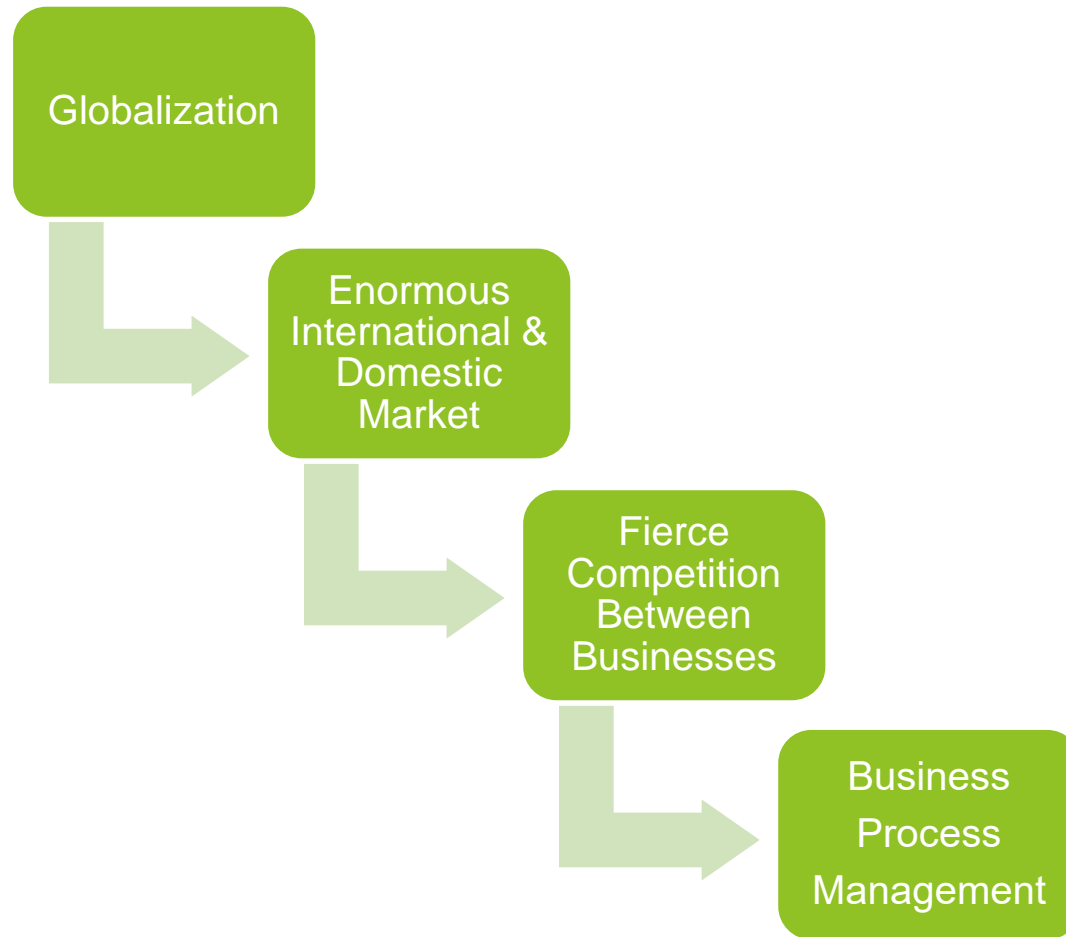


***Business Process Management Cases
Digital Innovation and Business
Transformation in Practice***

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Introduction



Business Process Management (BPM)

- ▶ Business Process Management : is the research field in operation management which specializes in discovering, analyzing, measuring and automatizing new business processes.

