

# BUSINESS TRANSFORMATION OR BETTER SAMENESS?

Despite all the wonderful technology out there, the people involved still need help – on where to start, and training on the subtler techniques and best practices.

- Where do we start? How do I start?
- How do we ensure projects are successful – set up right, from the beginning?
- How do we build a more customer-centric offering?
- How can I get the business to take ownership?
- How can we convince Executive Management that BPM will help them achieve their goals?
- How can the organization grow its capabilities and skills to become more self-sufficient?
- What skills and capabilities do we really need in house?
- How do we keep abreast of the latest developments?
- How will we roll this out to the wider Enterprise?

There are few places where you can go for authoritative resources and assistance. We created The Center for BPM at BPM Focus to provide just such a framework of resources.



**Customer Experience** is king when it comes to developing a **Competitive Edge**. And with the change curve moving so fast, it is clear that most companies will be caught on the wrong side of it! Why? Because without realizing it, they are opting for “Better Sameness.” Insightful firms, on the right side of the change curve, are already focusing on delivering *Great Customer Experiences* and are reaping the rewards in long-term brand recognition, growth and profits. While they have identified agile approaches such as BPM (and its related technologies), they realize that technology on its own is never the answer. These organizations are investing in **Business Transformation** focused on innovative, customer-oriented services, supported by effective processes. The *Great Customer Experiences* that ensue deliver value to customers every time and create more value for the business along the way. For an overview of Transformation issues, see this [video](#) of Center for BPM partner Dr Allan Webster (at a recent conference).

Building an effective capability and competence in BPM is at the heart of Business Transformation and competitive advantage. Why? Because, *Services* are *Collections of Processes* – they can be designed to deliver *Great Customer Experiences* and superior *Customer Value*. Satisfied customers means better business relationships, stronger results (while competitors stumble), and a more effective BPM change program.

In this age of “I can do it,” this training course ensures **Business Managers** can lead the *Business Transformation* needed, focusing on the BPM initiative as a vehicle to design and deliver *Customer-focused Services*. The course is also for **Process Owners, Business Analysts, Process Architects/Designers** and **BPM Project Managers** to ensure they can design appropriate *Business Services* with effective supporting *Processes*.

Delegates will develop a shared understanding of:

- The business imperative for customer-focused services; and how BPM supports *Business Transformation*.
- How to develop a *Cultural Change Program* for the business that delivers a *Customer-focused, Service-oriented* organization.
- How to undertake a fundamental reassessment of *Process Architecture* to support a *Dynamic, Customer-oriented* organization.

Delegates will become proficient in using the following techniques and methods:

- *Dynamic 5 Service Organization Design* method.
- *Core Constraints Analysis* technique.
- *Outcome-based, Customer-focused Service Design* principles.
- *MAGIC Moments for Designing Great Customer Experiences*.
- *Unit of Work Analysis* technique for ensuring appropriate *Process Architectures*.

## MAKING THE LEARNING REAL

Delegates will collaborate in small teams, applying the learning to their *own* business problems, developing a case study that is meaningful (and even implementable) on return to base. Ideally then, **bring the team** and during the course you can work on a real situation (from your business), using real tools; you will experience the service creation process as you learn.

# BUSINESS TRANSFORMATION OR BETTER SAMENESS - COURSE OUTLINE

## Day 1

### **The Business Imperative**

Drivers for change and The New Order  
Building Competitive Advantage  
Goldratt's Law – Removing the Core Constraint

*Where is your business right now?  
How 'fit' is your business?*

### **Business Transformation or Better Sameness?**

The Role of BPM  
Transformation and Process Improvement  
Introduction to BPM  
Role and Opportunity of Business Process  
New Capabilities that Technology Enables  
*How fit are your processes?*

### **A Structured Approach**

From Functional to Service Organizations  
Service Organization DNA  
Dynamic 5 Service Organization Approach

### **Designing Services**

A Service is a set of Processes  
Customer Focus as a Source of Innovation  
Designing a Service (*a Learning Activity*)  
Core Constraints Analysis  
Service Analysis  
*How 'fit' are your services?*  
Selecting a Service Scenario  
*An Outcome-Based Service for Design*

## Day 2

### **BPM Tools for Service Design and Delivery**

Collaborative Working  
Building a Service as a set of Processes  
Rapid Development; Rapid Improvement  
Seeing the Possible – Together!

### **Designing a Great Customer Experience**

Designing a Customer Experience Statement  
Customer Experience using MAGIC Moments  
Service Delivery DNA  
*Complete your Service Design*

### **Using BPM to Design and Deliver Services**

Strategy to Delivery; Measurement to Learning  
Service Management DNA  
Balanced Scorecard for Services Management

### **Developing Appropriate Processes**

Classifying Processes  
The Unit of Work and its Lifecycle  
Designing the Service Process  
Designing the Service Management Process  
Implications for Strategy and Architecture  
*Identify your Processes and how they Work Together*

### **Review**

*Fit for the future? Where should you begin?  
How can you engage your business people?*

### **Who Should Attend**

*This training course focuses on a robust yet accessible approach for envisioning a BPM technology-enabled, customer-centric organization. It is most effective when those involved in the BPM program work closely with their colleagues in the business. Together they will explore the techniques and methods, developing a shared understanding of the possible.*

*As such, delegates could come from a wide variety of disciplines. Job titles may include:*

- General Managers
- Business Managers
- Change Managers
- Process Owners
- Consultants and Trainers
- Business Analysts
- BPM Project Managers
- Process Analysts

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## COURSE LEADERS

**Dr Allan Webster** is co-founder of The Center for BPM and has been the lead designer and key practitioner in several large Business Transformation programs in the public and private sectors. His career began as a minister. He then he spent 20 years as a prison governor and was the architect and lead one of the first public sector strategic transformation programs in the late 80s. He wrote a new 'penal philosophy' as the keystone of the business strategy, which later became the strategy of the Scottish Prison Service. For the past 18 years he has worked as a business strategy and business transformation consultant. He was the lead consultant in the first Review of the Scottish Executive, worked with The Prime Minister's Office for Public Services, the DVLA, Transport Direct, Traffic Area Network, Sport England, Paymaster and many other large organizations. Allan graduated in Divinity, and has a PhD in Organization and Management. He has lectured in Public Sector Strategic Management at The Judge Institute of Management (Cambridge University).



**Derek Miers** is CEO of BPM Focus and co-founder of The Center for BPM. He is one of the world's leading experts on BPM. As Co-Chairman of BPMI.org, he helped merge the organization with the OMG. He has been operating as an independent Industry Analyst in the business process arena since 1992. Over the years, he has carried out a wide range of consulting roles including running hundreds of training courses, undertaking detailed technology selection assessments and project-risk assessment studies. Other engagements have involved the provision of strategic consulting advice - from facilitating board level conversations around BPM initiatives, through to establishing effective BPM Project and Expertise Centers, to helping clients develop new business models that leverage business process strategies. Clients have included many of the world's largest and well-known financial services companies (banks, building societies and insurers), pharmaceutical companies, telecoms providers, commercial businesses, product vendors and governmental organizations. He co-authored the *BPMN Modeling and Reference Guide*.

