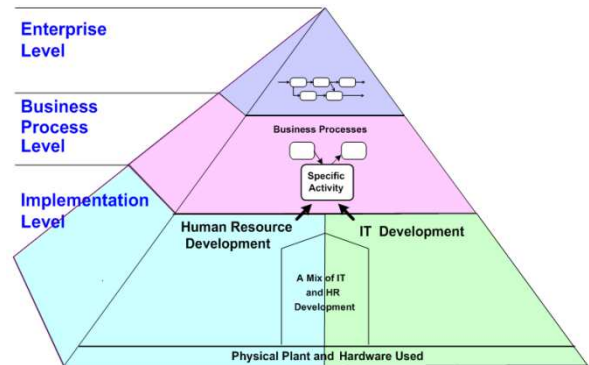


BPTA 301 Architecting & Managing a Process-Centric Organisation

Beyond process improvement, this course teaches how to build and maintain a truly process-centric organisation covering the critical issues of strategic context, process architecture, performance measurement, BPM governance, process architectural alignment and operational management.

It is ideal for organisations who want to take the next step towards true process-based management.

Here's a sneak preview of some parts of this new ground-breaking training program.



Architecture Development Activities

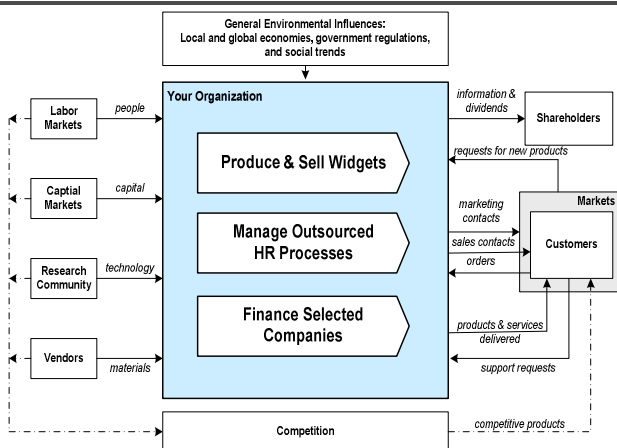
	Understand Enterprise Context	Model Enterprise Processes	Define Performance Measures	Establish Process Governance	Align Architecture
Organization	• Define Organization Boundaries	• Identify Value Chains	• Identify Organization Goals	• Identify Organization Structure (Org. Chart)	• Align Organization Strategy & Goals
Value Chain	• Define Value Chain Stakeholders	• Define Value Chain Subprocesses	• Define Value Chain Measures	• Identify Who will be Responsible for Value Chain Results	• Define What Should be Aligned
Level 1 Processes (in each Value Chain)	• Define Stakeholders for each Level 1 Process	• Define Subprocesses for each Level 1 Process	• Define Measures for each Level 1 Process	• Identify Who will be Responsible for each Level 1 Process	• Define What Should be Aligned to each Level 1 Process
Level 2 Processes (in each Level 1 Process)	• Define Stakeholders for each Level 2 Process	• Define Subprocesses for each Level 2 Process	• Define Measures for each Level 2 Process	• Identify Who will be Responsible for each Level 2 Process	• Define What Should be Aligned to each Level 2 Process



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The course is structured around this matrix. Working left to right, top to bottom, layer by layer we build the understanding and capability required in a process-centric organisation.

