

# 10 Principles of Good BPM



**June 11, 2016**

**Prof. Dr.  
Jan vom Brocke**

Hilti Chair of Business Process Management

Good

Bad



Good

Bad

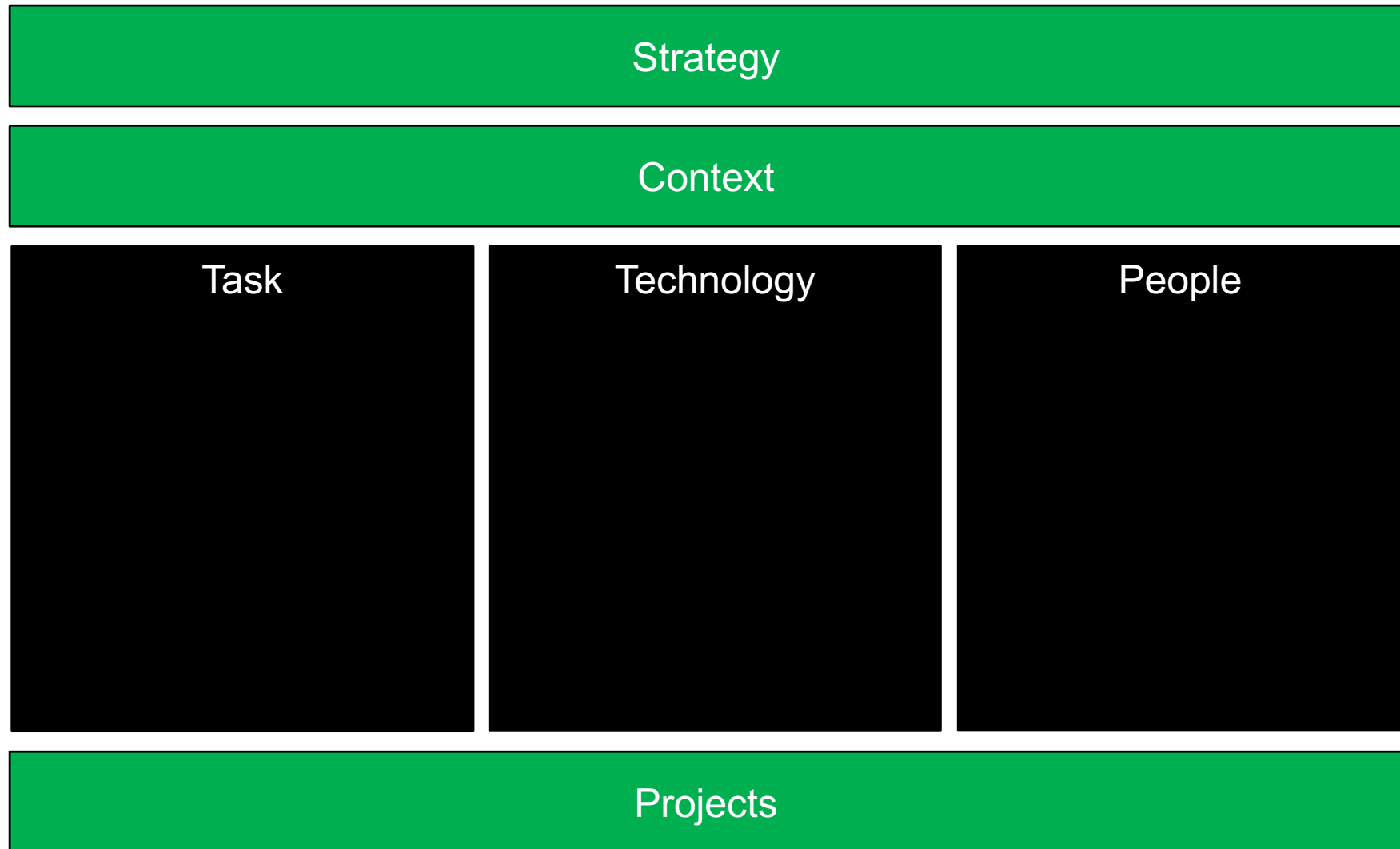
