpg

- 
- Empirical Findings (excerpt)
 - Wikimanagement in BPM
 - Aspiring for a Holistic Approach



■ BPM Survey

- Online Survey with more than 500 participants
- *What does today's BPM look like?*

■ BPM and Six Sigma

- Online Survey with more than 500 participants
- *How do companies combine BPM with other approaches?*

■ BPM Best Practice

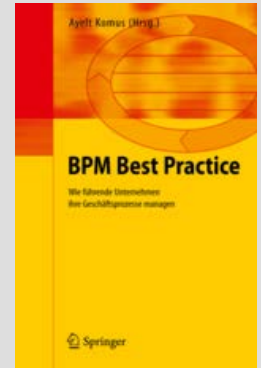
- In-person expert-talks with BPM best practice companies
- *What do BPM best practices look like?*

■ *BPM-Check*

- Learning online-evaluation-system based on maturity-scores
- Together with the Koblenz Chamber of Commerce

■ Participants:

Bayer HealthCare AG, Cosmos Direkt, Deutsche Bank AG, DZ Bank AG, E.ON Energie AG, EDEKA Minden-HannoverIT-/logistic service GmbH, EnBW Energie Baden-Württemberg AG, Finanz Informatik Technologie Service GmbH & Co. KG, Generali Deutschland Holding AG, Lufthansa Miles & More, Nordenia Deutschland Gronau GmbH, Paul Hartmann AG, Siemens AG, Siemens Healthcare, VIS Informatik GmbH (Generali Wien), Volkswagen AG, Watt Deutschland GmbH



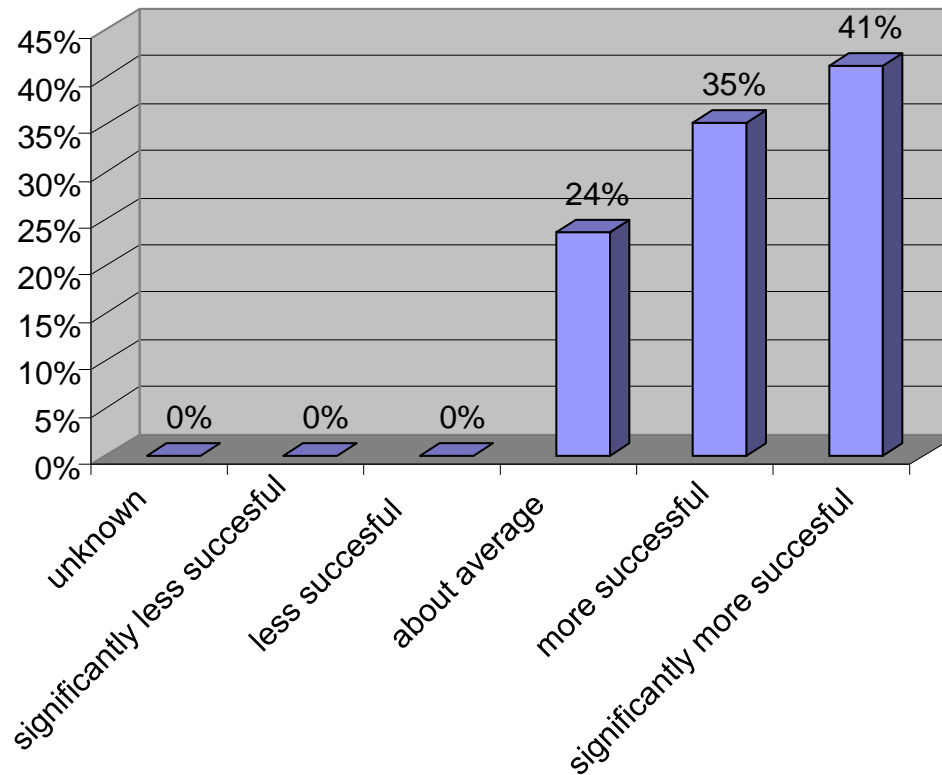
■ Distribution by size*

- 63% – very large-scale enterprise (7 DAX-Unternehmen)
- 25% – large-scale enterprise (GU),
- 13% – midsize companies (MU)

* Segmentation based on number of employees and turnover; difference to 100% due to rounding errors

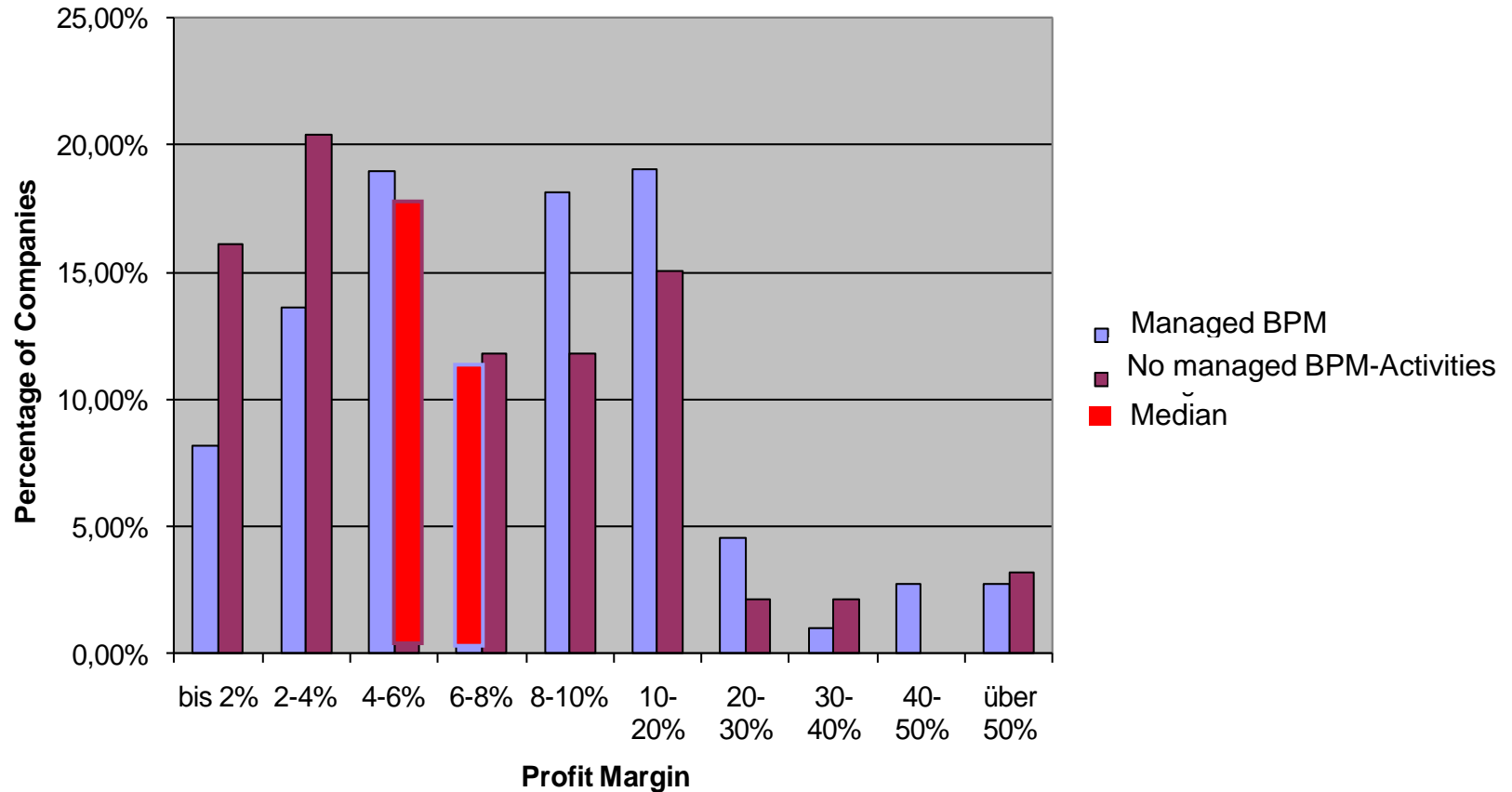
82% ,know‘ or ,believe‘ their EBIT-margin is above industry average

