

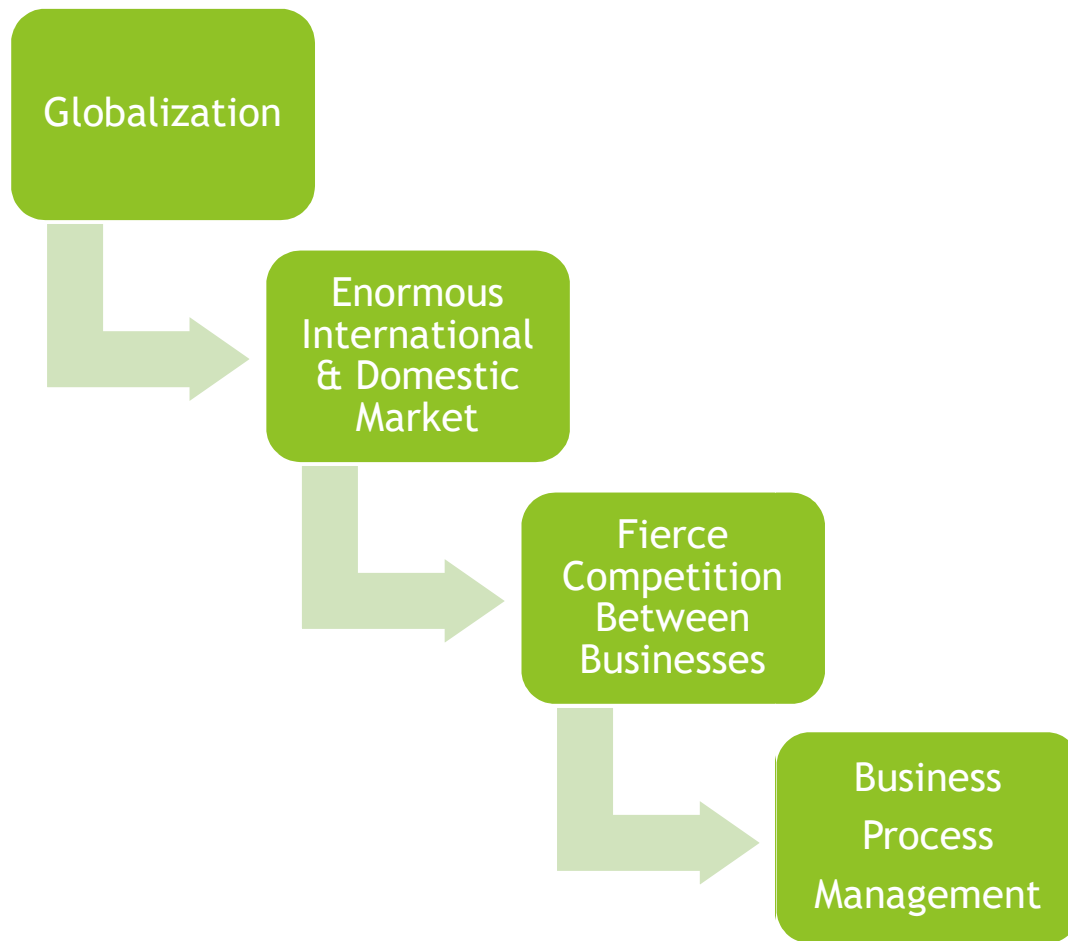


Business Process Management Cases Digital Innovation and Business Transformation in Practice

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Introduction



Business Process Management (BPM)

- ▶ Business Process Management : is the research field in operation management which specializes in discovering, analyzing, measuring and automatizing new business processes.