Good

**Make BPM  
Better**

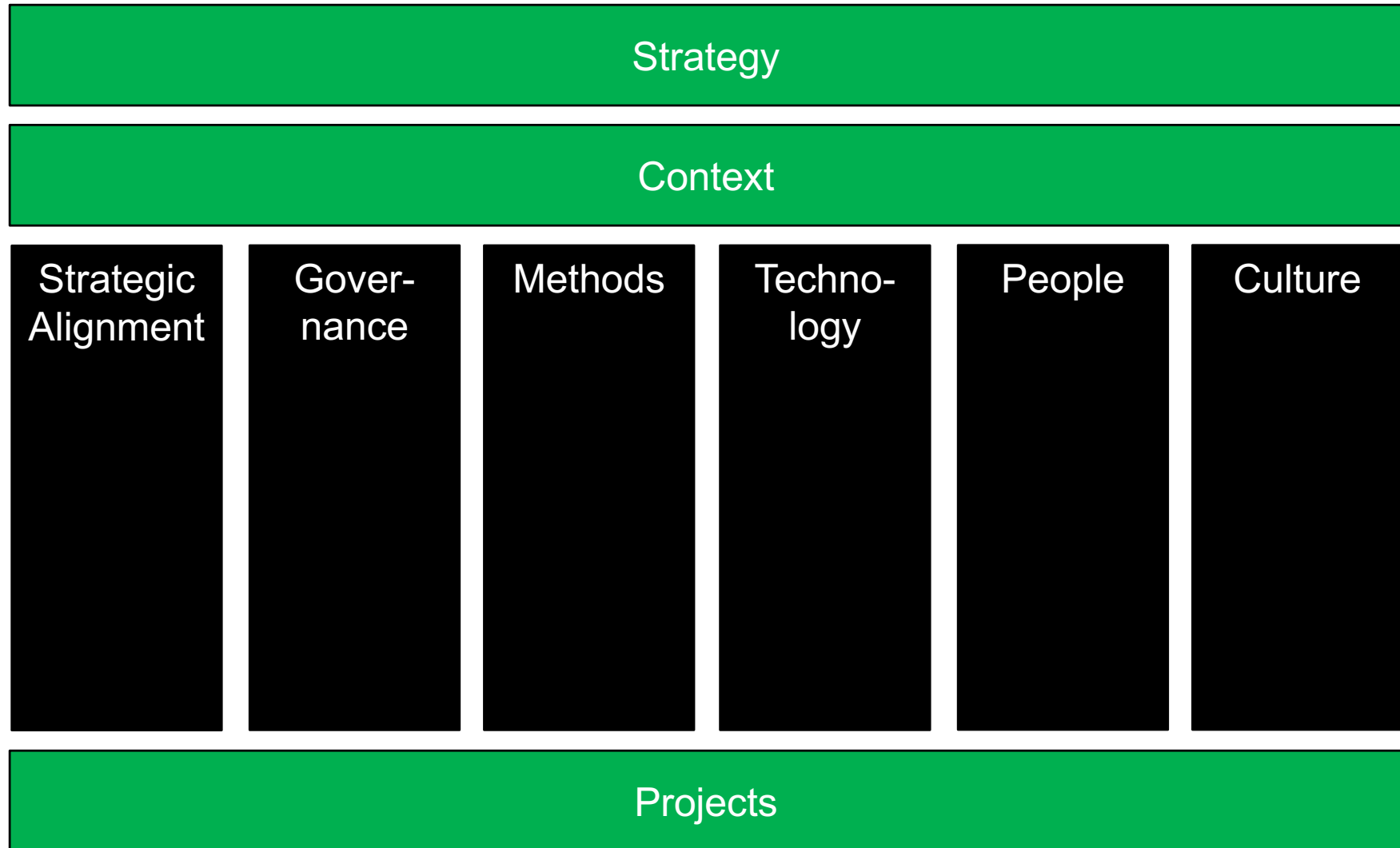
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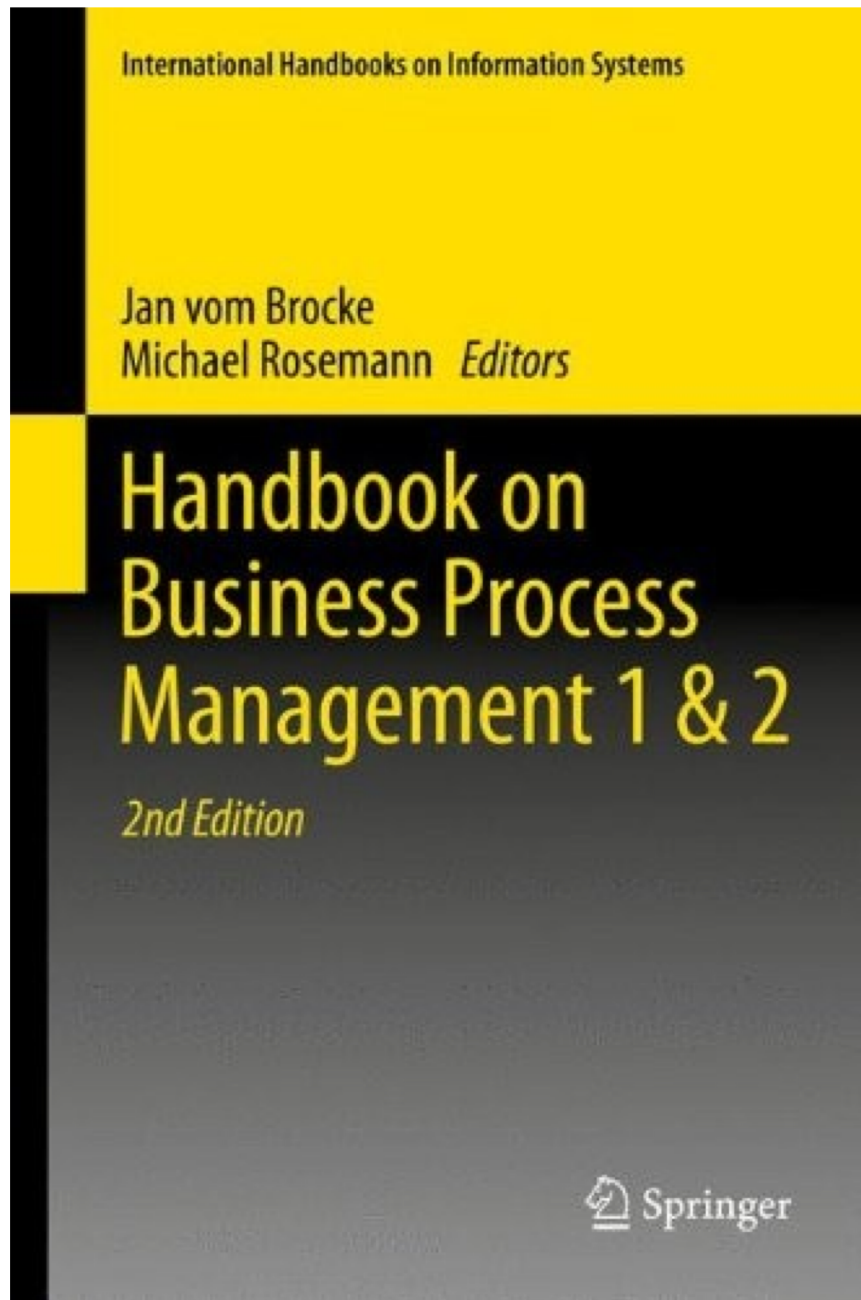
**Make BPM  
Matter**