*How successful was your company compared to other companies in the industry?**



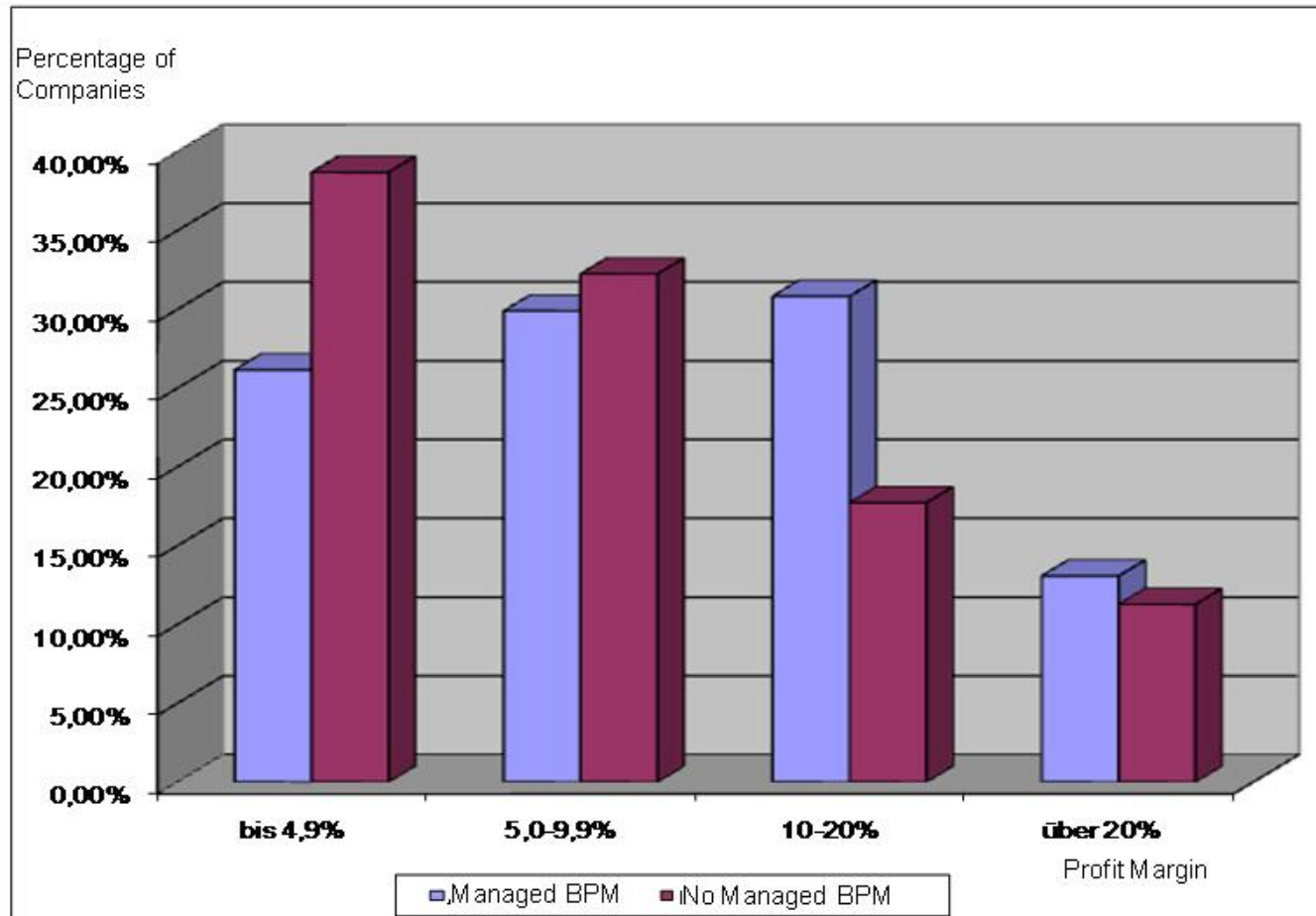
Source: BPM Best Practice-Study – Prof. Komus – FH Koblenz

Higher profit margin with managed BPM
(Median 6-8% vs. 4-6%)



Source: BPM-Survey, Prof. Komus – FH Koblenz

Higher Profit Margins for BPM-Companies



Source BPM + Six Sigma study, FH Koblenz

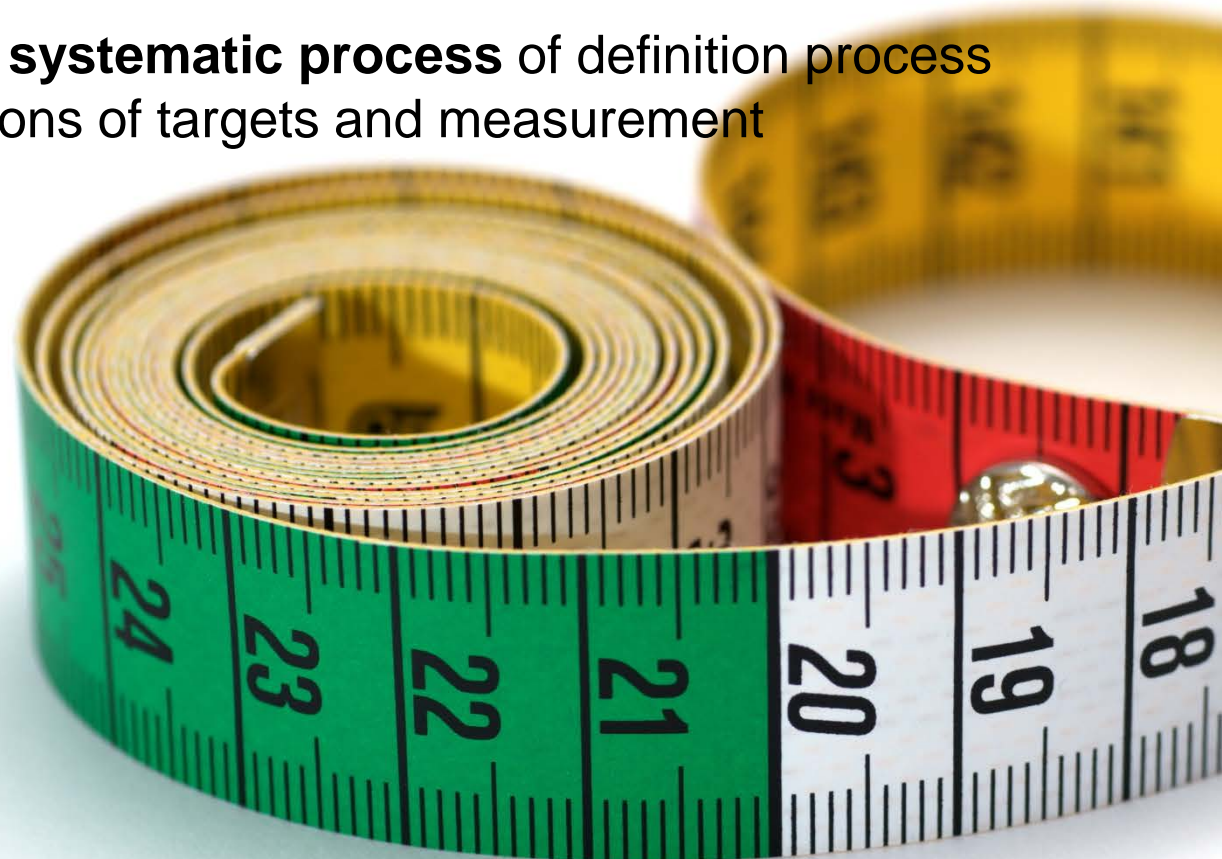
82% BPM Best Practice-Companies
align their BPM to Business Unit- or Company-Strategy

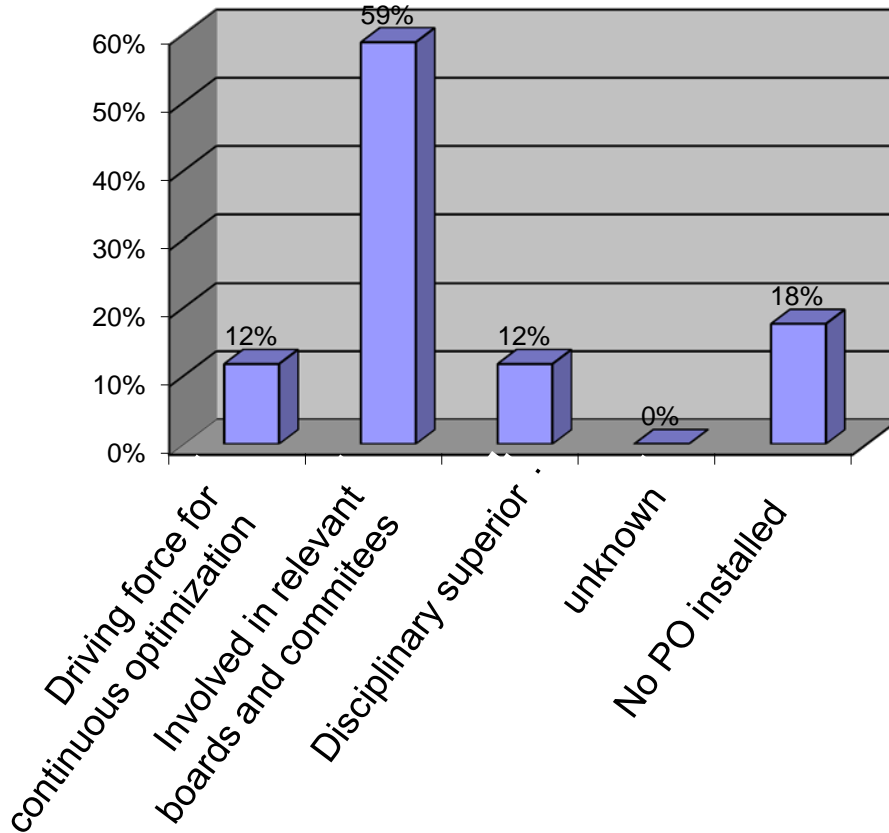
Only 18% „systematic documented process“
65% „implicit process“

Best Practice BPM – Representatives have a
very good understanding
of business needs and goals

Best Practice Companies use process oriented KPIs

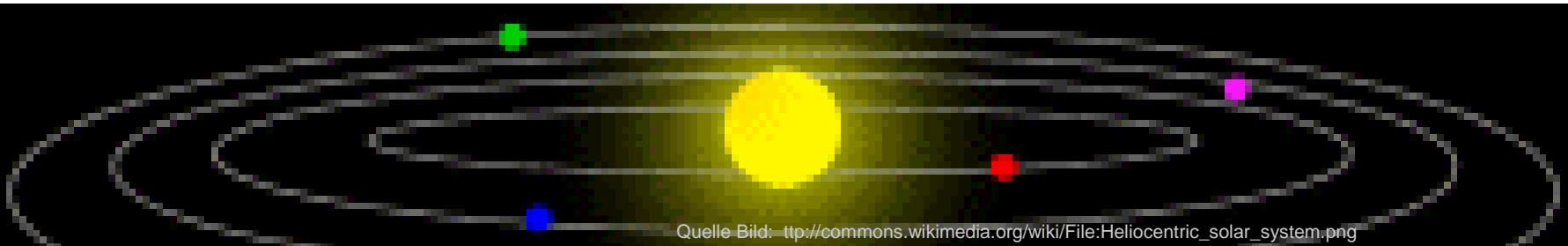
- more than 40%: for some processes KPIs defined, targets defined and measured
- more than 50%: **systematic process** of definition process KPIs, identifications of targets and measurement





