An overview of
Business Process Management (BPM)

By Omid Akhavan – Dec 2018

Business Process (BP)

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Components of a Business Process

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Business Process Architecture (BPA)

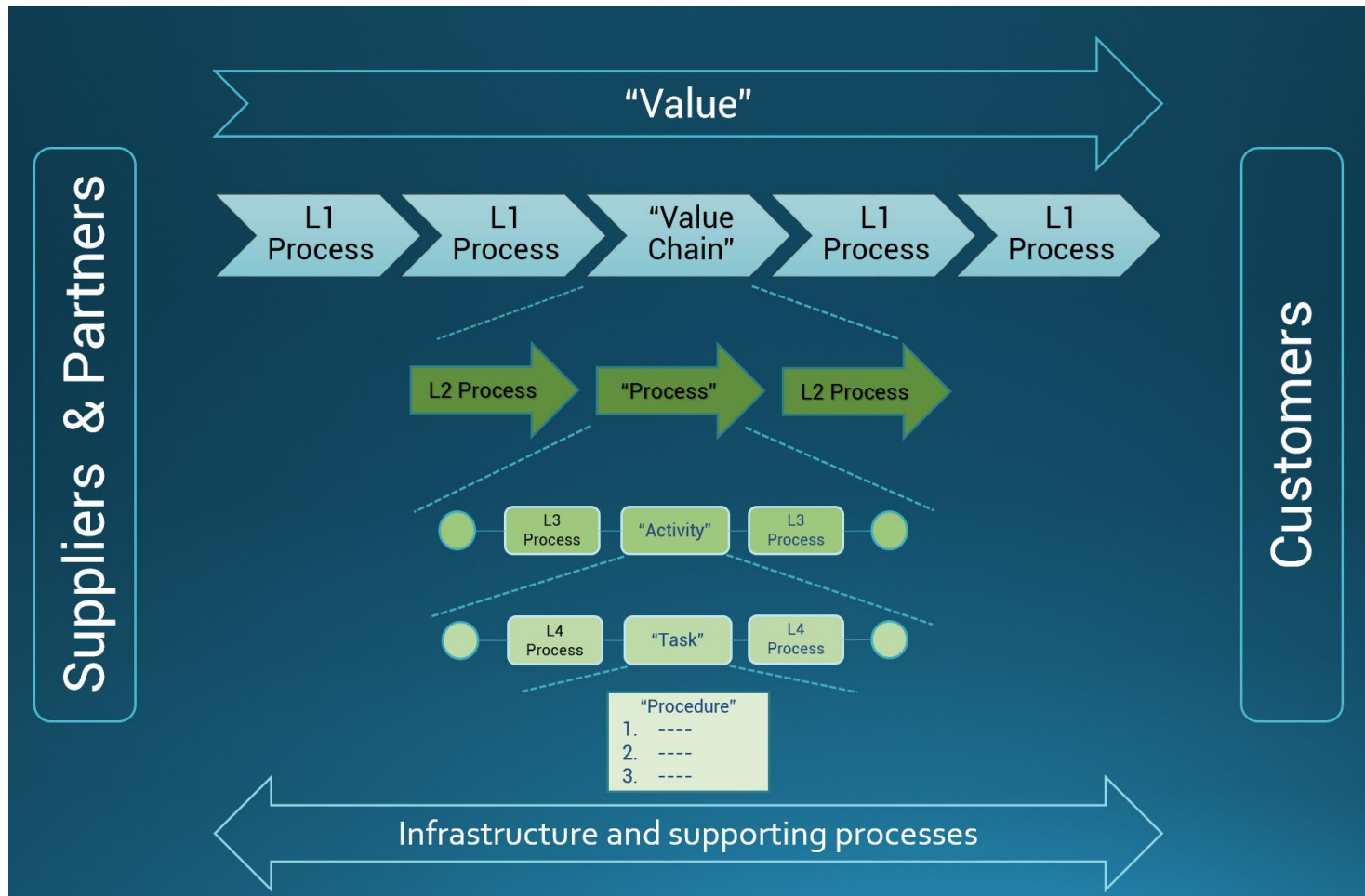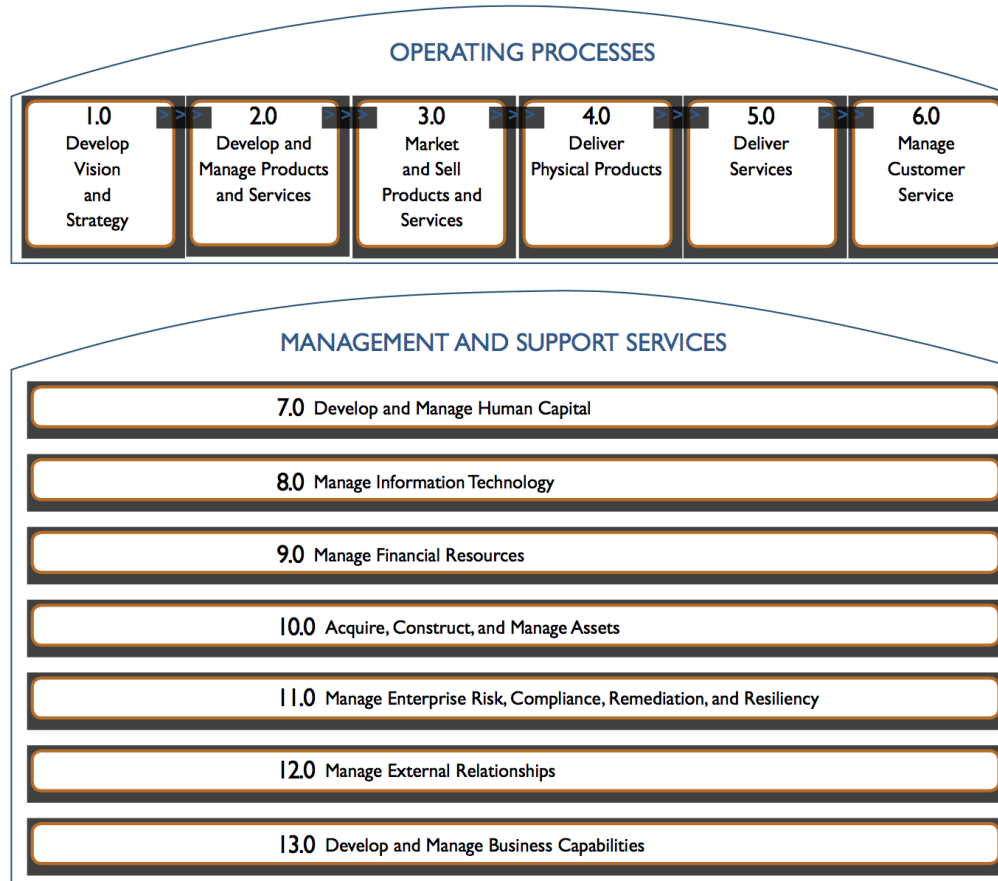An Overview of Business Process Management (BPM) by Omid Akhavan - Dec 2018