# The BPM Framework



# The BPM Framework





# 2<sup>nd</sup> Edition

- Covers all **six elements**
- On **1.700** pages
- By **121** authors
  
- Including authors, such as **Michael Hammer, Tom Davenport**
  
- Cases from leading companies, such as **Hilti, SAP, Lufthansa**
  
- 1<sup>st</sup> edition 2010
- **2<sup>nd</sup> edition 2015**
  
- **Top 25%** of Springers eBook Collection
- Translations to **Portuguese, Russian and Mandarin**



# 10 Principles

**Jan vom Brocke (University of Liechtenstein), Theresa Schmiedel (University of Liechtenstein), Michael Bögle (Lufthansa Technik AG), Martin Bringmann (ThyssenKrupp Presta AG), René Derungs (Ivoclar Vivadent AG), Ralf Diekmann (Hilti AG), Brina Hribar (University of Ljubljana), Mirko Kloppenburg (Lufthansa Technik AG), Joachim Kolb (Oerlikon Balzers AG), Manuela Lucas (Landesbank Berlin AG), Florian Macheleidt (Landesbank Berlin AG), Willem Mertens (Vlerick Business School), Isabelle Rapin (Hilti AG), Roman Rauper (TEL Mechatronics AG), Jan Recker (Queensland University of Technology), Bernd Schenk (University of Liechtenstein), Sanja Tumbas (University of Liechtenstein), Peter Trkman (University of Ljubljana), Stijn Viaene (Vlerick Business School), Sarah Zelt (SAP AG).**