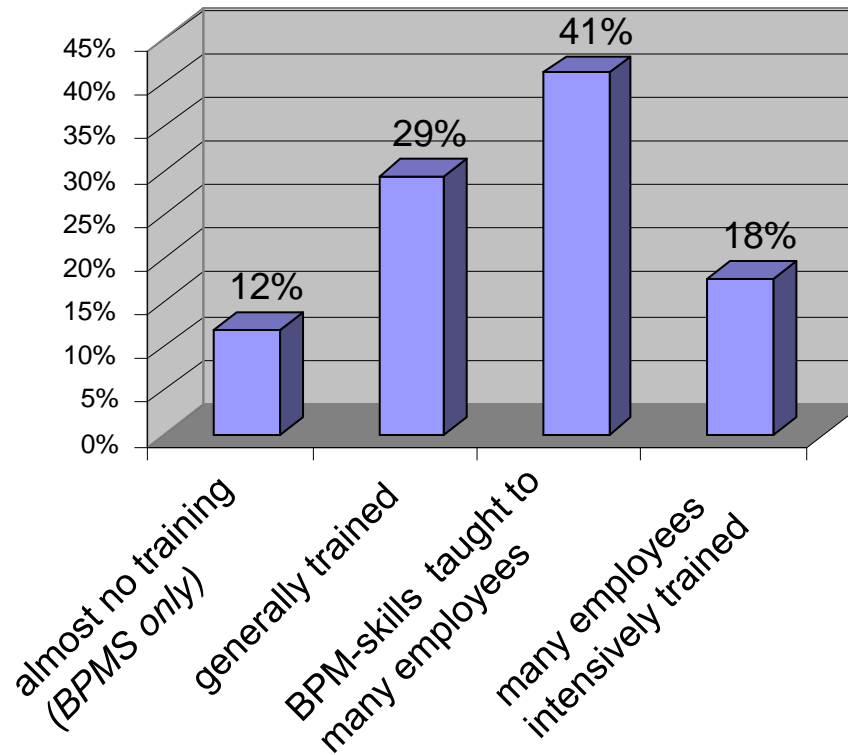
- PO are widespread (82%)
- Only 12% disciplinary subordination of employees in relevant processes
- ➔ **Pragmatic approach** of combining process approach with existing managerial structures

- BPM Center of Excellence in almost all Best Practice-Companies
- No company with disciplinary subordination of Process Owners
- Typical Tasks
 - Definition of standards
 - Centralized services
 - Quality Management and Quality Assurance
 - Responsible for Technical BPM-Infrastructure



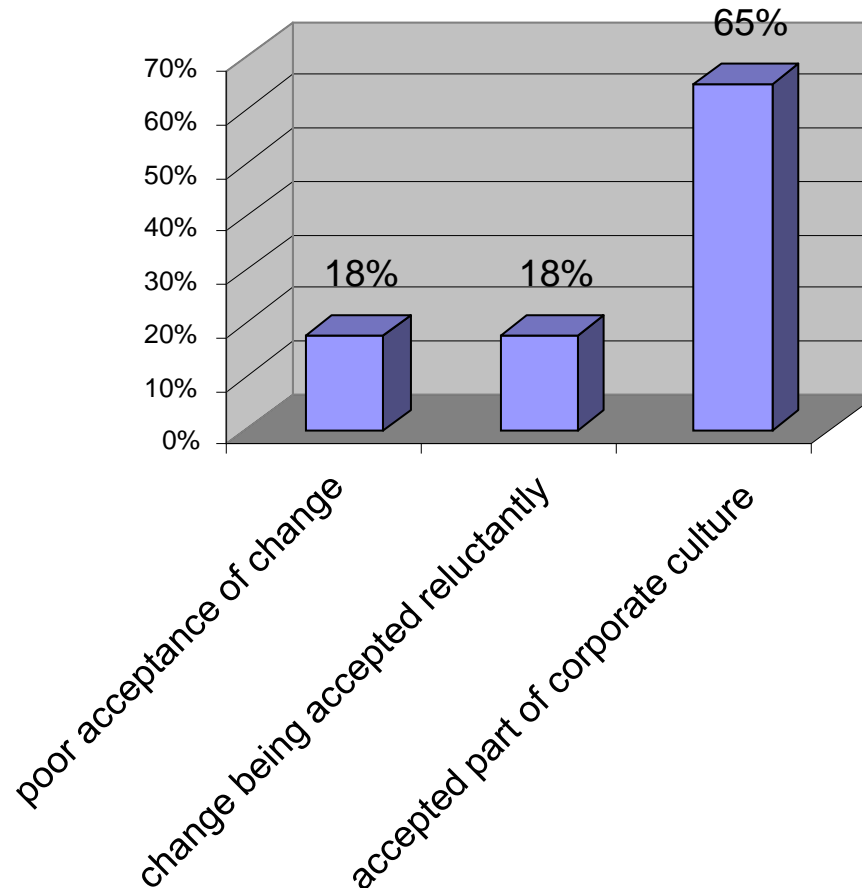
Quelle Bild: http://commons.wikimedia.org/wiki/File:Heliocentric_solar_system.png

Relevance of training is well understood among BPM Best Practice Companies



Source: BPM Best Practice-Study – Prof. Komus – FH Koblenz

2 / 3 of Best Practice Companies see Change as an Accepted Part of their Corporate Culture



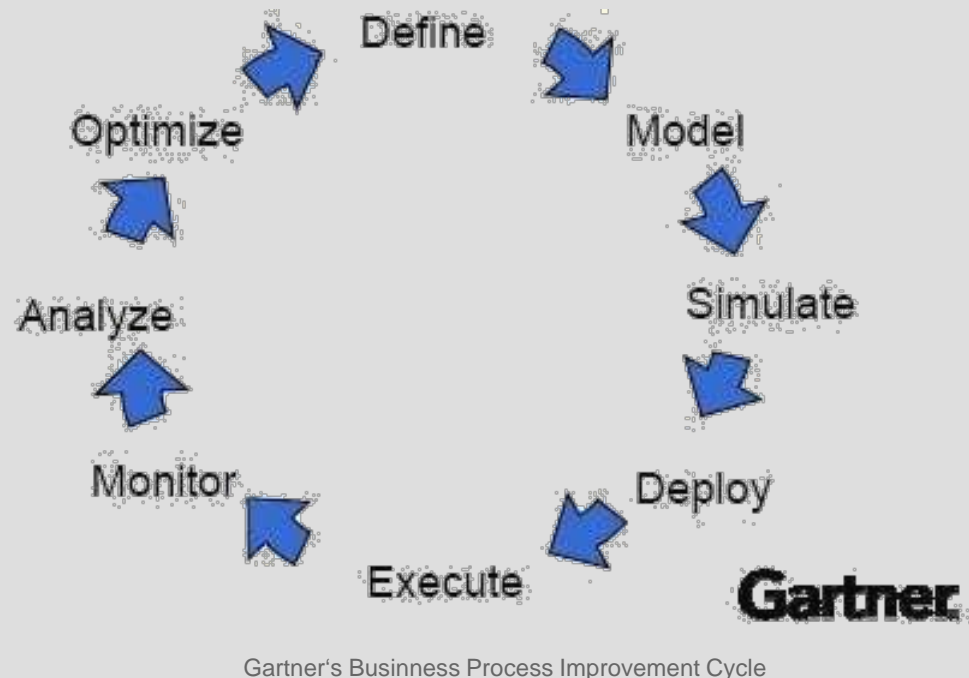
Source: BPM Best Practice-Study – Prof. Komus – FH Koblenz

- only 41% realized links between business models and IT-models
- only 25% realized links between IT-systems in production and business models
- BUT:
- 71%: development of IT-applications based on process-oriented methods

connection between
IT-systems and models
is **surprisingly poor**

→ ‚Round-Trip‘ is **not**
very common yet.