Innovative Ideas  Products & Services

Flexibility

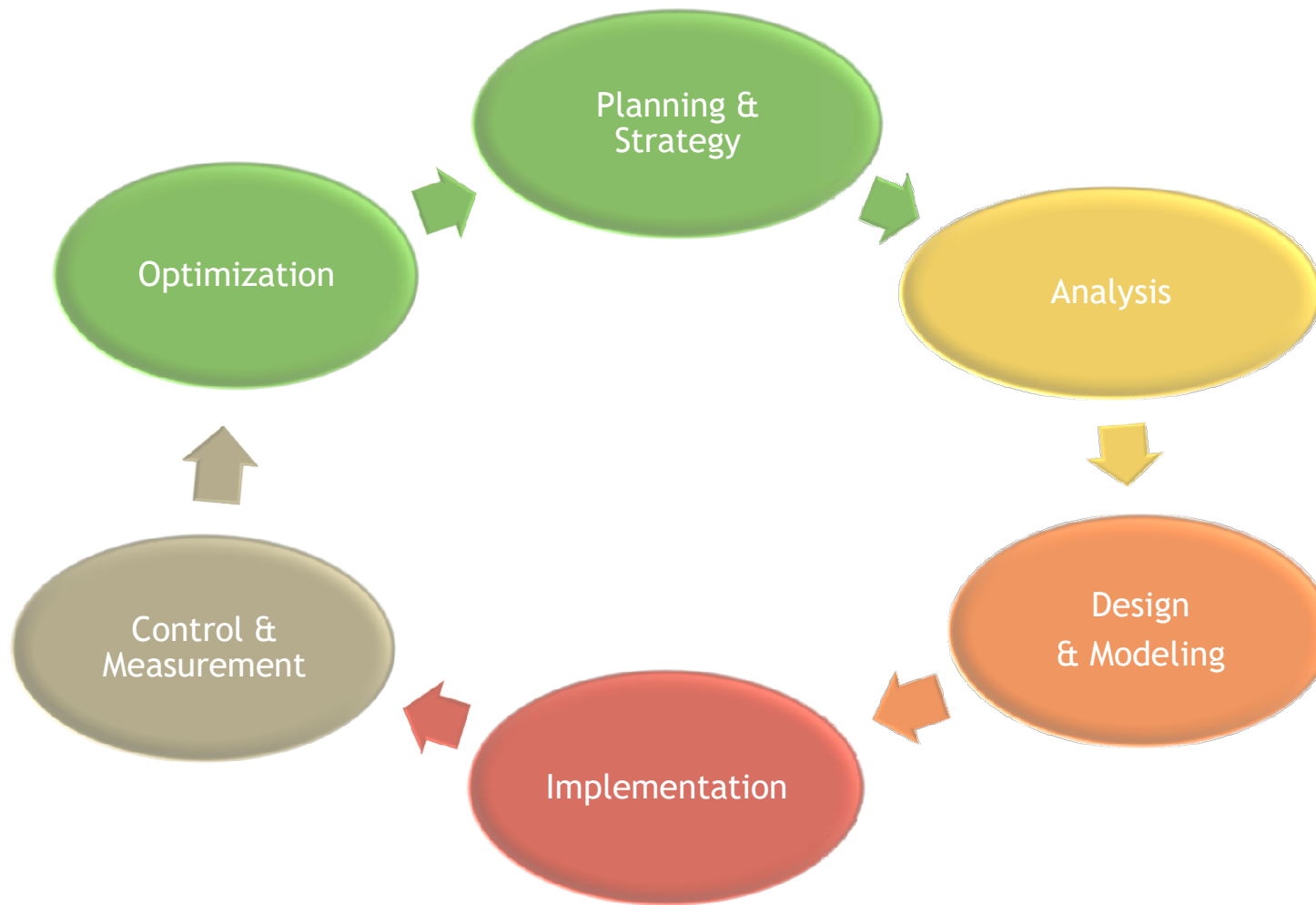
Increased Accuracy

Cost savings

Reduced Investment



BPM Lifecycle



Business Process Management

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graph TD; BPM[Business Process Management] --> PM[Process Modeling: Activity of representing processes of an enterprise, so that the current process may be analyzed, improved & automated.]; BPM --> PMS[Performance Measurements: Process of collecting, analyzing and/or reporting information regarding the performance of an individual group, organization or system.];
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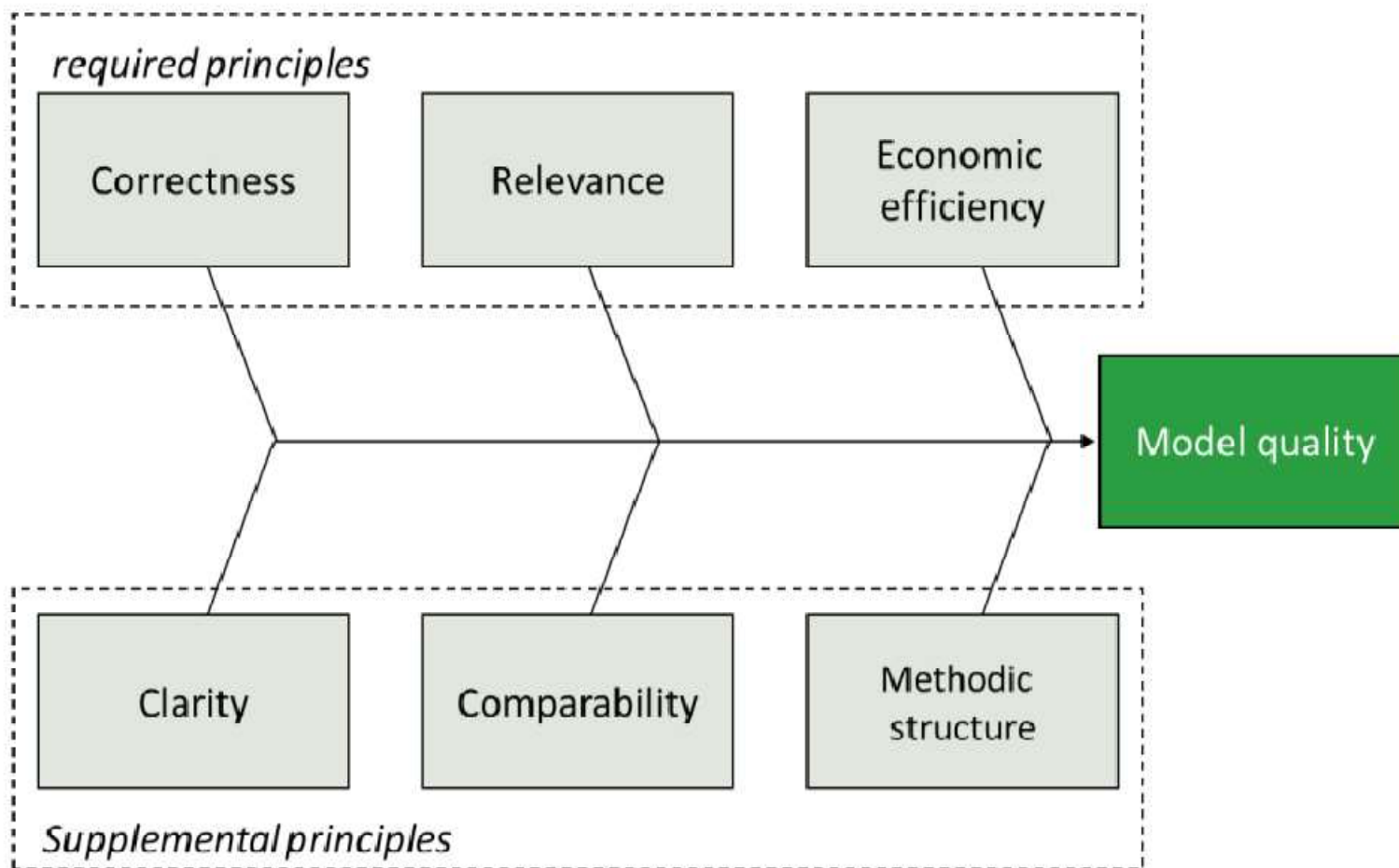
Process Modeling:

Activity of representing processes of an enterprise, so that the current process may be analyzed, improved & automated.

