



Strategic Business Process Management

Course Overview

This course provides the strategic skills for yielding performance improvements and innovation by leading an entire business process management (BPM) program within an organisation. You'll learn the principles underlying BPM and apply these to develop a strategy for implementing and running BPM projects within an overarching program, and assessing their progress. You'll also learn how to secure support and dissolve resistance within the organisation.

Who should participate?

This course is for directors, managers, BPM program or project managers, and process owners involved in strategic decision-making and project management. The course is also relevant for analysts and consultants involved in BPM initiatives.

Outline

BPM Governance (part II)

- Process owner: competition or cooperation?
- Process execution governance
- Case study on BPM governance: solution
- Recap and Discussion

BPM People & Culture (part I)

- The role of people
- Motivation of the BPM champion
- Importance of effectively communicating BPM
- BPM communication strategies (push vs pull approach)

BPM People & Culture (part II)

- Case study on BPM communication
- The role of culture
- Responsiveness to change
- Leadership attention to process

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BPM and technology

- How to marry BPM technology with business needs
- Established technologies (modeling, simulation, automation)
- Emerging technologies (Robotic Process Automation, Process Mining)
- Overview of Process Automation

BPM technologies landscape

- The well-known gap (conceptual vs executable process models)
- Main components of a BPMS
- How to choose the right BPMS?
- Advantages and challenges of BPMS adoption
- Case study on process automation

Overview of Process Mining

- Process mining value proposition
- 3 main methods of process mining (discovery, conformance, enhancement)
- Process mining and the BPM lifecycle
- Case study on process mining
- How to get started with process mining (exploratory vs question-driven approach)
- Process mining tools

Introduction to Business Process Management

- Definitions and value proposition
- Process environment
- Origins of process management
- Related disciplines

BPM Methods

- BPM lifecycle overview
- Process identification (process architecture and portfolio)
- Process discovery (incl. modelling)
- Process analysis (quantitative and qualitative)
- Process redesign (transactional vs transformational BPM)
- Product innovation vs process innovation

BPM Maturity (part I)

- Maturity model motivations
- Capability Maturity Model Integrated (CMM-I)
- Overview of BPM maturity models
- QUT's BPM Maturity Model: BPM's critical success factors

BPM Maturity (part II)

- Maturity assessment methods
- Building a BPM roadmap
- Case study on BPM maturity
- Recap and Discussion

BPM Strategic Alignment (part I)

- Linking strategy and BPM
- The role that BPM plays in strategic planning
- BPM and strategic management tools
- BPM value selection: customize BPM methods to specific values

BPM Strategic Alignment (part II)

- Internal values (compliance, efficiency, integration)
- External values (networking, quality, agility)
- Different levels of BPM-strategy alignment (process selection, vision, redesign principles, metrics)

BPM Governance (part I)

- Case study on BPM governance: challenges
- BPM failure reasons
- BPM governance: relevant roles, responsibilities and failure modes
- The home of a BPM program