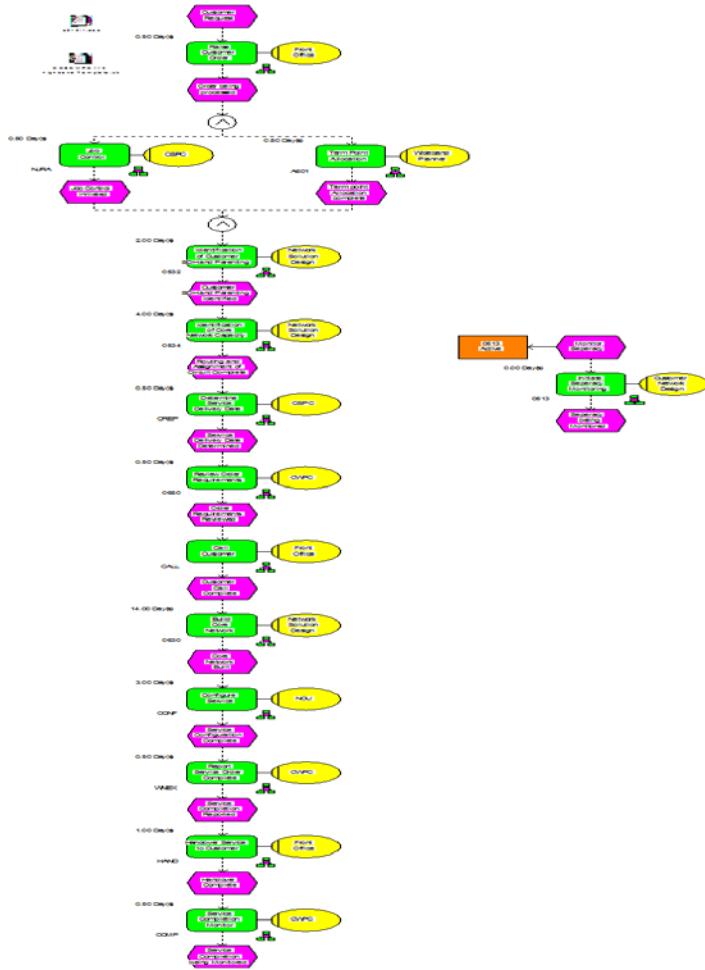
Exception: BPMS
But more often than not
BPMS-round-trips are **not**
connected to ‚true‘
business modelling-world



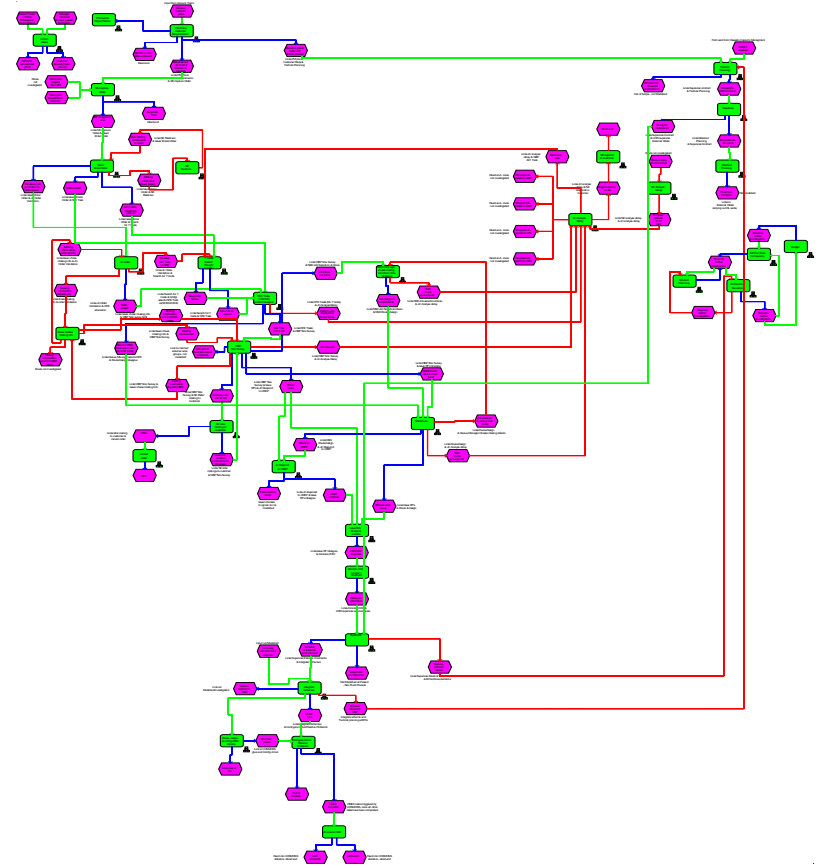
Defined Standards and Reality

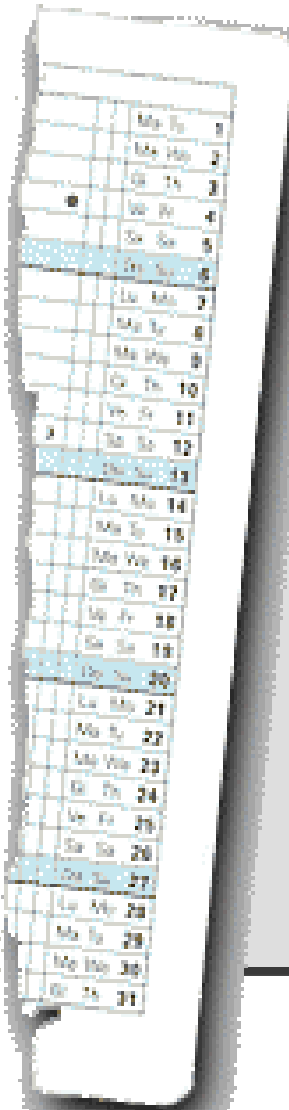


Documented



Real Life



- 
- Empirical Findings (excerpt)
 - Wikimanagement in BPM
 - Aspiring for a Holistic Approach

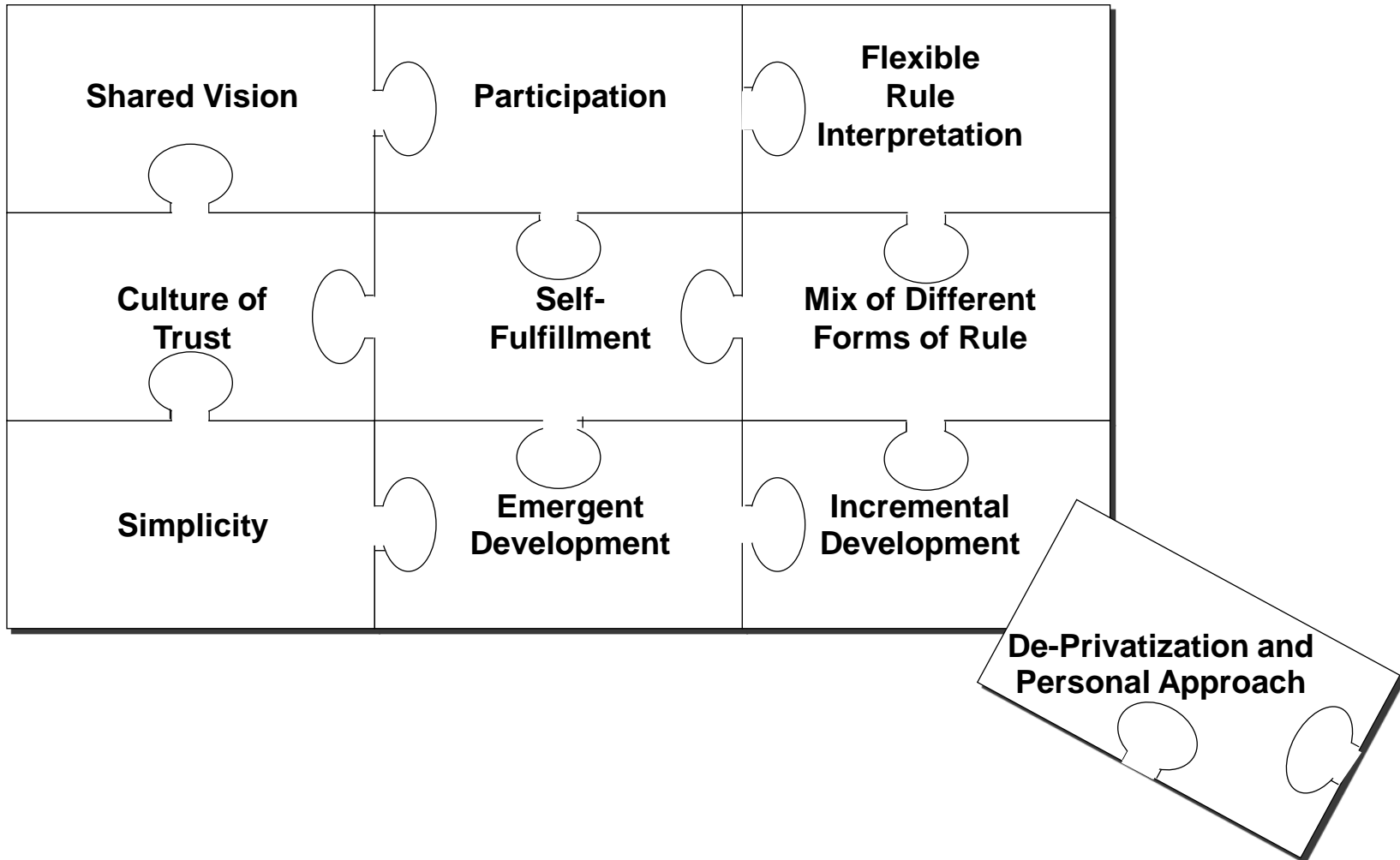
- **84%: Models are available for all employees and easy to read**
BUT:
 - Development of models only together with specialists
 - Process Models are not commonly used to support day-to-day-work
- ➔ Bottom-Up-Models stay in the desk drawer and have almost no connection to the ,official' process world



- 59% don't use web 2.0-technologies in BPM
 - Companies using web 2.0-technologies use wikis (41%)
 - 29% use BPM-forums
 - less than 20% use weblogs, social networks, video-applications
- ➔ Web 2.0-Technologies to support BPM are not yet common

- **‚Not with me‘-syndrome**
- **‚Not-invented-here‘-syndrome**
- **‚you-go-first‘-Syndrom**
- **‚I don‘t care‘-Syndrom**

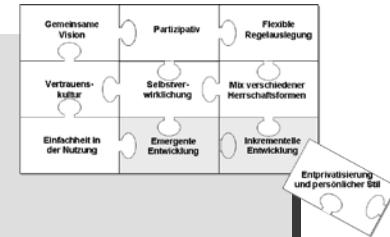
Wikimanagement's 10 Success Factors



- Allow emerging developments (grass-root-approach)
- Trust your employees
- Support Kaizen-philosophy
- Release early. Release often
- Reduce complexity in cut-overs



Give leeway for continuous improvements



Very often a test in the production system is the fastest and most effective to reach a better understanding.

