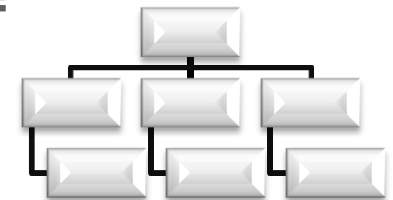
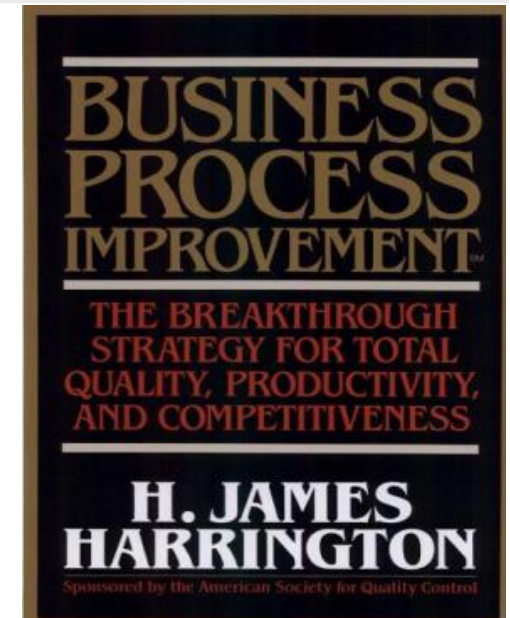
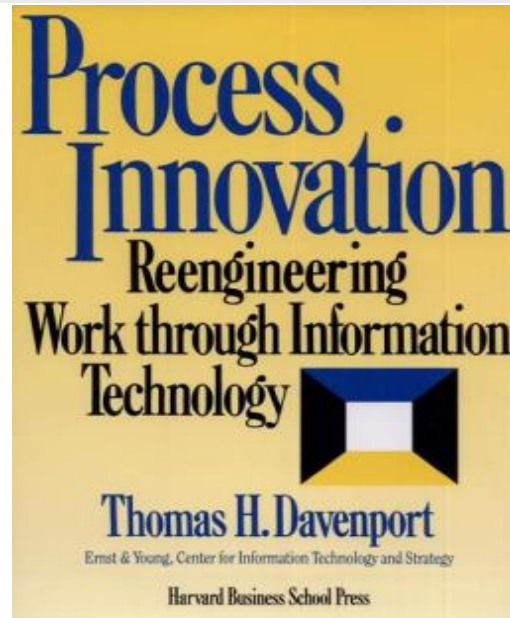
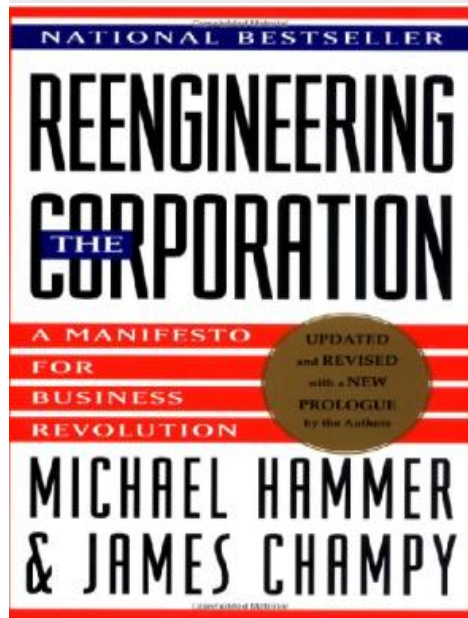


The non-technical side of business processes

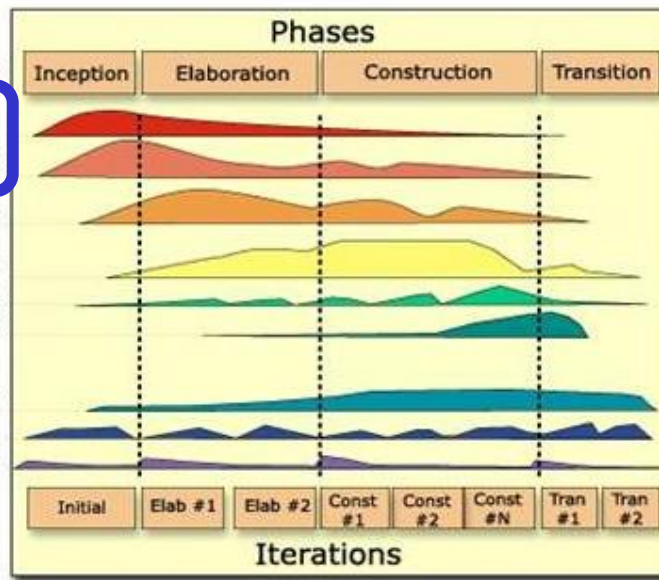
How important is it for digital innovations?