Process Classification Framework (PCF) by APQC

OPERATING PROCESSES

1.0 Develop Vision and Strategy	2.0 Develop and Manage Products and Services	3.0 Market and Sell Products and Services	4.0 Deliver Physical Products	5.0 Deliver Services	6.0 Manage Customer Service

MANAGEMENT AND SUPPORT SERVICES

7.0 Develop and Manage Human Capital

8.0 Manage Information Technology

9.0 Manage Financial Resources

10.0 Acquire, Construct, and Manage Assets

11.0 Manage Enterprise Risk, Compliance, Remediation, and Resiliency

12.0 Manage External Relationships

13.0 Develop and Manage Business Capabilities

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Process Classification Framework (PCF) by APQC

Level 1 - Category — 10.0 Manage Enterprise Risk, Compliance, Remediation and Resiliency (16437)

Represents the highest level of process in the enterprise, such as Manage customer service, Supply chain, Financial organization, and Human resources.

Level 2 - Process Group — 10.1 Manage enterprise risk (17060)

Indicates the next level of processes and represents a group of processes. Perform after sales repairs, Procurement, Accounts payable, Recruit/source, and Develop sales strategy are examples of process groups.

Level 3 - Process — 10.1.4 Manage business unit and function risk (17061)

A process is the next level of decomposition after a process group. The process may include elements related to variants and rework in addition to the core elements needed to accomplish the process.

Level 4 - Activity — 10.1.4.3 Develop mitigation plans for risks (16458)

Indicates key events performed when executing a process. Examples of activities include Receive customer requests, Resolve customer complaints, and Negotiate purchasing contracts.