The image displays two side-by-side screenshots of the Amazon shopping cart interface, illustrating a live-test of a new layout. The left screenshot shows the current layout, and the right screenshot shows a proposed new layout.

Left Screenshot (Current Layout):

- YOUR SHOPPING CART** (blue header)
- Proceed to Checkout** (yellow button)
- Wait! Add \$16.01 to your order to qualify for FREE Super Saver Shipping. (Some restrictions apply.)
- Show gift options during checkout (checkbox)
- Added to your Shopping Cart: (with album image)
- Kind of Blue** ~ Miles Davis, et al
Our Price: \$8.99
Quantity: 1
Subtotal: \$8.99
Edit shopping cart
- Proceed to Checkout** (yellow button)
- Sign in to turn on 1-Click ordering.

Customers who bought Kind of Blue also bought:

- Time Out** ~ Dave Brubeck, et al
Our Price: \$8.99
Used & new from \$5.79
Add to cart
- A Love Supreme** ~ John Coltrane
Our Price: \$13.49
Add to cart
- Explore similar items

Customers who bought items in your Shopping Cart:

- Sketches of Spain** ~ Miles Davis
Our Price: \$11.98
Used & new from \$2.00
Add to cart
- Blue Train** ~ John Coltrane
Our Price: \$9.99
Used & new from \$5.99
Add to cart

Right Screenshot (Proposed New Layout):

- YOUR SHOPPING CART** (blue header)
- Proceed to Checkout** (yellow button)
- Wait! Add \$16.01 to your order to qualify for FREE Super Saver Shipping. (Some restrictions apply.)
- Show gift options during checkout (checkbox)
- Added to your Shopping Cart: (with album image)
- Kind of Blue** ~ Miles Davis, et al
Our Price: \$8.99
Quantity: 1
Subtotal: \$8.99
Edit shopping cart
- Proceed to Checkout** (yellow button)
- Sign in to turn on 1-Click ordering.

Customers who bought:

- Supreme** ~ John Coltrane
Our Price: \$13.49
Add to cart
- Birth of the Cool** ~ Miles Davis
Our Price: \$9.99
Used & new from \$9.50
Add to cart

Customers who bought items in your Shopping Cart also bought:

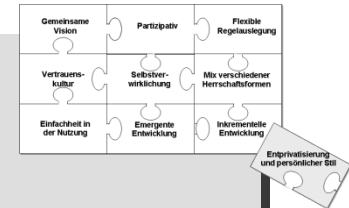
- Blue Train** ~ John Coltrane
Our Price: \$9.99
Used & new from \$5.99
Add to cart
- Saxophone Colossus** ~ Sonny Rollins
Our Price: \$8.99
Used & new from \$6.90
Add to cart

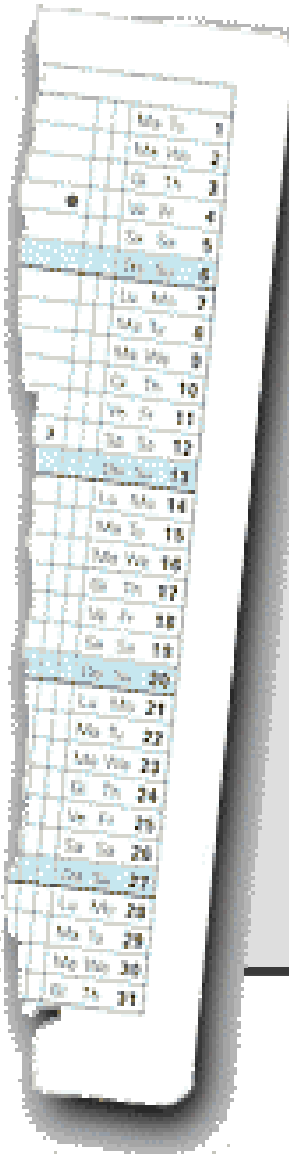
Example: Amazon testing different web-layout in the production system

- BPM isn't an anonymous construct
- Give your BPM a personal face
- Get persons connected
- Open up discussion



Wikimanagement Success Factors
Weblogs, Podcasts, Video, Avatars, ...



- 
- Empirical Findings (excerpt)
 - Wikimanagement in BPM
 - Aspiring for a Holistic Approach

Business BPM World

Keynote: BPM Erfolgsfaktoren

BPM & Six Sigma

How to sell BPM

BPM Projektmanagement

Kollaboratives Prozessmodellierung 2.0

BPM Fachlich

Compliance

BPM & Strategisches Alignment

BPM Change Management

BPM in der Cloud

B

Fachfremden Vorkurs

Enterprise Architecture

"BPM Duft"

"Round Trip: Wunsch & Wirklichkeit"
"das & dem's"

Technology BPM World

Process Dashboards / Monitoring
Process Intelligente BPM

Rules Management

"How to sell IT" - Existenzrecht durch Prozessorientierung

BPM Erfolgsmanagement

BPM Technisch

BPMs Infrastruktur
Schnittmodell, Hosts, CR-Verfahren

Einbindung Anwendungsentwickler von BPMs
120, 130, 140

Mobile BPM
i...

IT-Organisation mit Zukunft
Prozessorientierte IT-Orga

Übergang Tag 3



Business BPM World

Holistic BPM

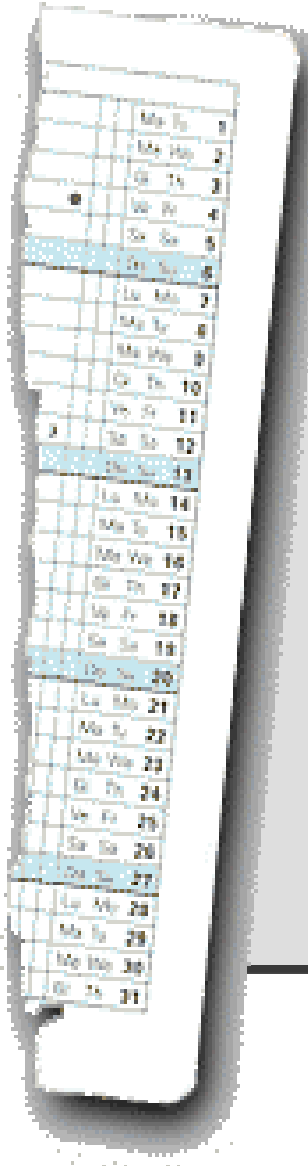
Bridge the gap between...

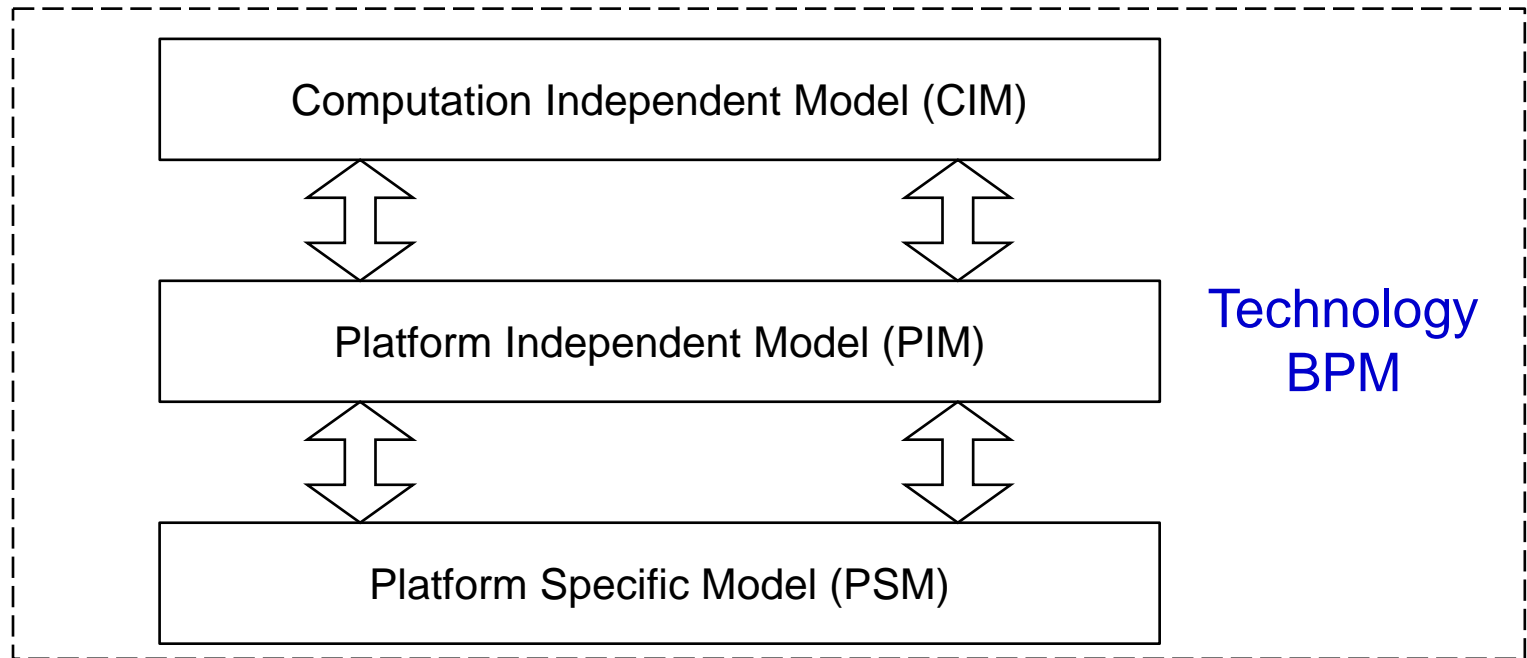
- Business and Technology BPM
- IT and Business Units
- BPM-Experts and Business Units
- Controlling and BPM
- Business Strategy and BPM
- BPM-Strategy and Training
- BPM and Corporate Culture
- ...