Digital innovations may support processes



Processes may support digital innovations

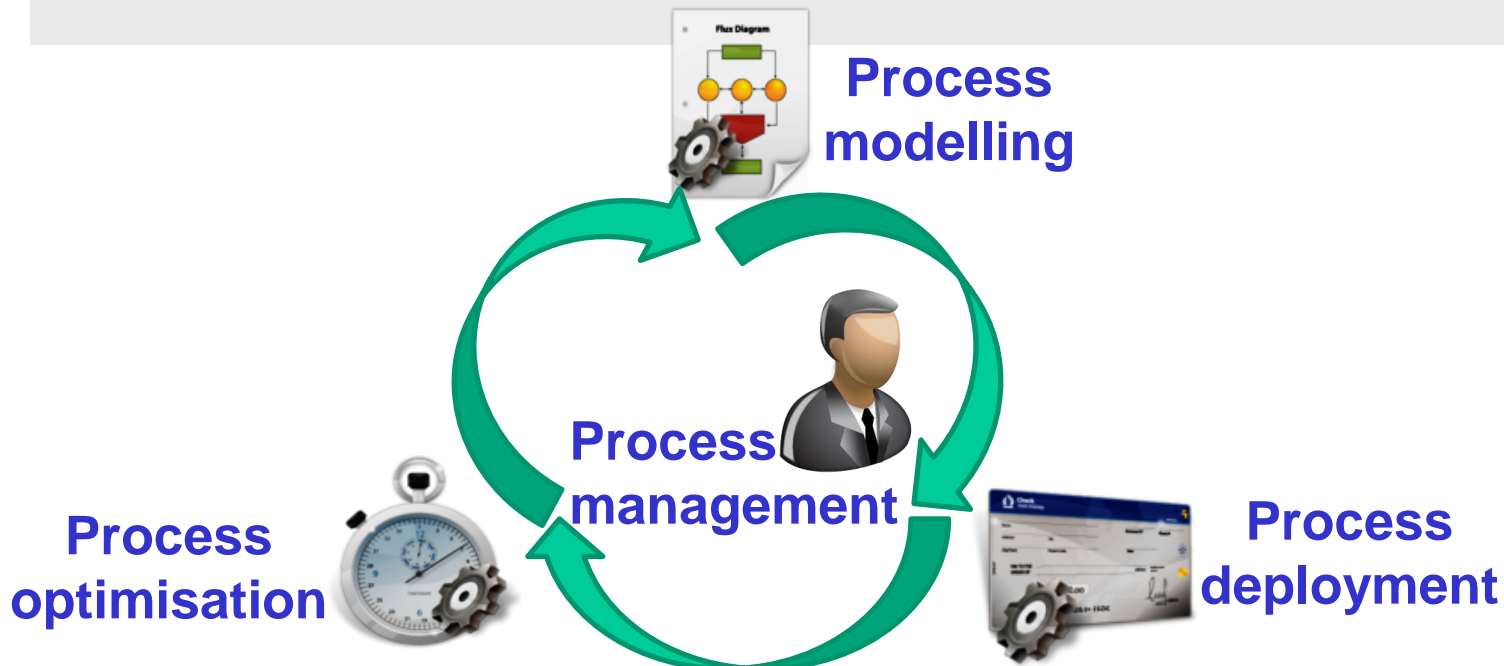


(Source: RUP framework: <http://www.ibm.com/developerworks/rational/library/feb05/krebs/>)

	Why	How	What	Who	Where	When
Contextual	Goal List	Process List	Material List	Organisational Unit & Role List	Geographical Locations List	Event List
Conceptual	Goal Relationship	Process Model	Entity Relationship Model	Organisational Unit & Role Relationship Model	Locations Model	Event Model
Logical	Rules Diagram	Process Diagram	Data Model Diagram	Role Relationship Diagram	Locations Diagram	Event Diagram
Physical	Rules Specification	Process Function Specification	Data Entity Specification	Role Specification	Location Specification	Event Specification
Detailed	Rules Details	Process Details	Data Details	Role Details	Location Details	Event Details

(Source: Zachman framework: http://en.wikipedia.org/wiki/Zachman_Framework)

Main focus on the process lifecycle



But there is more ...

- Maturity models and capability frameworks
 - For digital innovations
 - E.g. SAP
 - For processes
 - E.g. De Bruin & Rosemann
 - E.g. Van Looy *et al.*

Digital capability framework (E.g. SAP)

