Business Process Management

Straight Through Processing
Process Engineering at Deutsche Börse Group

Alexander Höptner
Process Management

Agenda

- Business Process Management
- Back up
- Process house
- CMM Level 1 – 5
- End-to-end Business Process
- Six Sigma Project
- Lean BPM Project
Business Process Management

- From functional view to process perspective
- Incremental approach – continuous measurable benefits
- Business Process Management – improving efficiency

Business Process management
Complexity on four layers

Customer / Market

Product-Layer

Process-Layer

IT System-Layer

Infrastructure-Layer

„You cannot solve a problem on the same level of thinking you were at when you created it.“ Albert Einstein
Challenges of project success  
Reduction of complexity

Project success depends on focus on all complexity layers

Traditional project approach of IT driven companies

Business Process Management as integral approach

Managing processes  
Applying the process view

Optimizing processes in a functional organization requires a fresh, process oriented view

From the functional view ...

... to a process perspective
Capability Maturity Model (CMM)
Process maturity = process capability

Level 5
Industrialized process

Level 4
Managed process

Level 3
Defined process

Level 2
Repeatable process

Level 1
Initial process

Business Process Management

Agenda

- From functional view to process perspective
- Incremental approach – continuous measurable benefits
- Business Process Management – improving efficiency
Green field approach
New developments alienate employees

Starting with as-is process
Buy-in of employees on current level possible
Incremental approach ...
limits risks and increases staff buy-in

"Incremental" Approach
- Possible to start with as-is processes
- Limited Risks
- Clear results over a short period
- Staff buy-in ensured

"Big Bang" Approach
- High risks
- Long periods of limited results
- Staff buy-in questionable

"One-off-training" Approach
- Quick but little results
- No sustained success warranted

Business Process Management
Agenda

- From functional view to process perspective
- Incremental approach – continuous measurable benefits

Business Process Management – improving efficiency
Business Process Management
Improving efficiency

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<th>Process Management</th>
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<td><strong>Industrialized process</strong></td>
<td><strong>Managed process</strong></td>
<td><strong>Defined process</strong></td>
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<td><strong>Prerequisites</strong></td>
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<tr>
<td>• Defined &amp; implemented end-to-end SLAs</td>
<td>• KPI Cockpit implemented</td>
<td>• Defined &amp; Documented process</td>
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<td>• Resource planning implemented</td>
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<td>• Measure points implemented</td>
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<td>• Sourceable process</td>
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<td>• Standardized, repeatable process</td>
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<td>• Proactive Risk Management established</td>
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**Prerequisites**
- Defined & implemented end-to-end SLAs
- Resource planning implemented
- Continuous improvement program established

**Benefits**
- Sourceable process
- Scalable process
- Continuous efficiency optimization

**Prerequisites**
- KPI Cockpit implemented

**Benefits**
- Manageable process
- Proactive Risk Management established

**Prerequisites**
- Defined & Documented process
- Measure points implemented

**Benefits**
- Standardized, repeatable process
- Audit compliant
- Process controlling possible

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Business Process Management
Offering portfolio

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<th>Project Management</th>
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<td>Training on Process Management methods</td>
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<td>• structuring</td>
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<td>• project selection and prioritization</td>
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<td>• DMAIC</td>
<td>• planning</td>
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<td>• multi project planning and coordination</td>
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<td>Six Sigma Training and Certification</td>
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<td>• Champion</td>
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Alexander Höptner, Process Management
Thank you for your attention!
CMM Level 1
Discover initial process

Process attributes
- Not predictable

Process perception
- Based on assumptions

Process management
- Not manageable
CMM Level 2
Build repeatable process

- Process attributes
  - Repeatable
  - Stable

- Process perception
  - Documented (high level)

- Process management
  - Not manageable

CMM Level 3
Operate defined process

- Process attributes
  - Repeatable
  - Standardized
  - Controllable

- Process perception
  - Defined
  - Documented

- Process management
  - Measurable
  - Audit compliant
CMM Level 4
Load managed process

Process attributes
- Repeatable
- Standardized
- Stable
- Controllable
- Scalable

Process perception
- Defined
- Documented

Process management
- KPIs implemented
- Audit compliant
- Manageable
- Risk Management

CMM Level 5
Leverage industrialized process

Process attributes
- Repeatable
- Standardized
- Stable
- Controllable
- Scalable
- Sourceable

Process perception
- Defined
- Documented
- SLA managed

Process management
- Manageable
- KPIs implemented
- Audit compliant
- Risk Management
- Resource planning
End-to-end Business Processes
Focus on 20% of business processes

20% of all business processes bind
80% of all resources

Six Sigma Project
Results each phase

- **Define**
  - Project charter
  - Process map

- **Measure**
  - Data collection → Data collection plan and results
  - Fishbone

- **Analyze**
  - Process analysis; FMEA; Analysis of variance
  - Validation of factors of influence

- **Improve**
  - Ideas for Improvement → Decision Design Matrix
  - Implementation of Improvements → Implementation plan, SOP

- **Control**
  - Verify the results of the new process
    → Data collection plan and new results
    → Control chart
    → Leverage analysis
Lean BPM Project

Results each phase

- **Define**
  - Project charter
  - Process map

- **Measure**
  - not applicable

- **Analyze**
  - Process analysis; FMEA
  - Fishbone

- **Improve**
  - Ideas for Improvement ➔ Decision Design Matrix
  - Implementation of Improvements ➔ Implementation plan, SOP

- **Control**
  - Leverage analysis