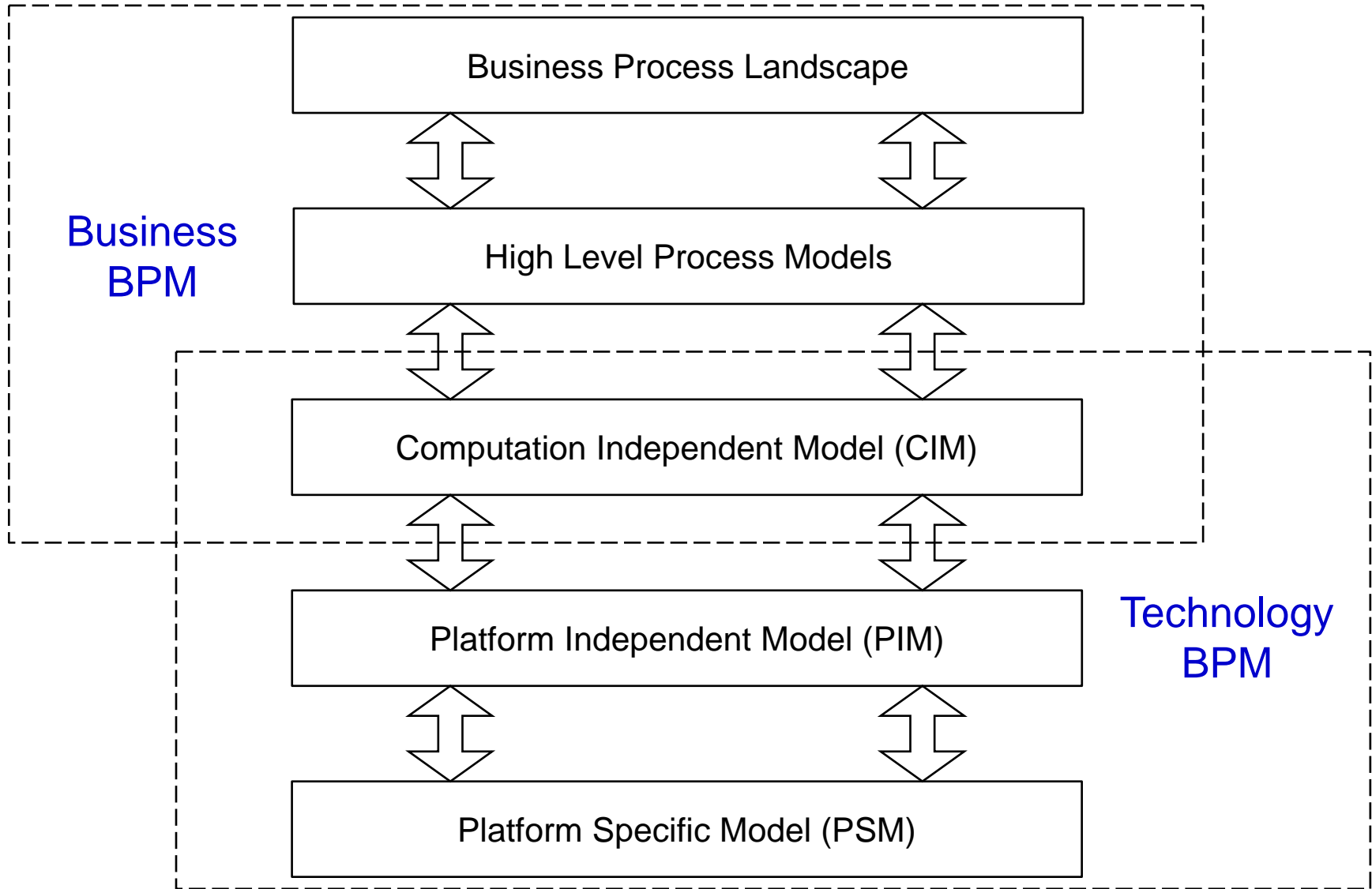
Technology BPM World

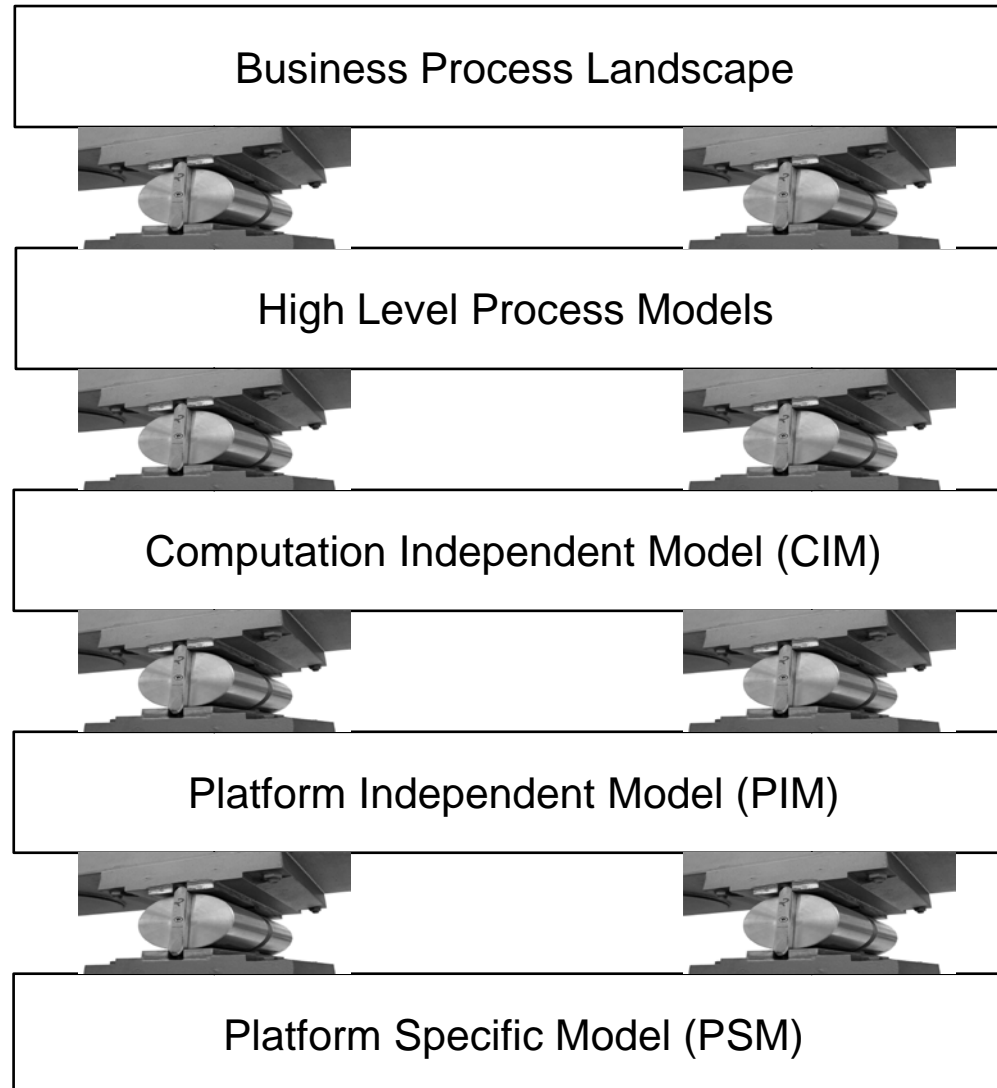
Aspiring for a Holistic Approach

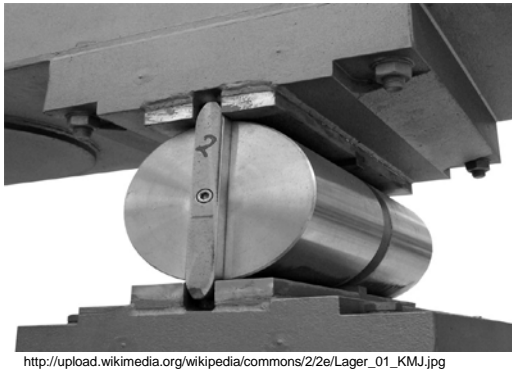
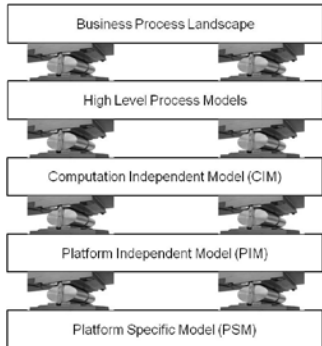
- Methods
- Structure
- Human Side