Level 5 - Task — 10.1.4.3.1 Assess adequacy of insurance cover (18129)
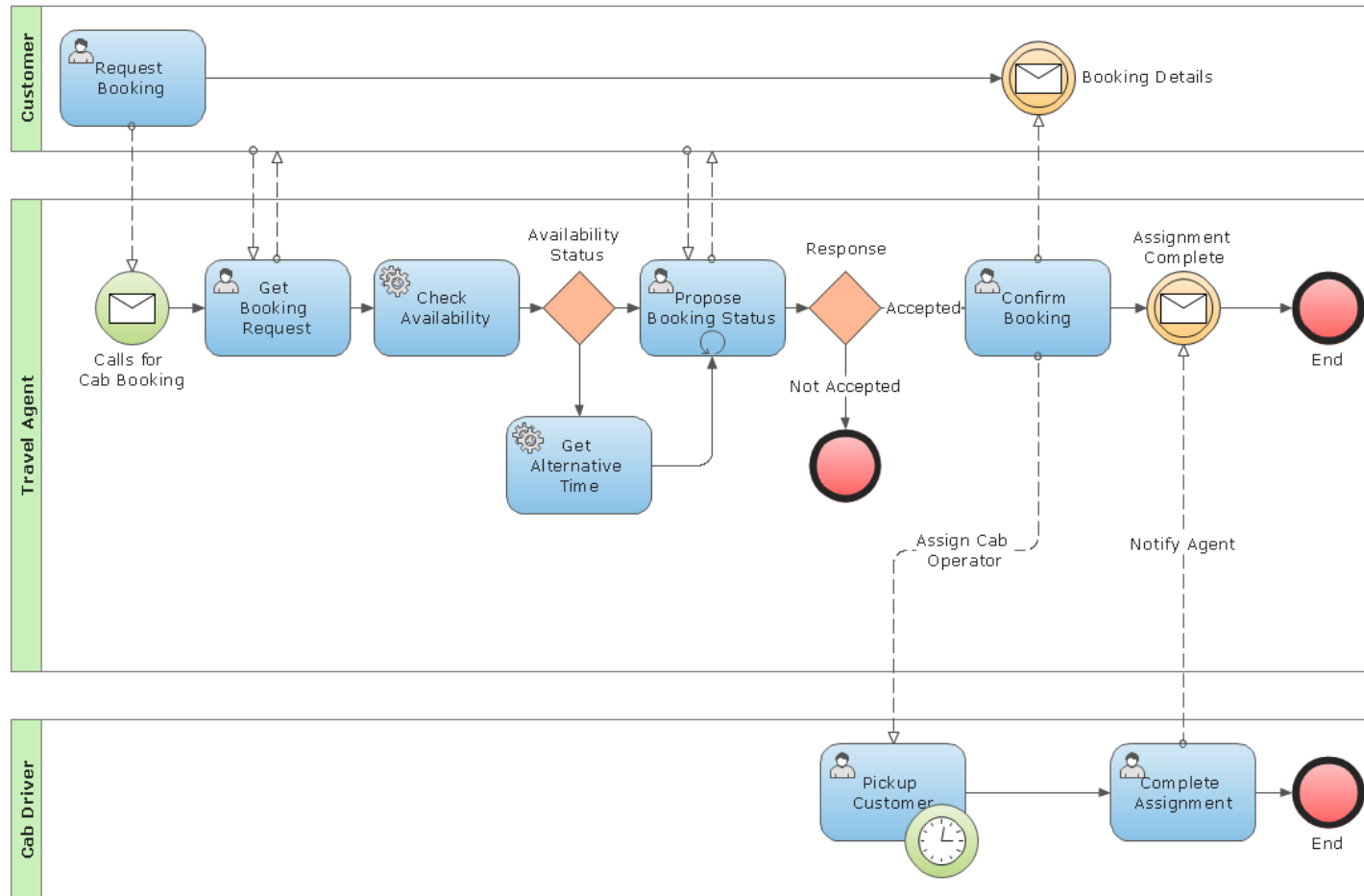
Tasks represent the next level of hierarchical decomposition after activities. Tasks are generally much more fine grained