Innovative Ideas  Products & Services

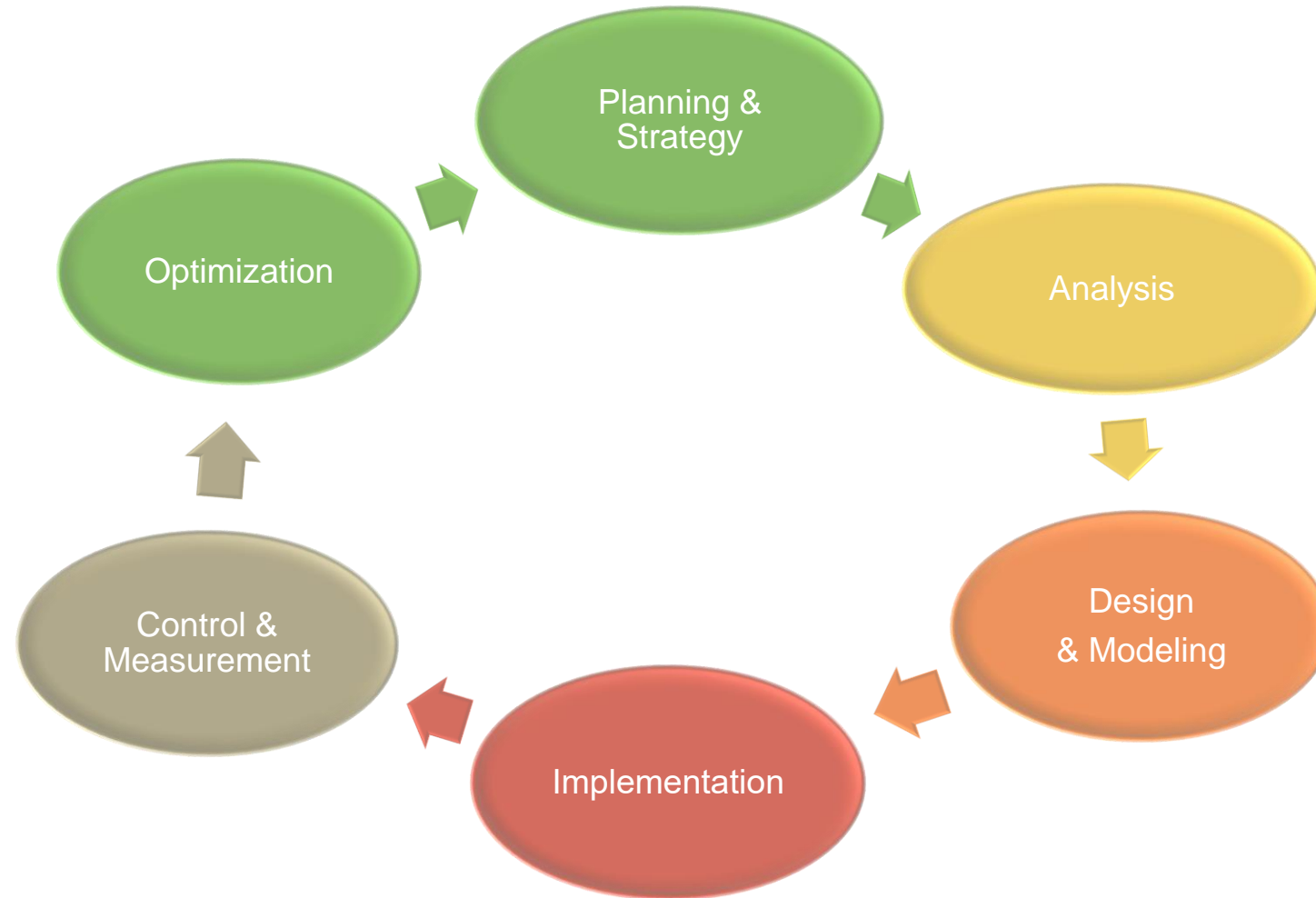
Flexibility

Increased Accuracy

Cost savings

Reduced Investment

BPM Lifecycle



Business Process Management

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graph TD; A[Business Process Management] --> B[Process Modeling: Activity of representing processes of an enterprise, so that the current process may be analyzed, improved & automated.]; A --> C[Performance Measurements: Process of collecting, analyzing and/or reporting information regarding the performance of an individual group, organization or system.];
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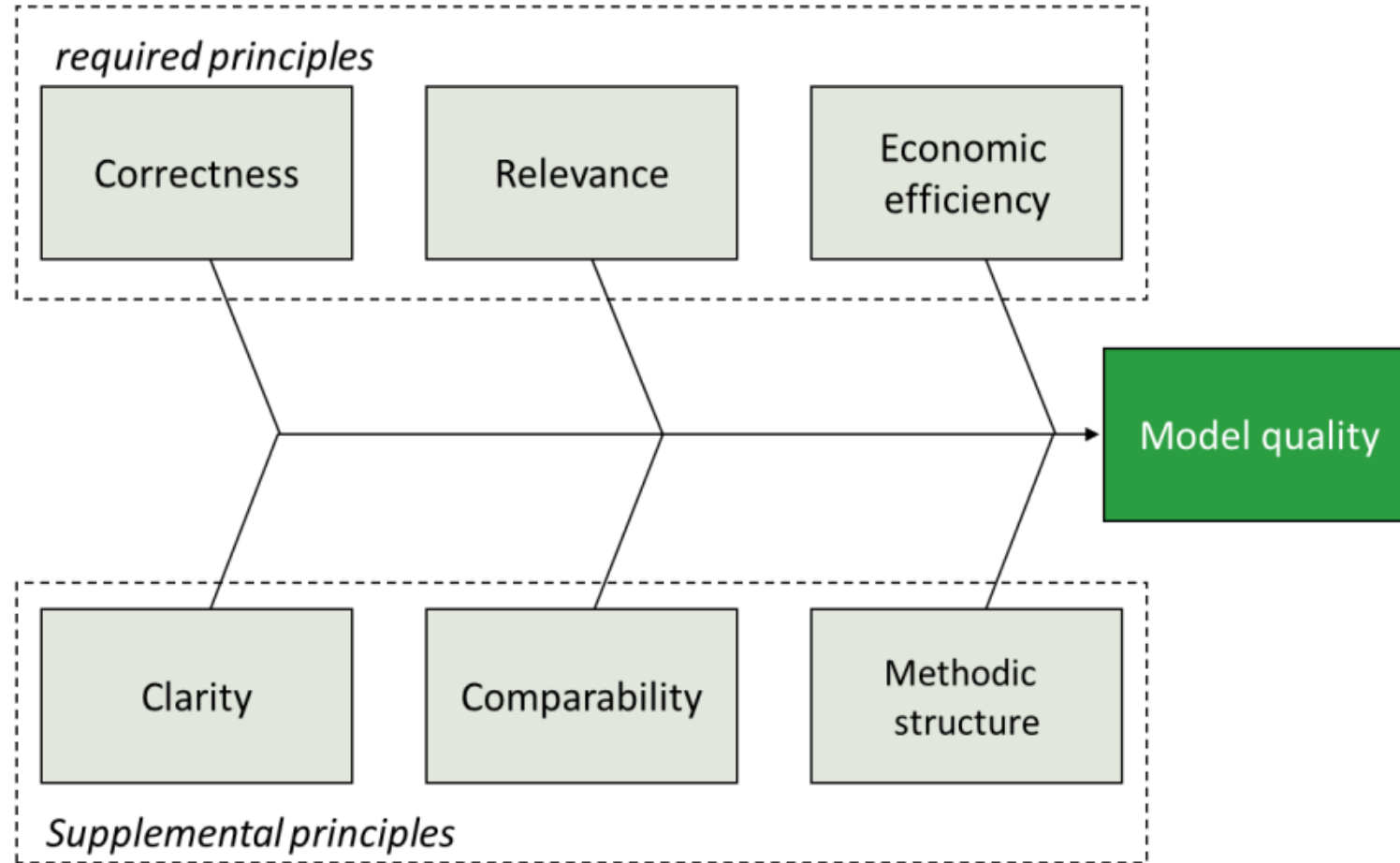
Process Modeling:

Activity of representing processes of an enterprise, so that the current process may be analyzed, improved & automated.

Performance Measurements:

Process of collecting, analyzing and/or reporting information regarding the performance of an individual group, organization or system.

Process Modeling



Performance Measurements

- ▶ *Efficiency: Performing or functioning in the best possible manner with the least waste of time and effort.*
- ▶ *Effectiveness: Adequate to accomplish a purpose; producing the intended or expected result.*

Real World BMP Cases

- ▶ Section I: includes cases that relates to strategy and governance. (8)
- ▶ Section II: represents cases of BPM methods. (8)
- ▶ Section III: analyzes cases on information technology and BPM. (9)
- ▶ Section IV: discusses BPM-related issues of people and culture. (6)

Developing and Implementing a Process-Performance Management System: Experiences from S-Y Systems Technologies Europe GmbH— A Global Automotive Supplier

