

## Case Study #1: Business Process Management (BPM)

### Is Your Organization Suffering from Dysfunctional Process Implementation?

*Organizations continue to struggle with many traditional process management challenges such as culture, alignment and value. In many cases, processes are ill-defined, performed inconsistently, and break down across functional boundaries. Thus, end-to-end processes cannot be automated because they are either broken or not standardized.*

IT Architects was recently engaged to fix a dysfunctional procurement process. This meant that the end-to-end processes fell apart as soon as there was a process that crossed a functional area. Even worse, processes weren't standardized and processes were performed inconsistently by different users, sometimes achieving a different outcome. This resulted in errors, rework, and mistrust of the systems that supported an organization's business processes.

IT Architects standardized the business processes and ensured functional transparency as users within different functional areas worked together as a team. The systems and integrations required to support the processes were also optimized by configuring interfaces accordingly and introducing a workflow layer that ensured system functions were aligned to business processes by considering corporate culture process alignment, and business value. Furthermore, this common procurement process was later introduced into other subsidiaries where an ERP, workflow engine and middleware broker orchestrated end-to-end process execution across the organizational system landscape.

We have found the following to be the top five challenges and priorities for organizations that are trying to standardize and automate their business processes:

- Defining and mapping end-to-end processes
- Engaging leadership in process management
- Aligning process management efforts to the organization's strategy
- Communicating the value of process management
- Moving from a function-based to process-thinking culture

Organizations using best practices rely on industry process frameworks and key metrics to establish transparent end-to-end process deployment and optimize value to the organization and their customers. They have matured their Business Process Management practices to encompass the entire value chain, focus on value to their customers, and assemble processes based on value. Thus, these organizations use value stream analysis to align processes and their measures with strategic objectives. Allowing them to promote and communicate the value of process efforts with the senior leadership team, and both internal and external stakeholders.