and may vary widely across industries. Examples include: Create business case and obtain funding and Design recognition and reward approaches.
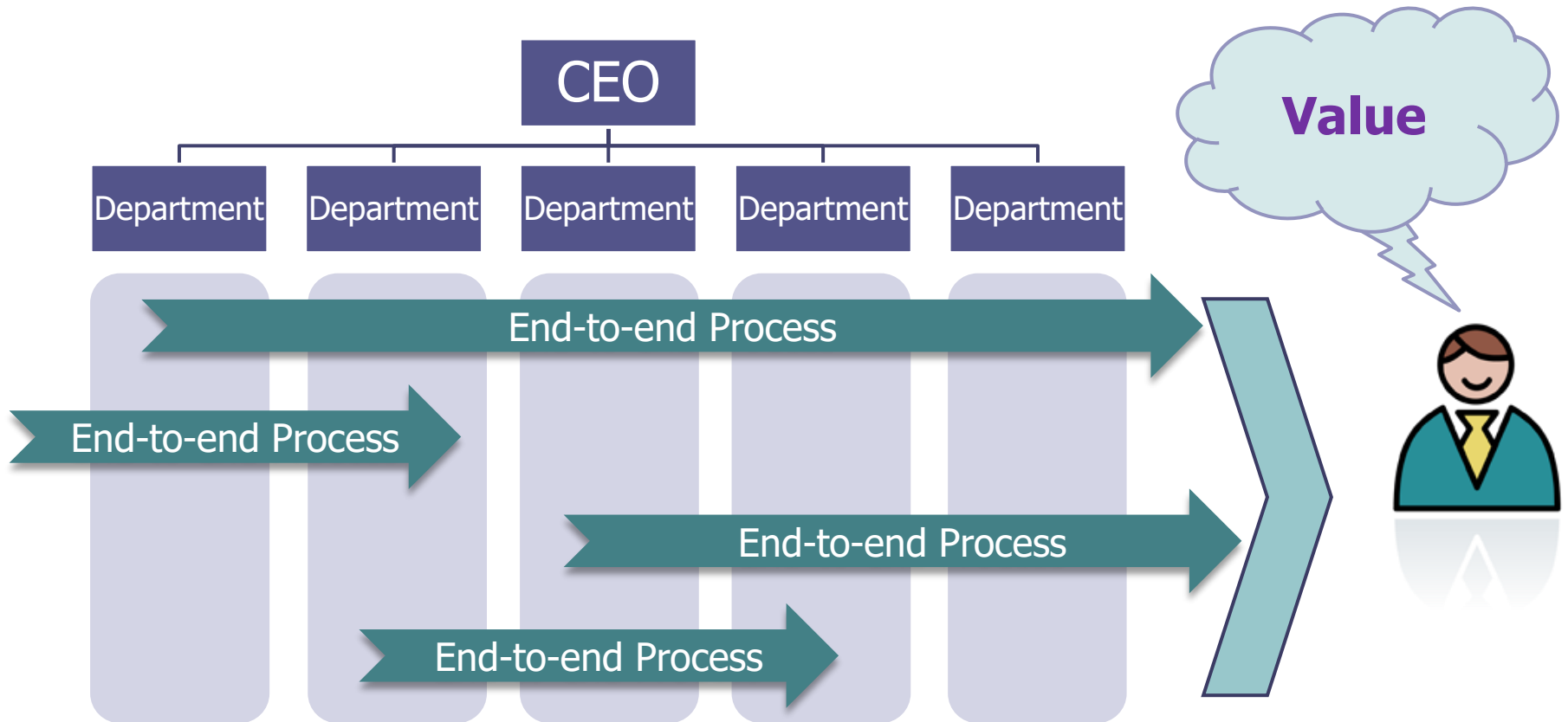
Process Classification Framework (PCF) by APQC