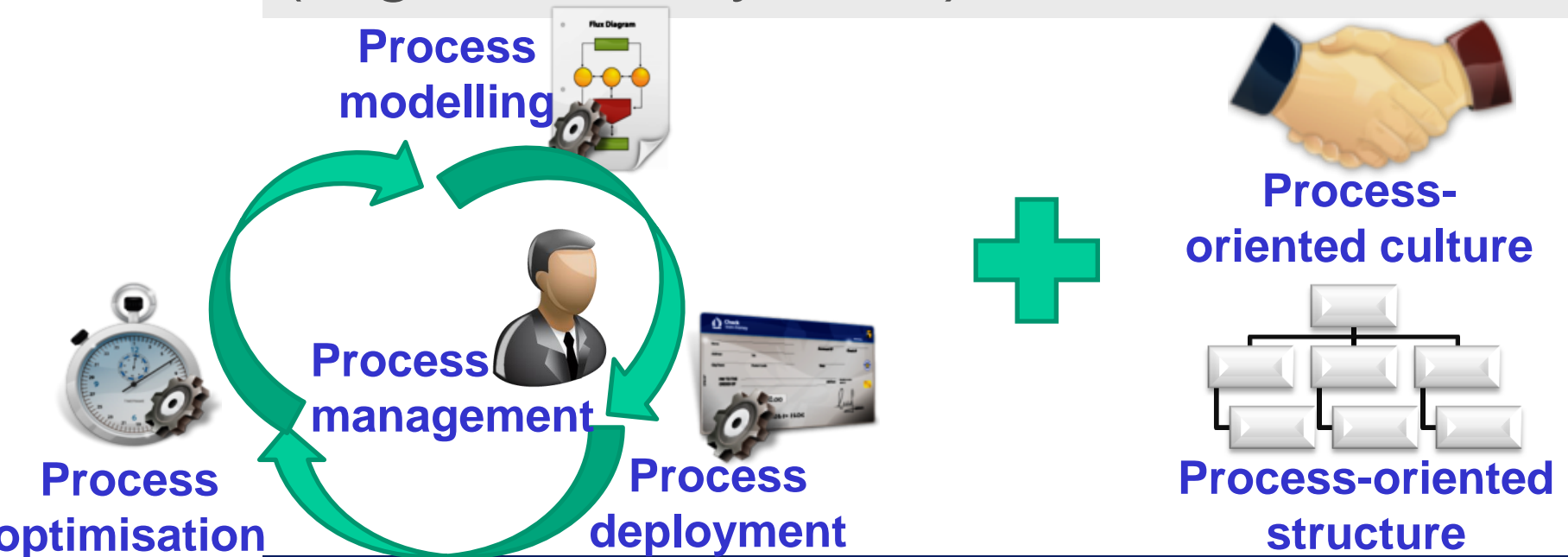
- Digital Transformation Enablers:
 - Transformation Capability
 - Innovation Capability
- Digital Transformation Goals:
 - Customer Centricity
 - Effective Knowledge Worker
 - Operational Excellence
 - IT Excellence

Maturity models for processes (E.g. de Bruin & Rosemann)



(Source: Handbook on BPM I)

Capability frameworks for processes (E.g. Van Looy *et al.*)

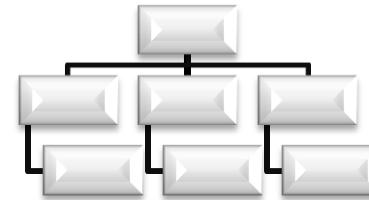


Upper layer
(organisational)



Process-oriented culture

- Values
- Attitudes & behaviours
- Appraisals & rewards
- Top management commitment



Process-oriented structure

- Organisation chart
- Governance bodies

Lower layer
(per process)



Process modelling

- Process design
- Process analysis



Process deployment

- Process implementation & enactment
- Process measurement & control



Process optimisation

- Process evaluation
- Process improvement

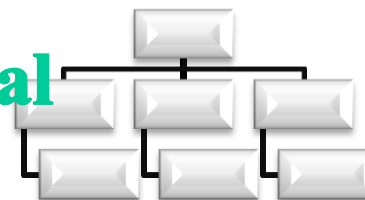


Process management

- Strategy & KPIs
- External relationships & SLAs
- Roles & responsibilities
- Skills & training
- Daily management

(Source: SpringerBriefs in BPM)

Mostly non-technical



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Process modelling Process deployment Process optimisation Process management

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Upper layer
(organisational)

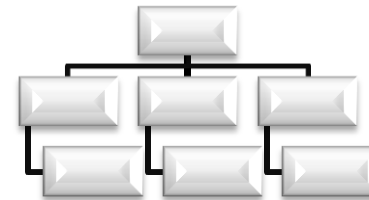
Lower layer
(per process)

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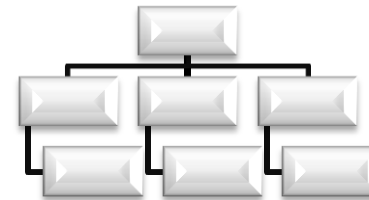
(Source: SpringerBriefs in BPM)

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Process management

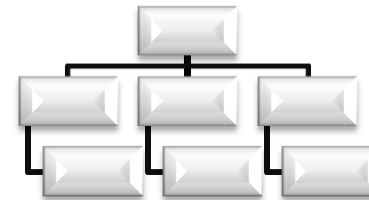
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Lower layer
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Process modelling Process deployment Process optimisation Process management

- | | | | |
|--|---|---|---|
| <ul style="list-style-type: none"> • Process design • Process analysis | <ul style="list-style-type: none"> • Process implementation & enactment • Process measurement & control | <ul style="list-style-type: none"> • Process evaluation • Process improvement | <ul style="list-style-type: none"> • Strategy & KPIs • External relationships & SLAs • Roles & responsibilities • Skills & training • Daily management |
|--|---|---|---|

Conclusion for digital innovations

- Technical aspects of processes are important
- But, don't forget the non-technical aspects too



Thank you! Questions?

<http://www.amyvanlooy.eu>