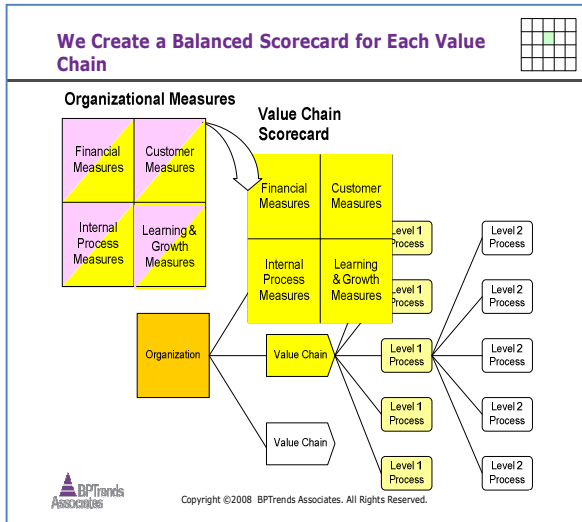
Define an Organization's Value Chains



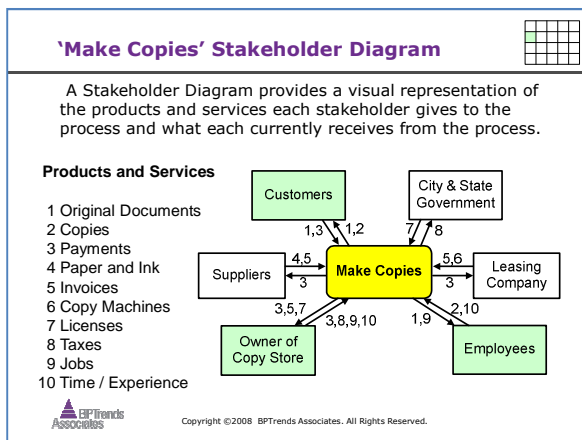
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The Organisation Diagram allows us to model the organisational context and build understanding of the core processes.

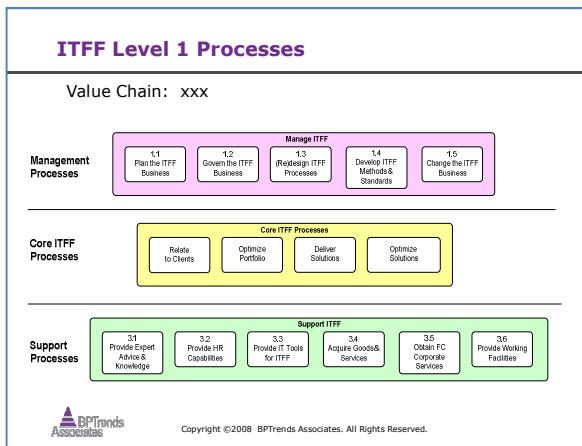
Business Process Management at the Enterprise Level



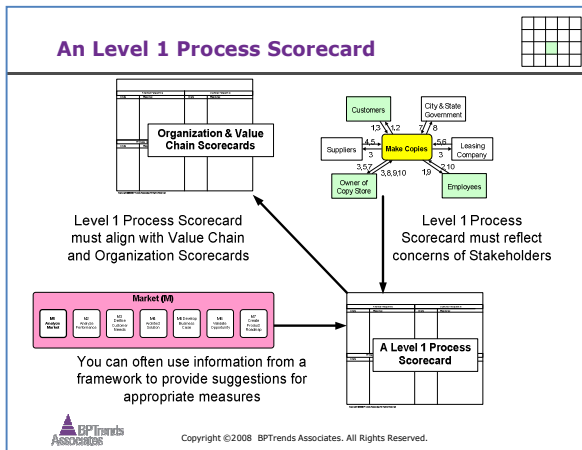
The Balanced Scorecard is an ideal way to maintain a performance architecture that blends function and process measures.



Stakeholder Diagrams allow us to develop a more focussed and detailed understanding of those involved in the process.

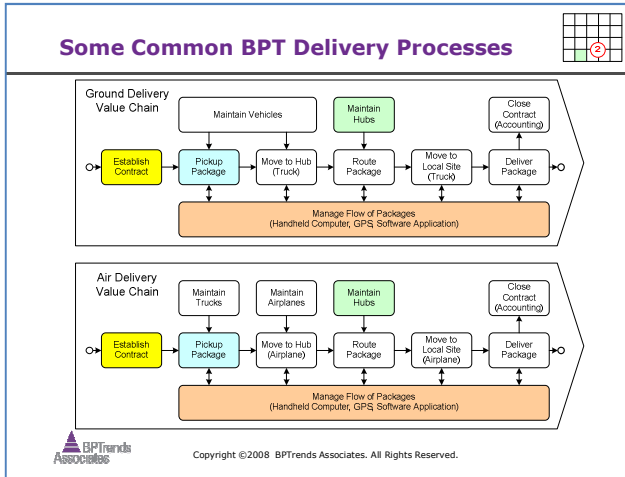


Using a number of case studies and class exercises we develop Process Architectures at Value Chain, Level 1 and Level 2.