## Original Paper in the BPM Journal

vom Brocke, J., Schmiedel, T., Recker, J., Trkman, P., Mertens, W., & Viaene, S. (2014). Ten Principles of Good Business Process Management. Business Process Management Journal (BPMJ), 20(4), 530-548.

[https://www.researchgate.net/publication/259218917\\_Ten\\_Principles\\_of\\_Good\\_Business\\_Process\\_Management](https://www.researchgate.net/publication/259218917_Ten_Principles_of_Good_Business_Process_Management)



## Short Paper on BPTrends

<http://www.bptrends.com/bpt/wp-content/uploads/10-07-2014-COL-ClassNotes-10-Principles-of-BPM-vomBroke-et-al-JR.pdf>



## Slides on Slideshare

<http://de.slideshare.net/janvombrocke/10-principles-v3>



1. Principle of context-awareness

6. Prinnee. of enablement

## Principle of Purpose

2. Prinnee. of continuity

## Principle of Technology Appropriation

3. Prinnee. of horizon

## Principle of Continuity

4.

## Principle of Enablement

5.

BPM should create shared  
It should not be the language of experts

BPM should make use of technology  
It should not consider <sup>technology as</sup> an after-thought



BPM should contribute to  
strategic value creation.

## Principle of Purpose

BPM should not be done  
for the sake of doing it.



	Exploitation	Exploration
Objective	Improvement	Innovation
Means	Integration, Automation, Standardization	Diversity, Deviance, Creativity
Methods	Process Modeling, Six Sigma, KPIs, Maturity Models,..	Design Thinking, Open Innovation, Co-Creation
Change	Incremental	Transformational
Area	Existing Processes	New Processes and Business Models
Technology	ERP Systems, Workflow Management Systems, BI	Mobile Devices, Social Media, Data Analytics
Institutions	IT and Business	R&D, Marketing, Business Development, IT
Role of BPM	Assure operational excellence.	Identify, evaluate and implement new business opportunities.



## Check-up Questions



- What do we want **to achieve** with BPM?
- What **alternatives** do we have?
- How can we **measure the gains** of BPM?

## Specific advice for the board



- Link BPM to **specific strategic objectives**.
- Don't talk "BPM" but talk **problem solution**.
- Give **illustrative examples** how other organizations advanced in strategy implementation through BPM.



BPM should make opportune use of technology.