Performance Measurements:

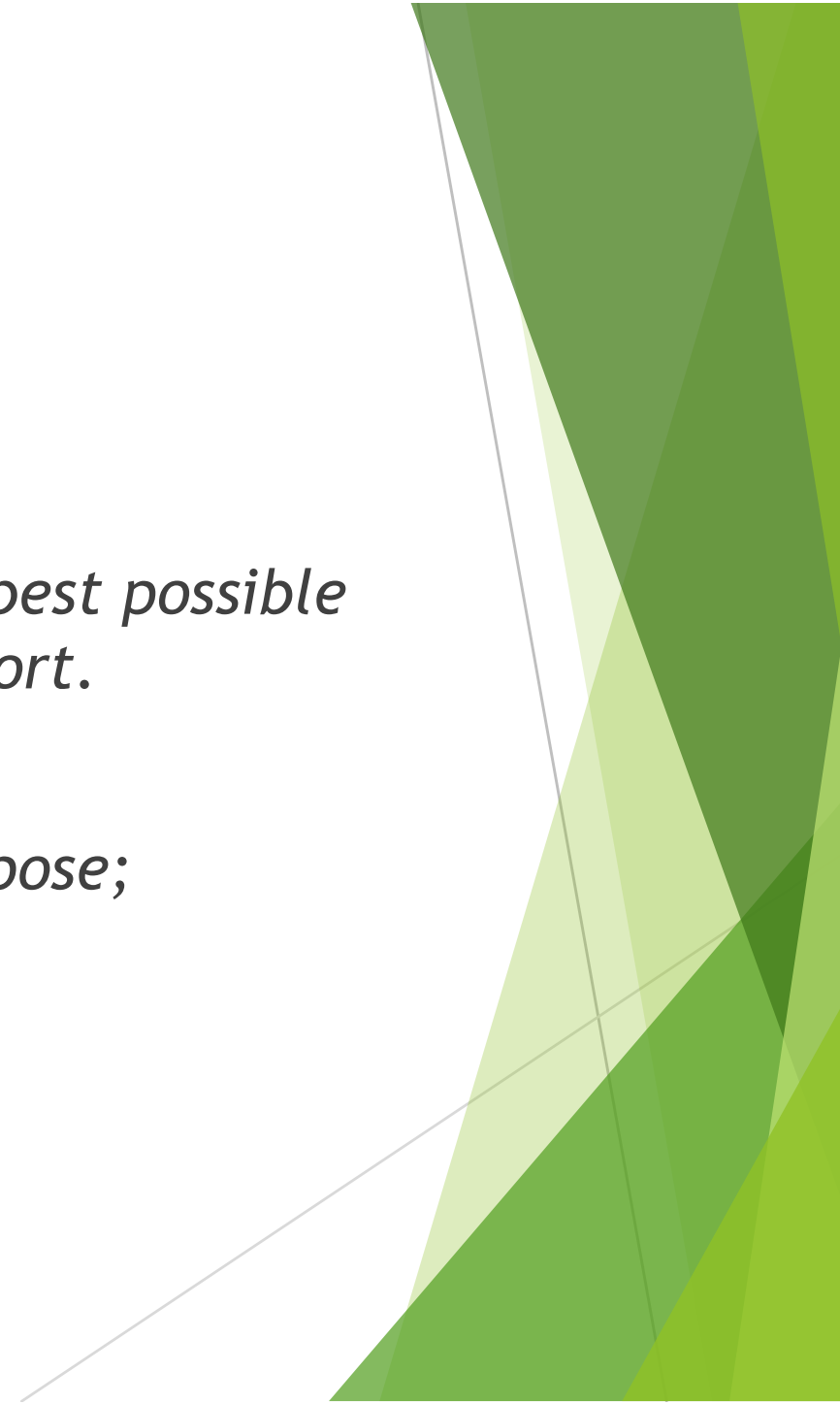
Process of collecting, analyzing and/or reporting information regarding the performance of an individual group, organization or system.

Process Modeling



Performance Measurements

- ▶ *Efficiency: Performing or functioning in the best possible manner with the least waste of time and effort.*
- ▶ *Effectiveness: Adequate to accomplish a purpose; producing the intended or expected result.*



Real World BMP Cases

- ▶ Section I: includes cases that relates to strategy and governance. (8)
- ▶ Section II: represents cases of BPM methods. (8)
- ▶ Section III: analyzes cases on information technology and BPM. (9)
- ▶ Section IV: discusses BPM-related issues of people and culture. (6)



Developing and Implementing a Process-Performance Management System: Experiences from S-Y Systems Technologies Europe GmbH—Global Automotive Supplier