PPM (case of S-Y systems)	
General information (S-Y systems)	<ul style="list-style-type: none"> • Company related to associated components for automotive electronic distribution systems • Founded in 2001 • 280 employees • Turnover of 420 million euros • Goal: excellent customer service
Intention (PPM)	monitor and manage business processes using process-oriented key performance indicators
Core element	Governance
Situation faced	<p>Occurring errors from the first steps of data processing errors (e.g., name, format, structure, content) without being able to determine the following:</p> <ul style="list-style-type: none"> • exact allocation of errors in the process • the reasons for the errors • their origin <p>→challenge: investigation of the processing errors</p>
Life cycle	process monitoring and controlling
Actions	<ul style="list-style-type: none"> • student seminars over 4 months • two groups with a leading phd student • goal: development of a PPM system
PPM development model	<ol style="list-style-type: none"> 1. Define the goal of the PPM project 2. Ensure a solid basis of information 3. Select and model the process 4. Determine the goal of the process 5. Identify the process's critical success factors 6. Identify process KPIs 7. Implement organizational integration
Results achieved	<ol style="list-style-type: none"> 1. Crucial structured, top-down-oriented development procedure 2. Monitored Indications about the appropriate, goal-oriented, and useful KPIs of the processes
Lessons learned	<ol style="list-style-type: none"> 1. There is a clear risk on loss of focus on the intrinsically relevant processes of a PPM project