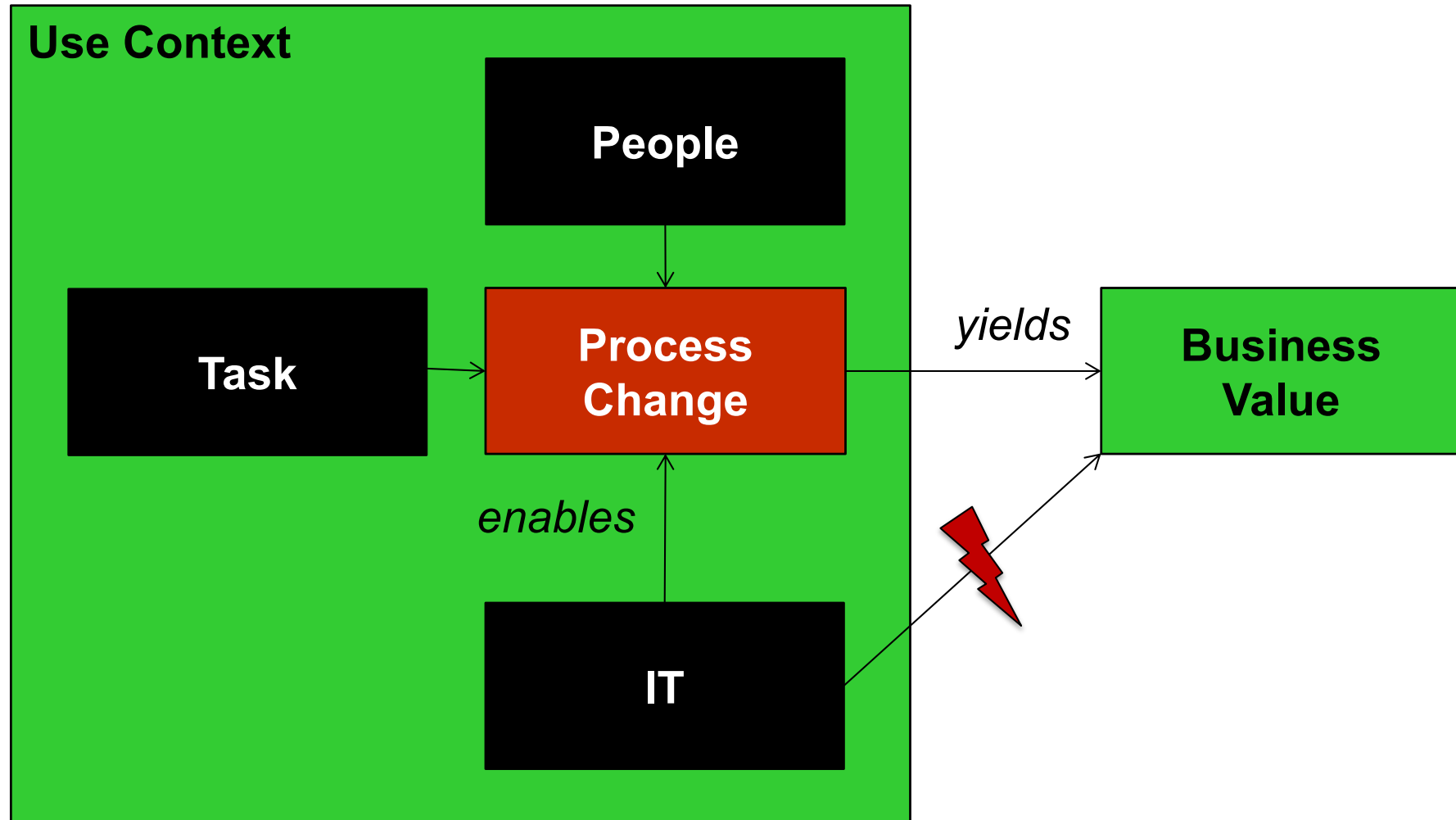


## Principle of Technology-Appropriation



BPM should not consider technology management as an after-thought.

# Digital Value Creation





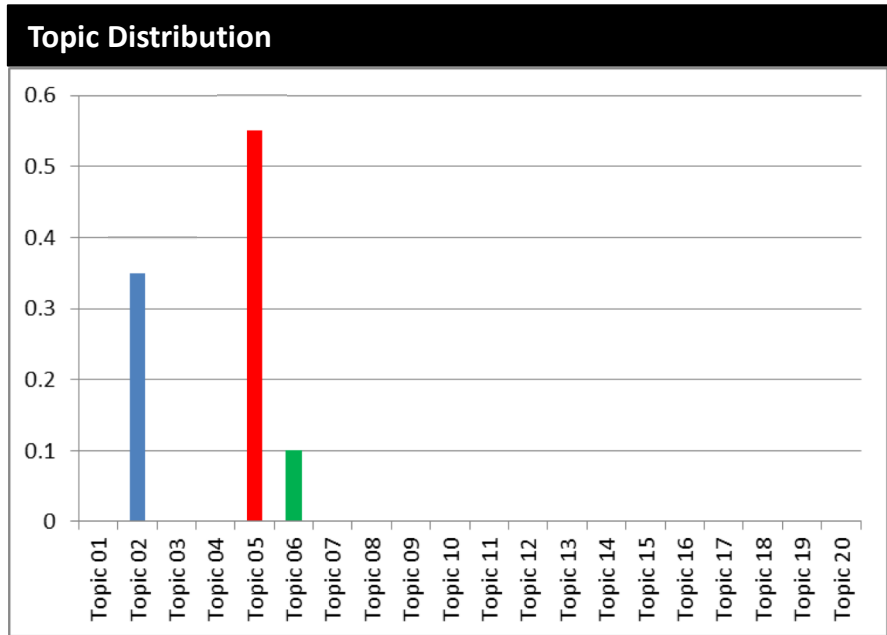


# Analyzing the Voice of the Customer



**Customer Care Note (CCN)**

«**Customer** had registered **tool** (2 items) for **pickup** for purpose of **maintenance** (Retail Item). The **pickup** by 3PL **failed**, however, because **nobody** showed up on the construction site.»