4.0 Deliver Products and Services (10005)

4.1 Plan for and align supply chain resources (10215)

4.1.1 Develop production and materials strategies (10221)

4.1.1.1 Define manufacturing goals (10229)

4.1.1.2 Define labor and materials policies (10230)

4.1.1.3 Define outsourcing policies (10231)

4.1.1.4 Define manufacturing capital expense policies (10232)

4.1.1.5 Define capacities (10233)

4.1.1.6 Define production network and supply constraints (10234)

4.1.1.7 Define production process (14193)

4.1.1.8 Define production workplace layout and infrastructure (14194)

4.1.2 Manage demand for products and services (10222)

4.1.2.1 Develop baseline forecasts (10235)

4.1.2.2 Collaborate with customers (10236)

4.1.2.3 Develop consensus forecast (10237)

4.1.2.4 Determine available to promise (10238)

4.1.2.5 Monitor activity against forecast and revise forecast (10239)

4.1.2.6 Evaluate and revise forecasting approach (10240)

4.1.2.7 Measure forecast accuracy (10241)

4.1.3 Create materials plan (10223)

4.1.3.1 Create unconstrained plan (10242)

4.1.3.2 Collaborate with supplier and contract manufacturers (10243)

4.1.3.3 Identify critical materials and supplier capacity (10244)

4.1.3.4 Monitor material specifications (10245)

4.1.3.5 Generate constrained plan (10246)

4.1.3.6 Define production balance and control (14196)

4.1.4 Create and manage master production schedule (10224)

4.1.4.1 Create site-level production plan and schedule (10247)
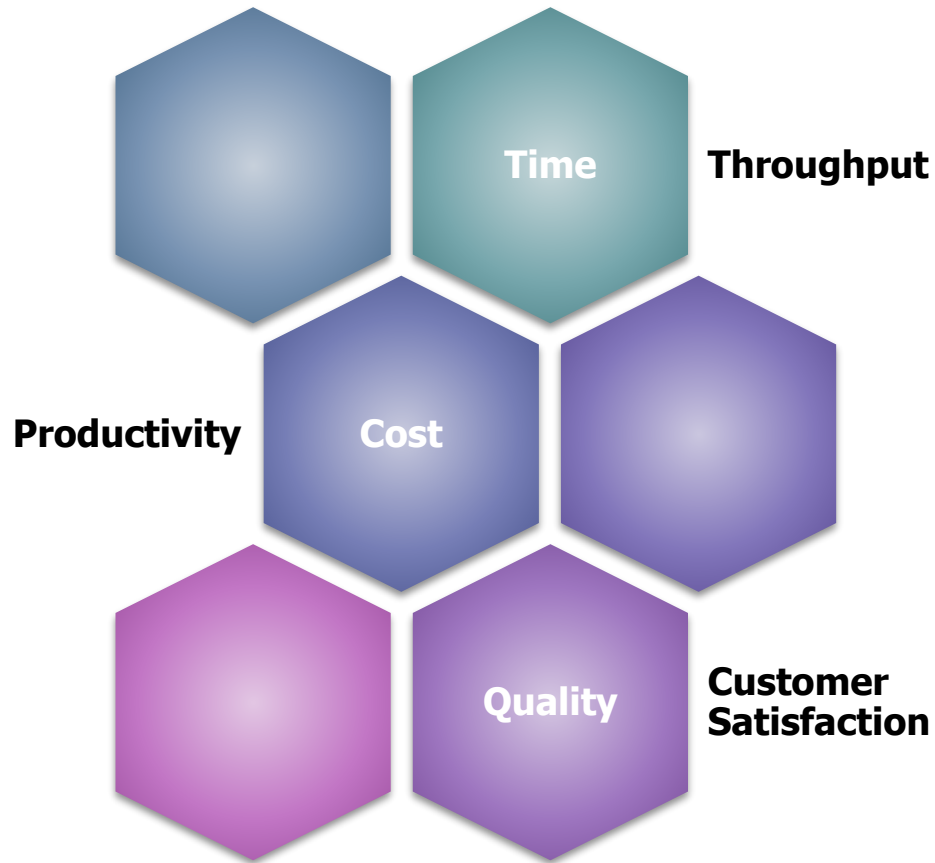
4.1.4.2 Manage work-in-progress inventory (10248)