PPM (case of S-Y systems)	
General information (S-Y systems)	<ul style="list-style-type: none"> • Company related to associated components for automotive electronic • Founded in 2001 • 280 employees • Turnover of 420 million euros • Goal: excellent customer service
Intention (PPM)	monitor and manage business processes using process-oriented key performance indicators
Core element	Governance
Situation faced	<p>Occurring errors from the first steps of data processing errors (e.g., name, content) without being able to determine the following:</p> <ul style="list-style-type: none"> • exact allocation of errors in the process • the reasons for the errors • their origin <p>→challenge: investigation of the processing errors</p>
Life cycle	process monitoring and controlling
Actions	<ul style="list-style-type: none"> • student seminars over 4 months • two groups with a leading phd student • goal: development of a PPM system
PPM development model	<ol style="list-style-type: none"> 1. Define the goal of the PPM project 2. Ensure a solid basis of information 3. Select and model the process 4. Determine the goal of the process 5. Identify the process's critical success factors 6. Identify process KPIs

Process Management in Construction: Expansion of the Bolzano Hospital

Expansion of the Bolzano Hospital (F&R)	
General information	<ul style="list-style-type: none"> Erainer and Reifer is a medium-sized enterprise which is t engineering, fabricating, and installing facades with non- Processes of F&R have a high level of originality so the m only partially on previous experience from other projects
Intention	Improvement of the process design, implementation and mo the process management lifecycle
Core element	Methods
Situation faced	<ul style="list-style-type: none"> Process Design: Lack of a Detailed Process Model and diff Synchronization Among the Company's Departments. Process Implementation: Lack of Support for Detailed Sch Process Monitoring: Unreliable Measuring of the Project'
Life cycle	process redesign
Actions	<p>Development of PRECISE (domain-specific methodology) and F&R for the construction of the hospital in Bolzano based on steps</p> <ol style="list-style-type: none"> collaborative process design, with the main figures taking construction project process implementation, which involves defining short-te tasks based on actual data on the progress of the work <u>continuous</u> monitoring and measurement of the progres: site.
Results achieved	<ul style="list-style-type: none"> reliable estimates of progress can be performed on tasks to completion increase in productivity that was estimated to have caus

Adoption of RFID Technology: The Case of Adler—A European Fashion Retail Company

RFID (Adler case)	
General information	<ul style="list-style-type: none"> Adler Modemarkt AG: fashion retailer and one of the leading textile retail companies in Europe In 2015, it operated 177 stores in Europe with also an online store more than 4000 employees 27 million items sold per year
Intention	migrating to the novel and improved processes that advocates of RFID technology, main goal being to improve the existing processes
Core element	Information and Technology
Situation faced	<ul style="list-style-type: none"> Since other in the fashion retail sector began to adopt RFID technology, Adler decided to adopt this new technology. The transitioning costs were high so the company had to hold until 2010 in order to adopt the technology even though it was not sure at that stage whether its use would be profitable Adler hoped to improve process efficiency and effectiveness in the long run to increase customer satisfaction through faster checkout and prevention of theft
Life cycle	Process monitoring and controlling
Actions	<ul style="list-style-type: none"> Hire a consulting firm and together analyze the company's and customer's requirements and conduct an analysis of the existing ERP system Selection of the suppliers and set up of the placement of readers and process Realization of the RFID technology Tag of all the items in store and training of the employees Additional training and software releases after the completion of the RFID implementation
Results achieved	<ul style="list-style-type: none"> Better inventory accuracy Improved follow-up procurement Increased process efficiency Faster processing at points of sale

Contributions of BPM

1. Enhance the Project Estimation Process
2. Acquire a better insight of their resource competence
3. Choose and give apriority to the most proper projects
4. Design and outline projects in a precise and consistent approach
5. Improve time allocation
6. Enhance budgeting and cost control
7. Inspire and enhance team collaboration
8. Evaluate productivity and progress
9. Enhance customer satisfaction
- 10.Ameliorate analytics and reporting



Future Prospects

- ▶ Continuous information on the factual data of BPM Cases
- ▶ Additional factors and criteria should be investigated.



The END

Thanks you so much for your attention!