Topic 01	
uzm	0.12
nicht	0.11
sendung	0.06
zugestellt	0.05
info	0.04
abc	0.03
referenz	0.03
zustellung	0.03
empfänger	0.03
xyz	0.03

Topic 02	
says	0.14
rtm	0.11
failed	0.11
drs	0.11
pickup	0.11
not	0.04
arrived	0.03
adapter	0.02
nobody	0.02
reached	0.02

Topic 03	
nicht	0.12
kunde	0.07
passen	0.02
kartusche	0.02
braucht	0.02
kein	0.02
bekommen	0.02
falsch	0.02
auspressgerät	0.01
bestellt	0.01

Topic 04	
erhalten	0.09
nicht	0.09
rechnung	0.08
auftrag	0.08
kunde	0.07
gutschrift	0.06
zurück	0.03
schicken	0.03
mail	0.02
vb	0.02

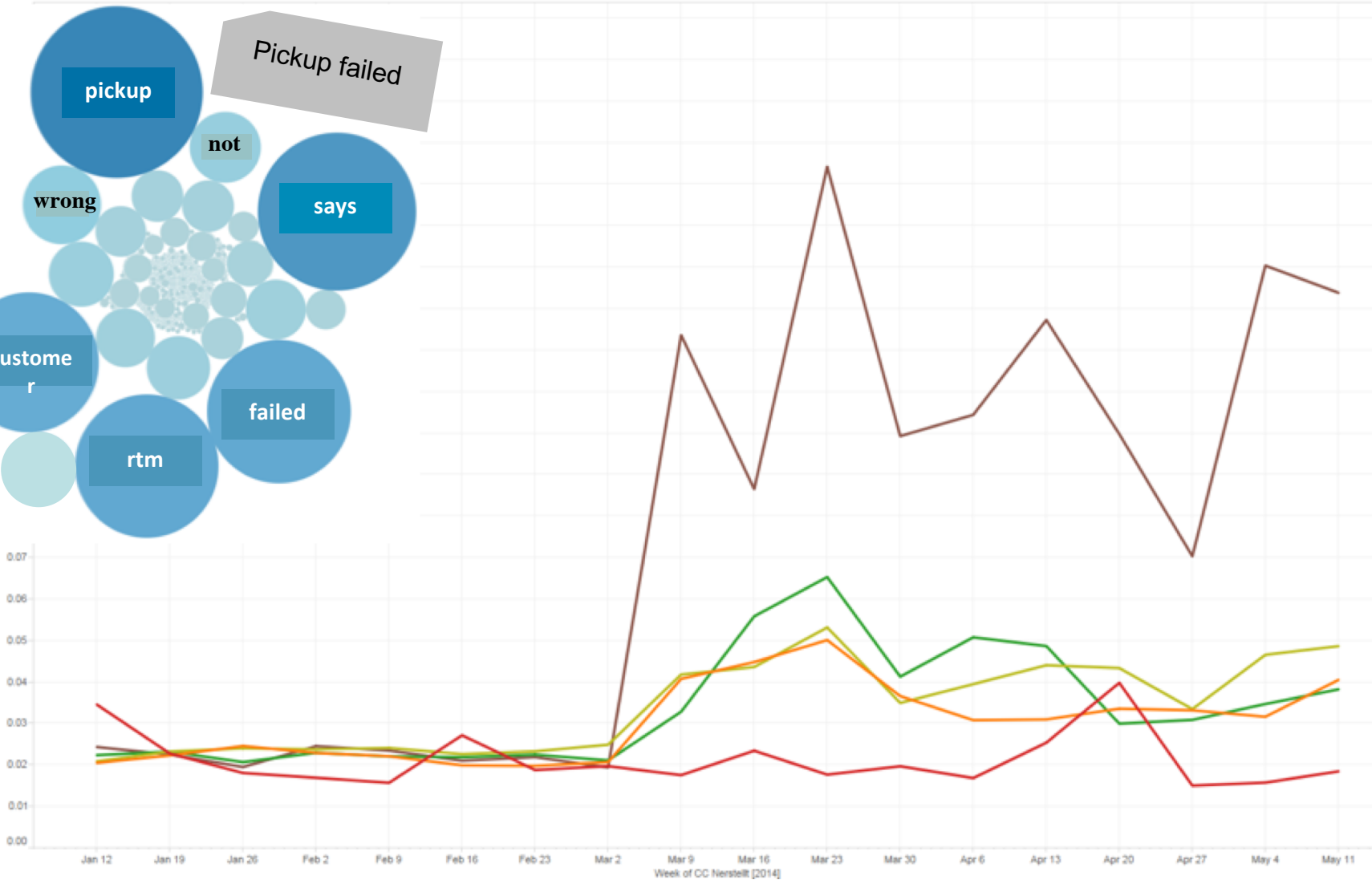
Topic 05	
maintenance	0.21
te	0.09
customer	0.06
fleet item	0.05
fleet mgnt	0.04
vc	0.03
item	0.03
fleet	0.03
dd	0.03
number	0.02