Business Process Model and Notation (BPMN)

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Process-oriented Organizations

CEO

| Department | Department | Department | Department | Department |

End-to-end Process

End-to-end Process

End-to-end Process

End-to-end Process

Value

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Performance Measurement

Time **Throughput**

Productivity **Cost**

Quality **Customer Satisfaction**

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Business Process Management (BPM)

Business Process Improvement

Business Management & Monitoring

Information Technology (BPMS)

BPM

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BPM Activity Cycle

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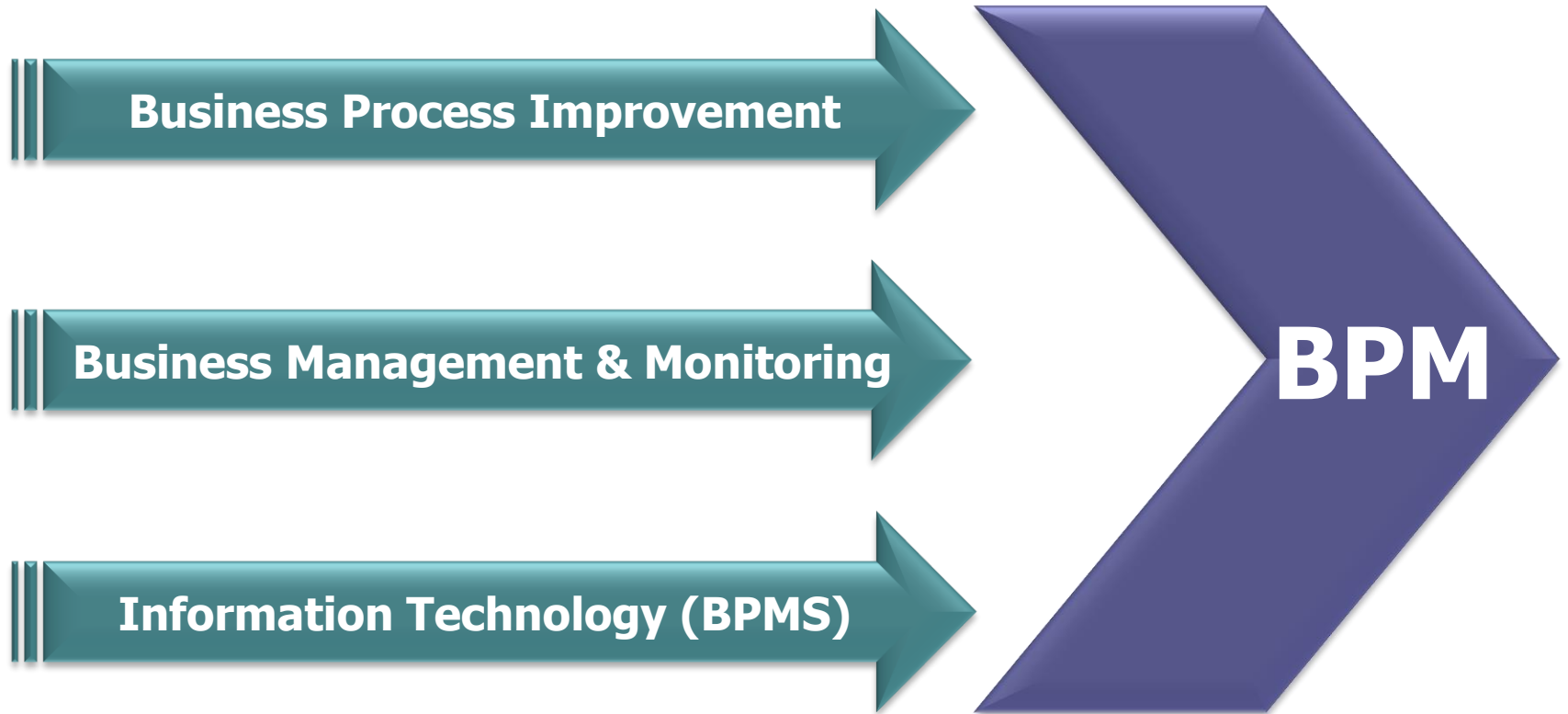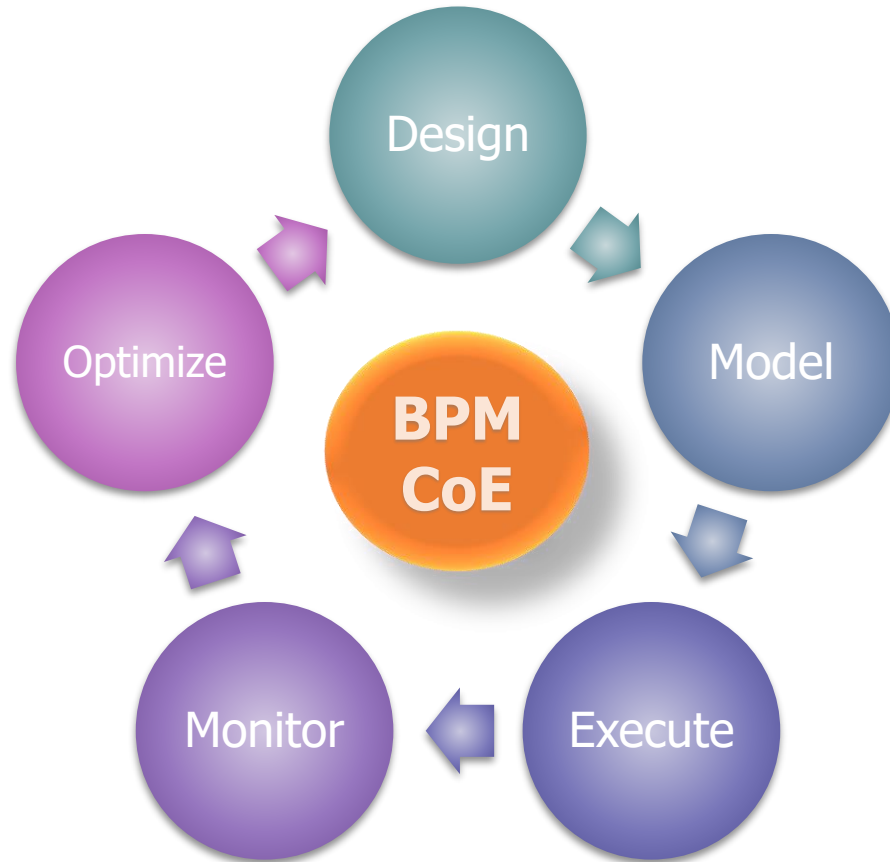
BPM Strategic Alignment

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BPM Stakeholders

Customers | Suppliers

Shareholders

Partners | Consultants

C-Level
Managers
Supervisors
Staff
Operators

BPM Critical Success Factors

Management Commitment

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