

Capturing value from application of business processes

By Jeffrey Bruckner

Capturing value from business process improvement (BPI) demands clarity, vision and a holistic approach that navigates the complex linkages between the different communities present in every enterprise, upstream to general business managers and downstream to technology managers.

The keys to a successful outcome are the creation of a management playbook, thoughtful and thorough scenario analysis, and targeted program development, followed by disciplined execution and tracking -- each step governed by collaborative decisions. The management playbook enables repeatable and documented management processes with a maturity advancement plan that moves the enterprise forward. Collaborative decision making brings the playbook to life -- to select the target scenario, visualize interconnected business-process-technology models, and establish ongoing financial measurements that track and assure enduring business impact.

Before embarking on a BPI initiative, take a close look at how your enterprise will capture measurable value. The following five-step approach delivers rapid, predictable results, beginning with an assessment of management practices and culminating with ongoing business performance monitoring and tracking to ensure enduring business impact:

Assessment

Assess the current state of management practices and enterprise architecture.

Identify areas requiring improved management maturity and greater visibility and transparency.

Roadmap

Identify critical elements required to realize value from business process change: strategy planning, enterprise architecture, governance and investment management.

Together with the core stakeholders, develop the management playbook and associated roadmap to realize value.

Scenario: Analyze and select

Build scenarios that align the elements of a layered enterprise architecture (for example, business model, process model, application model and system model).

Identify and document the interconnections and dependencies between the architectural layers.

Use BPI tools to develop one or more scenarios.

Analyze scenarios and select for the optimal business result, considering factors including financial, risk, resource, supplier, change management and strategic impacts.

Program: Develop and implement

Develop an enterprise architecture transformation program to realize the chosen scenario via the roadmap.

Define the timing, investments and resources required to execute the program and document the expected value of the transformation.

Communicate with and secure the commitment of all stakeholders.

Track performance

Track the enterprise-architecture change program execution and outcomes, ensuring that the program is delivered and the anticipated business value is achieved.

Intervene and adjust the program content to ensure value realization.

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