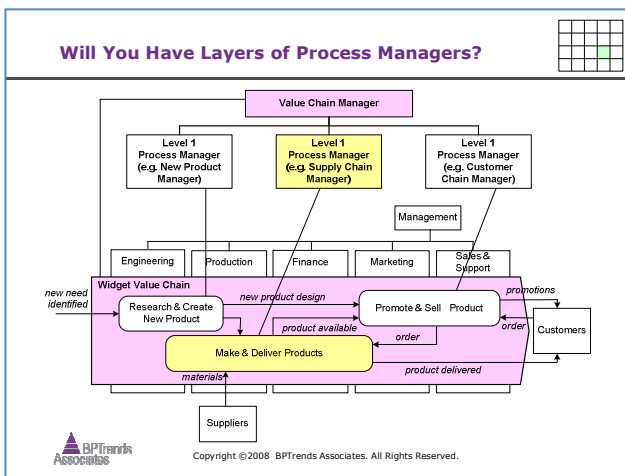


All the tools and techniques, new and old, are integrated into a comprehensive analysis and management toolkit.

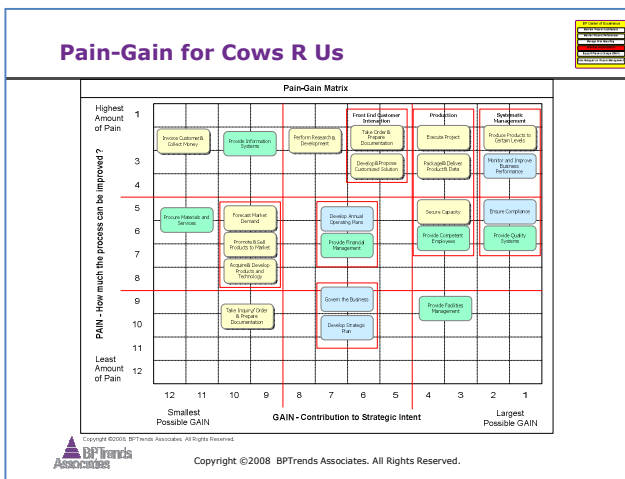
Business Process Management at the Enterprise Level



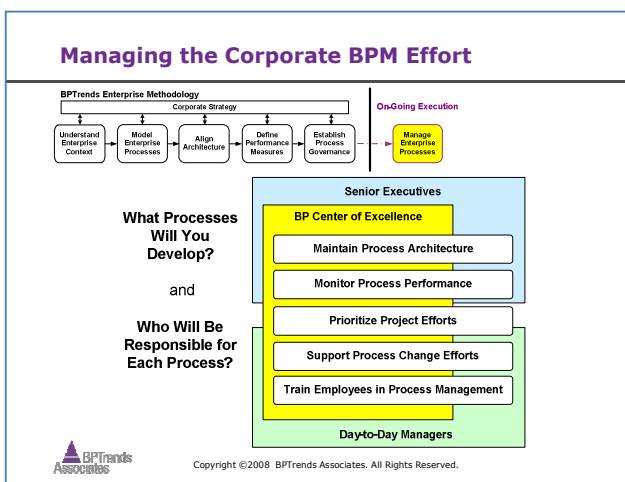
Special topics such as common processes, reference frameworks, IT enterprise architecture alignment and business rules are also discussed.



Issues of governance and accountability are thoroughly discussed.

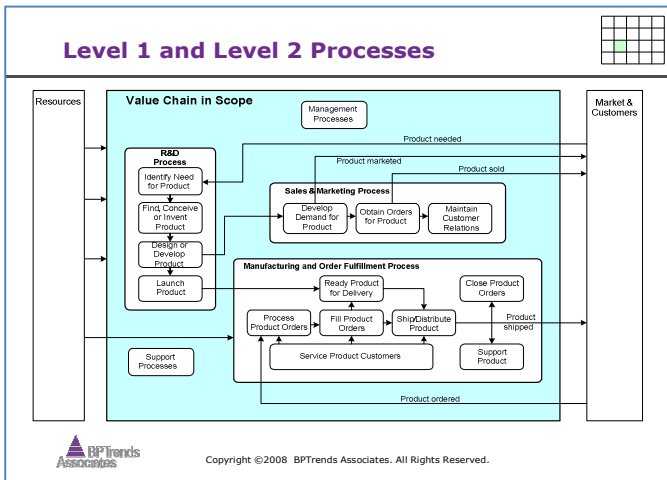


The Pain-Gain Matrix and several other tools and techniques are introduced in these courses. (And yes, Cows-R-Us is one of our new case study exercises!)



