

Winner: The BPM Awards 2008

BAE Systems Australia Visual Business Management System (BMS)

Overview

BAE SYSTEMS

BAE Systems Australia had traditionally maintained its systems through an intranet based Business Management System (BMS). Consisting of over 550 physical documents and being accessed by more than 2,500 people across 50 sites in Australia, this system was identified as an area for improvement.

An internal development team successfully transformed the traditional intranet system into an interactive and visual BMS. The resultant system has dramatically improved how processes are managed. The Visual BMS provides a single portal for process assets allowing exemplars, process aids and leading practice to be drawn from a single repository. The end result is an increased sharing of expertise, technology and best practice across BAE Systems.

Business Drivers

One of BAE System's Group strategic objectives was to "Increase sharing of expertise, technology and best practice between our global businesses". This provided the underlying strategic imperative for the development of the Visual BMS along with the following particular drivers:

- employee feedback indicated that the current BMS was seen to be adding cost, complexity risk
- a requirement for key organisational processes to be operating at least at CMMI maturity level 3.

Innovation Impact

The Visual BMS resulted in four key innovations:

Creation of a Visual World.

When navigating through the old paper text-based BMS, users became lost in a complex world. The new visually rich process models illustrate process inputs, activities, outputs and responsibilities for processes with links to important documents.

Establishment of a Process Baseline.

Within a complex and multi-disciplinary environment, the Visual BMS has established a process baseline that is under full configuration control. This level of control and



management had not been previously applied to organisational processes.

Improvement of End-to End Processes.

The graphical process models highlight areas for process improvement by identifying hand-offs, disconnects and misalignments. Tailored reports provide an effective mechanism for prioritising cross-functional process improvements.

Establishment of a Centre of Excellence.

A team of specialists was established to create the process management environment and lead the transformation of the BMS Australian practices have been adopted within the global business in the USA and the United Kingdom.

BUSINESS BENEFITS

Tangible and intangible business benefits have been attributed to the creation of the Visual BMS.

- A renewed focus on process improvement and Business Process Management
- Launch applications, link to associated forms and open documents from within the process tool
- Majority of processes are now represented in a single view rather than within large text document
- Global re-use of intellectual property, eg processes, training materials, guidelines, plans, reports
- The modelling environment has provided for more efficient CMMI appraisal processes
- The approach used for the Visual BMS has increased alignment with the key company values.