Topic 06	
article	0.14
price	0.12
items	0.10
number	0.08
euro	0.06
wrong	0.06
pos	0.05
net	0.04
right	0.04
agreement	0.03



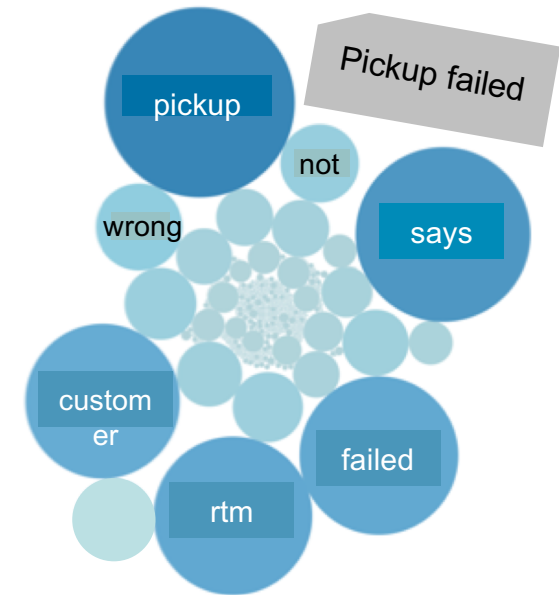


# Analyzing the Voice of the Customer



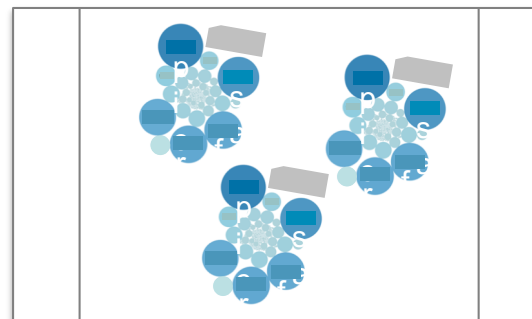
# MineMyText.com - Suite

1. Upload Data 2. Set Parameters 3. Get Results



# MineMyText.com - API

1. Call API



Text Intelligence /  
Smart Services

2a. Process Optimization

2b. Process Innovation

# Principle of Technology-Appropriation

## Check-up Questions



- Which **technology** is available to **support** a particular **BPM purpose**?
- How can we make sure the technology **gets used** in this specific context?
- How can we manage the **organizational transformation** that comes with the use of a new technology?

## Specific advice for the board



- Focus on the **affordances of a technology**, meaning to showcase what the technology can enable.
- Use **examples** from other companies and illustrate use scenarios.
- Outline **potentials** to support the strategy and give an estimate on the **efforts**.