The BPM Centre of Excellence is a key element of the process infrastructure at the Enterprise Level.

Business Process Management at the Enterprise Level



By the end of the course you will have understood, modelled, measured, managed and aligned three levels of process architecture, resulting in a sustainable, manageable and holistic process view of the organisation.

Exercise 6: Create Scorecard for BPT Delivery

- Review the BPT Delivery Case Study as needed.
- Create a Organization Scorecard for BPT Delivery. Be sure it aligns with the Vision Statement created for your organization.

Answer: Here's a Possible Organizational Scorecard

Dimension/Outcome for BPT Delivery	Strategic Perspective	Customer Perspective	Financial Perspective
Success	<ul style="list-style-type: none"> Company Sales Growth Operating Income/EBITDA 	<ul style="list-style-type: none"> Customer Value Market Customer Retention 	<ul style="list-style-type: none"> Profit Return on Investment (ROI)
Risk	<ul style="list-style-type: none"> Increased Market Share Increased Return on Equity (ROE) Increased Revenue Increased Cash Flow Increased Earnings Before Interest and Taxes (EBIT) Increased Return on Assets (ROA) Increased Return on Capital Employed (ROCE) Increased Return on Equity (ROE) Increased Return on Investment (ROI) Increased Return on Assets (ROA) Increased Return on Capital Employed (ROCE) 	<ul style="list-style-type: none"> Customer Satisfaction Customer Retention Customer Loyalty Customer Churn Customer Acquisition Customer Lifetime Value Customer Lifetime Profit Customer Lifetime Revenue Customer Lifetime Cost Customer Lifetime Profitability Customer Lifetime Value Customer Lifetime Revenue Customer Lifetime Cost Customer Lifetime Profitability 	<ul style="list-style-type: none"> Revenue Profit Return on Investment (ROI) Return on Assets (ROA) Return on Equity (ROE) Return on Capital Employed (ROCE) Return on Investment (ROI) Return on Assets (ROA) Return on Equity (ROE) Return on Capital Employed (ROCE)
Efficiency	<ul style="list-style-type: none"> Cost per Unit Productivity Quality Customer Satisfaction Customer Retention Customer Loyalty Customer Churn Customer Acquisition Customer Lifetime Value Customer Lifetime Profit Customer Lifetime Revenue Customer Lifetime Cost Customer Lifetime Profitability 	<ul style="list-style-type: none"> Customer Satisfaction Customer Retention Customer Loyalty Customer Churn Customer Acquisition Customer Lifetime Value Customer Lifetime Profit Customer Lifetime Revenue Customer Lifetime Cost Customer Lifetime Profitability 	<ul style="list-style-type: none"> Revenue Profit Return on Investment (ROI) Return on Assets (ROA) Return on Equity (ROE) Return on Capital Employed (ROCE) Return on Investment (ROI) Return on Assets (ROA) Return on Equity (ROE) Return on Capital Employed (ROCE)

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As usual there will be many opportunities to put the theory into practice via case study exercises completed in groups.

The BPTrends Associates BPM pyramid and methodology works at three levels: Enterprise, Process and Implementation. At the **Enterprise Level**, the subject of this course, we deal with organisational and BPM strategy, process architectures, governance and the range of issues that have the *organisation-in-focus*. The **Process Level** describes how we conduct process redesign projects, ie at this level we have the *process-in-focus*. At the **Implementation Level** we are running the variety of projects required to execute the process redesign recommendations; at this level we have the *project-in-focus*.

This course, *Architecting & Managing a Process-Centric Organisation*, is designed for organisations seeking to move beyond ad hoc process improvement to enterprise-wide process management. It is a must for anyone serious about developing a process-based management culture.

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