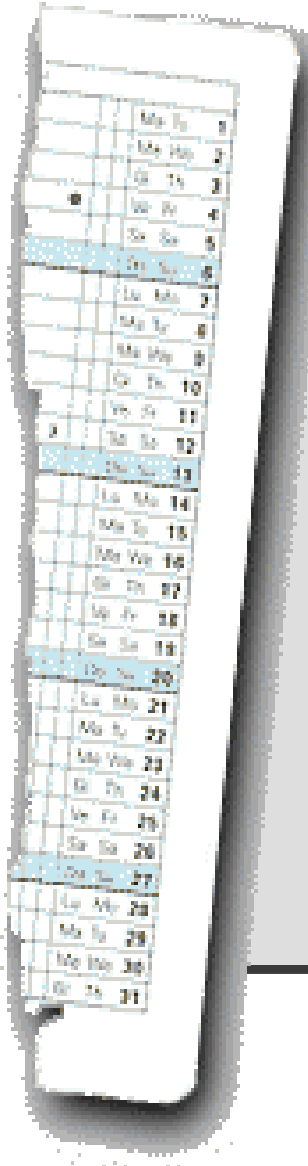


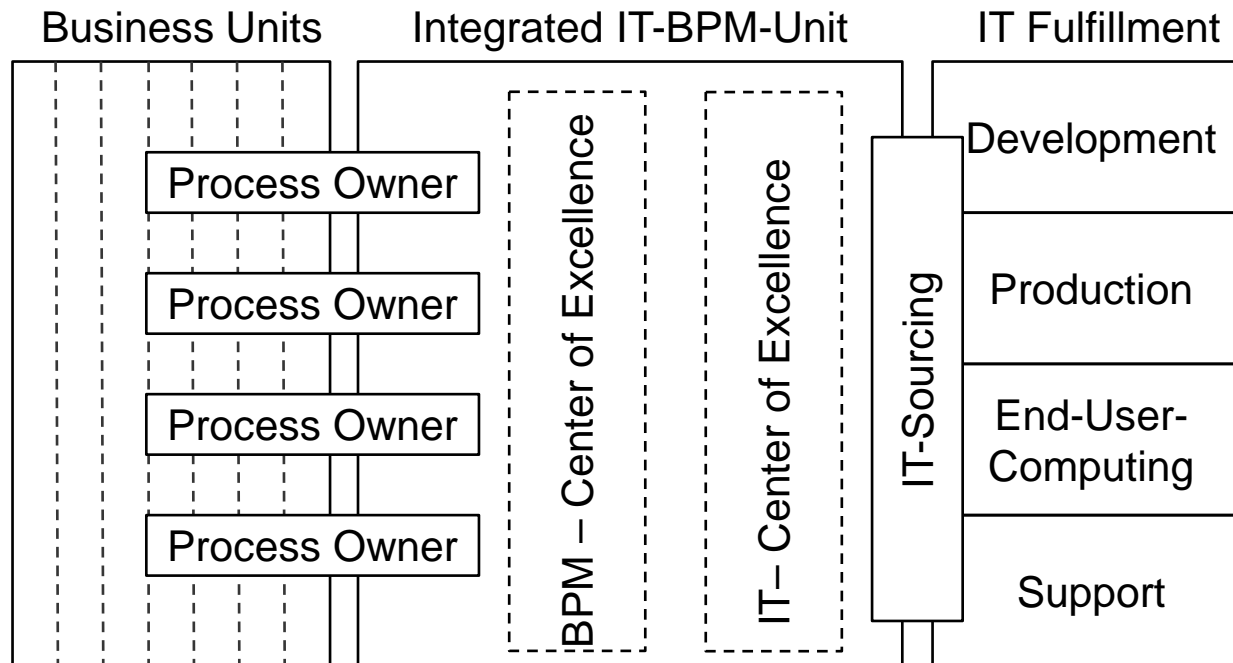
http://upload.wikimedia.org/wikipedia/commons/2/2e/Lager_01_KMJ.jpg

- Flexible Pointers
(i.e. Wikis)
- Social Links
- Culture
- Organisational Structure
- Shared Process Oriented
Goals (IT and PO*)
- Avoid Overengineering and
Rigid Structures

Aspiring for a Holistic Approach

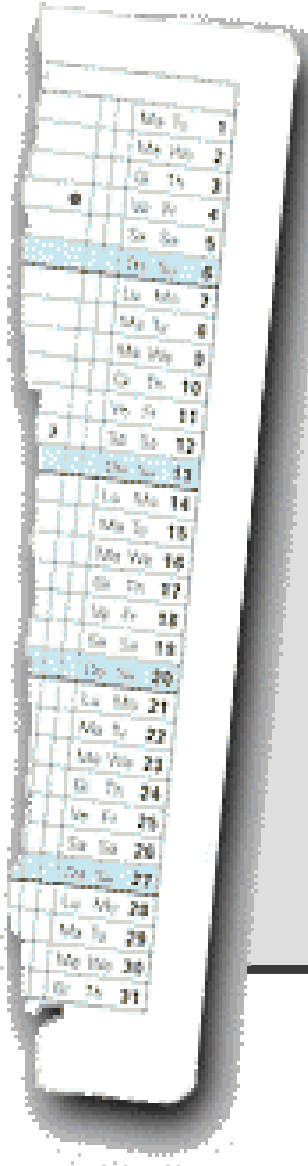
- Methods
- Structure
- Human Side





Aspiring for a Holistic Approach

- Methods
- Structure
- Human Side



Web 2.0 on its way into BPM

Kurze Prozesse

Das BPMN 2.0-PosterJetzt kostenlos zur Alternative zu BPMN 1.0/2.0 Prozessmodellierung/Workflowmanagement Software für Pro...

Was hat Prozessmanagement mit Fußball zu tun?

4. Oktober 2010 - 18:11 Uhr

Auf den ersten Blick haben Fußball und Geschäftsprozessmanagement nicht besonders viel miteinander zu tun. Dass der Vergleich zwischen einer Fußballmannschaft und einem Team im Unternehmen durchaus lehrreich und zugleich unterhaltsam sein kann, beweist Alexander Ockel in seinem Buch "Das Spiel". Eleganter nutzt der Fußballfan Beobachtungen aus seinem Lieblingssport, um typische Probleme und Lösungsmöglichkeiten zu illustrieren, wie sie in seiner beruflichen Praxis als Berater vorkommen.

Weblog

BPM-Netzwerk.de
Das D.A.CH.-Netzwerk für BPM-Professionals.

Business without boundaries

Collaborate on new business processes without boundaries

Business process improvement is one of the single most effective organizational tools used to drive increased efficiency and competitiveness. But it requires effective insight, collaboration and collected decision-making from stakeholders across the organization in order to realize real process innovation and change.

By combining social networking tools with ARISalign, the innovation process and analysis...

Community

Willkommen Prof. Dr. Ayett Komus

Nächste Netzwerk Treffen

Nächste Veranstaltungen

Social Network

iPASS! Standardsicht - Urlaubsantrag-demo - iPASS!

Rechnungsstellung - Urlaubsantrag-demo

Mitarbeiter → Urlaubsantrag → Vorgesetzter → Genehmigung → Personal

Genehmigung / Ablehnung

Subject-Oriented BPM-Approach

Überblick GreenC

Feedback in

Mash-Up

Wiki-Export

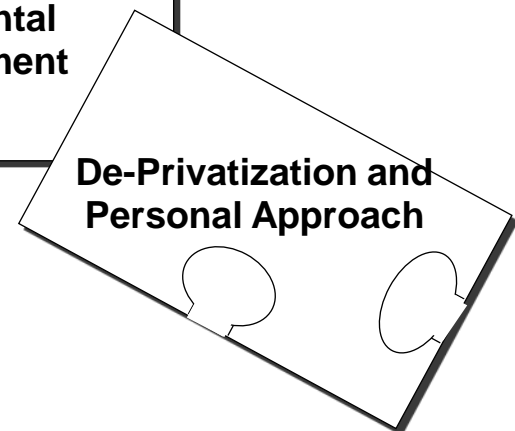
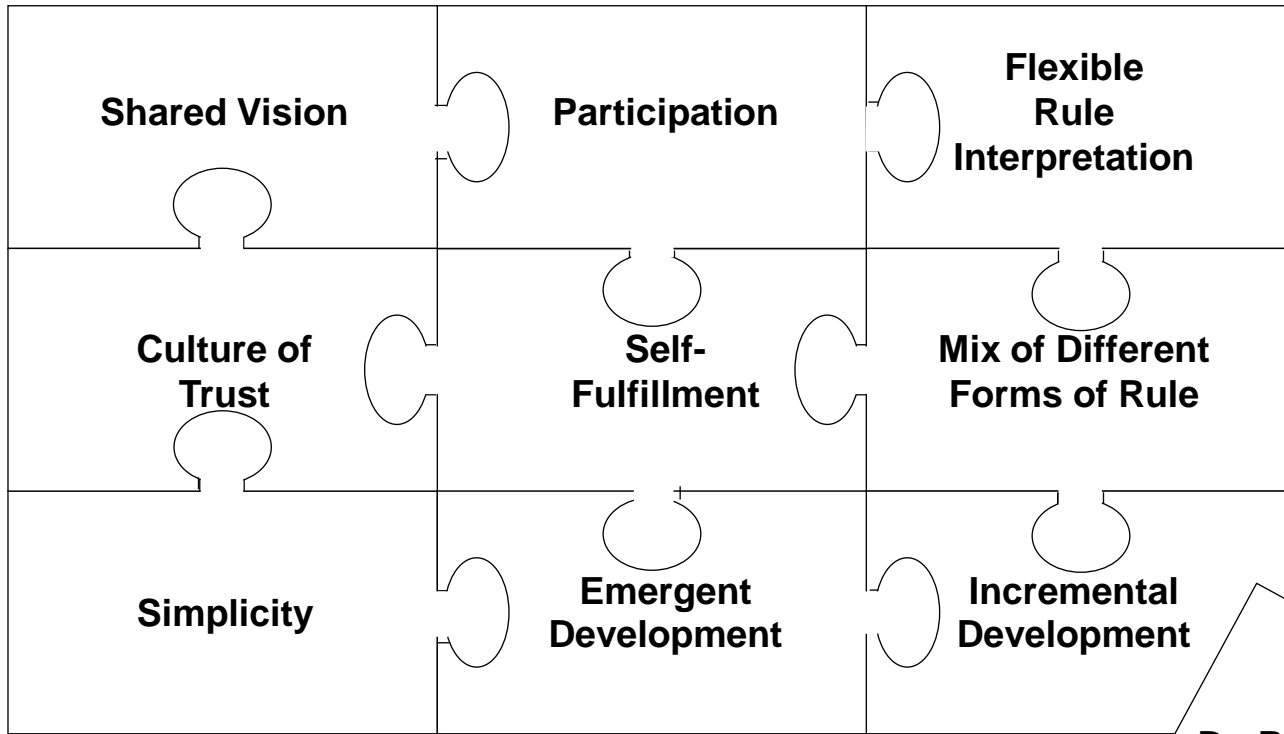
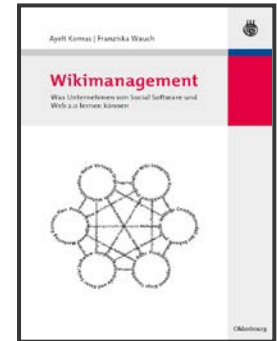
WIKIPEDIA
Prozessmanagement