Process Management in Construction: Expansion of the Bolzano Hospital

Expansion of the Bolzano Hospital (F&R)	
General information	<ul style="list-style-type: none"> • <u>Freiner</u> and <u>Reifer</u> is a medium-sized enterprise which is the leader in engineering, fabricating, and installing facades with non-standard designs • Processes of F&R have a high level of originality so the management relies only partially on previous experience from other projects
Intention	Improvement of the process design, implementation and monitoring phases of the process management lifecycle
Core element	Methods
Situation faced	<ul style="list-style-type: none"> • Process Design: Lack of a Detailed Process Model and difficult Synchronization <u>Among</u> the Company's Departments. • Process Implementation: Lack of Support for Detailed Scheduling. • Process Monitoring: Unreliable Measuring of the Project's Progress.
Life cycle	process redesign
Actions	<p>Development of PRECISE (domain-specific methodology) and its application by F&R for the construction of the hospital in Bolzano based on the following steps</p> <ol style="list-style-type: none"> 1. collaborative process design, with the main figures taking part in the construction project 2. process implementation, which involves defining short-term schedules for tasks based on actual data on the progress of the work 3. <u>continuous</u> monitoring and measurement of the progress of the work on site.
Results achieved	<ul style="list-style-type: none"> • reliable estimates of progress can be performed on tasks and expected cost to completion • increase in productivity that was estimated to have saved 400 man hours.
Lessons learned	<ul style="list-style-type: none"> • Importance of collaborative nature. • Importance of flexible project management. • Significance of existing a reliable measurement of the progress. • Importance of worker's empowerment. • Importance of good systems in project management.

Adoption of RFID Technology: The Case of Adler—A European Fashion Retail Company

RFID (Adler case)	
General information	<ul style="list-style-type: none"> Adler Modemarkt AG: fashion retailer and one of the leading textile retail chains in Germany In 2015, it operated 177 stores in Europe with also an online store more than 4000 employees 27 million items sold per year
Intention	migrating to the novel and improved processes that advocates of RFID technology promised with the main goal being to improve the existing processes
Core element	Information and Technology
Situation faced	<ul style="list-style-type: none"> Since other in the fashion retail sector began to adopt RFID technology, Adler started to monitor this new technology. The transitioning costs were high so the company had to hold until 2010 in order to adopt the RFID technology even though it was not sure at that stage whether its use would be profitable. Adler hoped to improve process efficiency and effectiveness in the long run to increase customer satisfaction through faster checkout and prevention of theft
Life cycle	Process monitoring and controlling
Actions	<ul style="list-style-type: none"> Hire a consulting firm and together analyze the company's and customer's requirements, including an analysis of the existing ERP system Selection of the suppliers and set up of the placement of readers and processes Realization of the RFID technology Tag of all the items in store and training of the employees Additional training and software releases after the completion of the RFID implementation
Results achieved	<ul style="list-style-type: none"> Better inventory accuracy Improved follow-up procurement Increased process efficiency Faster processing at points of sale Source tagging and theft prevention
Lessons learned	<ul style="list-style-type: none"> Careful planning is required when conducting large improvement projects, including delegating responsibilities consultancy companies are specialized and experienced in managing such transition projects doing an early check on the feasibility of process improvement projects waiting for the right moment to conduct the project considering the project's critical risks and

Contributions of BPM

1. Enhance the Project Estimation Process
2. Acquire a better insight of their resource competence
3. Choose and give a priority to the most proper projects
4. Design and outline projects in a precise and consistent approach
5. Improve time allocation
6. Enhance budgeting and cost control
7. Inspire and enhance team collaboration
8. Evaluate productivity and progress
9. Enhance customer satisfaction
10. Ameliorate analytics and reporting

Future Prospects

- ▶ Continuous information on the factual data of BPM Cases
- ▶ Additional factors and criteria should be investigated.

The END

Thanks you so much for your attention!