Prozessmanagement (Management; auch Geschäftsprozessverwaltung oder Business Process Management (BPM)) beschäftigt sich mit dem Herausfinden, Garantieren, Dokumentieren und Verbessern von Geschäftsprozessen. Geschäftsprozessverwaltung synchronisiert die Bereiche Planung, Entwurf, Konstruktion, Produktion, Instandhaltung, Nachverfolgung und Anpassung in einer Organisation.

„Wer macht was, wann, wie und womit?“ ist eine zentrale Fragestellung. Zur Verbesserung und Steuerung werden entsprechende Formeln, Verfahren, diese Kampagnen können z. B. in einer Balanced Scorecard dargestellt werden.

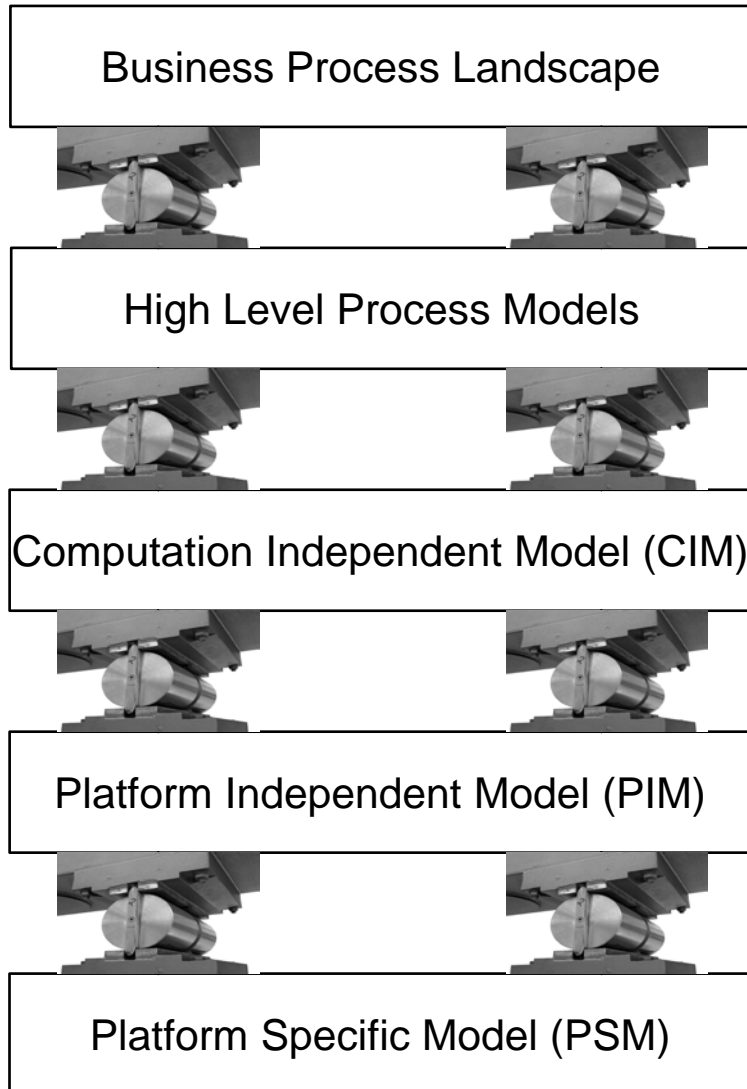
Management

Wikimanagement's 10 Success Factors



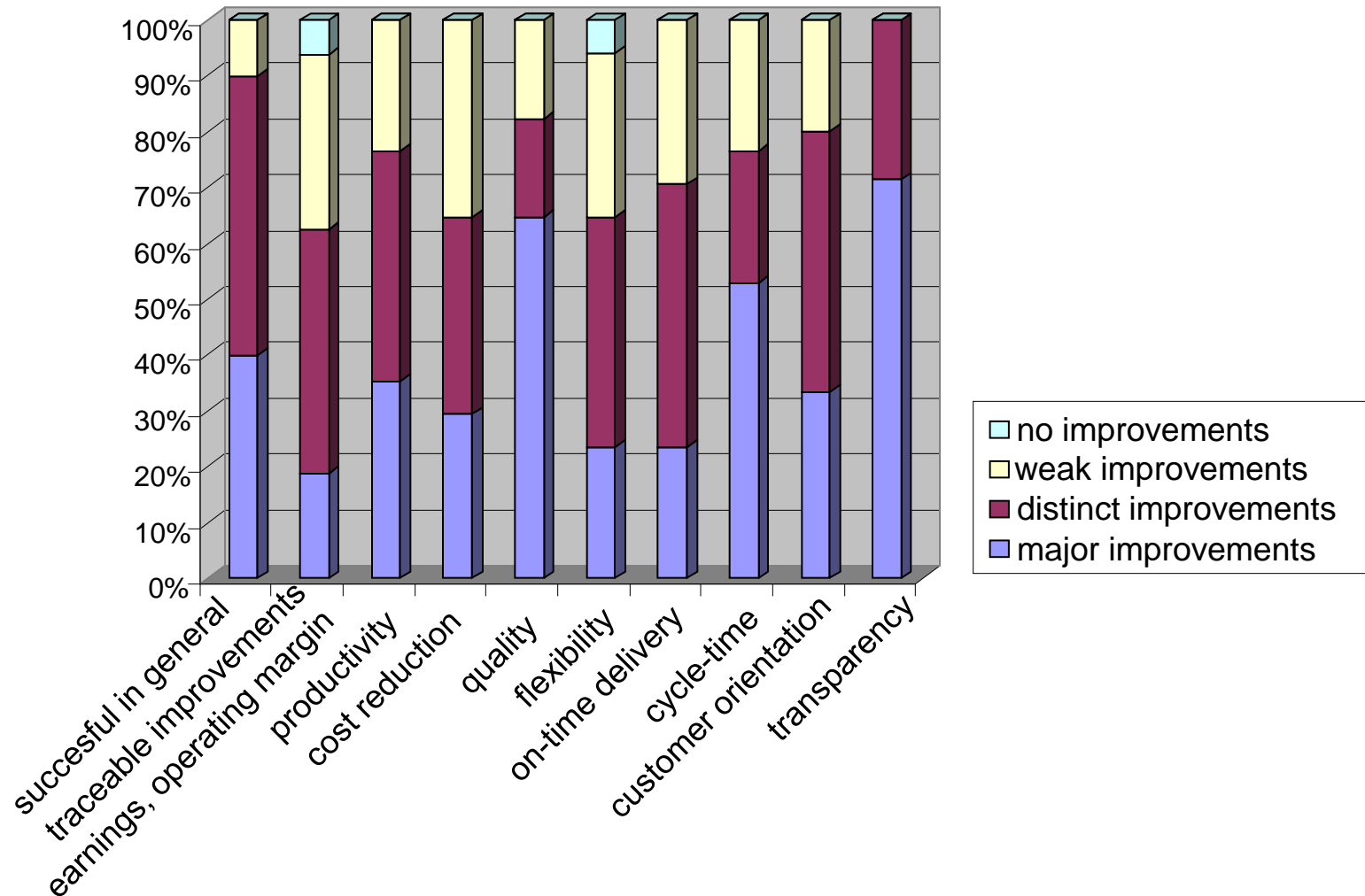
Source: Komus/Wauch: Wikimanagement, Oldenbourg Verlag 2008 – www.wikimanagement.de

- Wikimanagement Success Factors
(Establish Holistic BPM as a Shared Vision)
- Leadership
- Training
- Culture
- Incentive System



- Avoid Overengineering and Rigid Structures
- Use Loose Coupling
- Build a Shared Vision
- Learn from Social Media
→ Wikimangement
Sucess Factors
- Assure a Holistic
Management-Approach for a
Holistic BPM-Approach

BPM-Best-Practice-Companies accomplish far-reaching Improvements in all Aspects of Process Performance



Source: BPM Best Practice-Study – Prof. Komus – FH Koblenz

Thank You for listening

Danke für Ihre Aufmerksamkeit

Kiitos huomiostanne

Villmols Merci

Muchas gracias por atención

Merci pour votre attention



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