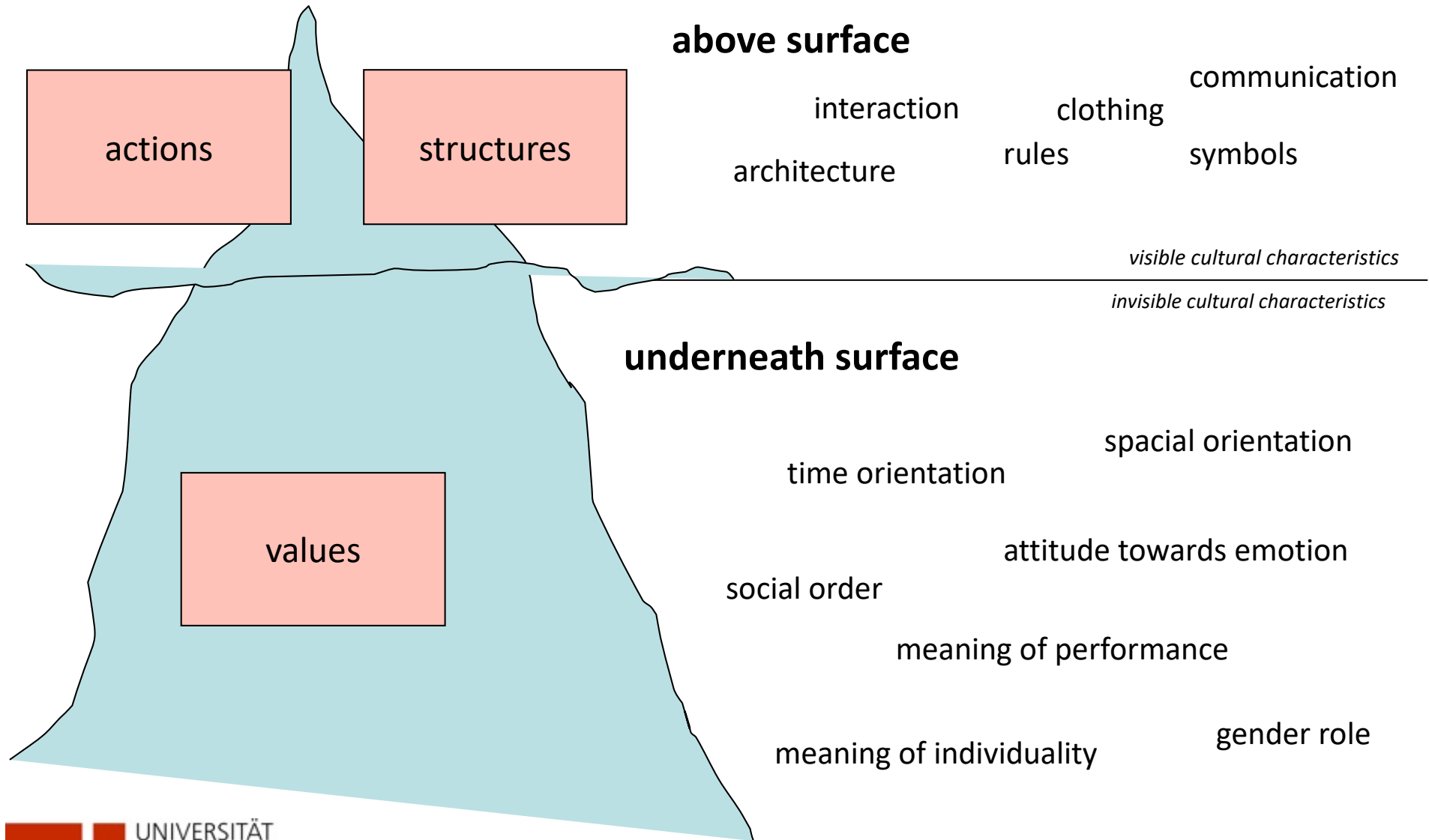
BPM should be a permanent practice.

# Principle of Continuity



BPM should not be an one-off project.

# BPM needs to be embodied in the organizations genes: values, actions and structures



# What values are supportive for BPM?


A Global Global Delphi Study on BPM Culture

<b>Value</b>	<b>Definition</b>
<b>1. Customerorientation</b>	the proactive and responsive attitude towards the needs of process output recipients
<b>2. Excellence</b>	the orientation towards continuous improvement and innovation to achieve superior process performance
<b>3. Responsibility</b>	the commitment to process objectives and the accountability for process decisions
<b>4. Teamwork</b>	the positive attitude towards cross-functional collaboration




# How to measure your cultural fitness for BPM?

www.bpm-culture.org



UNIVERSITÄT  
LIECHTENSTEIN



Queensland University of Technology  
Brisbane Australia

33% completed

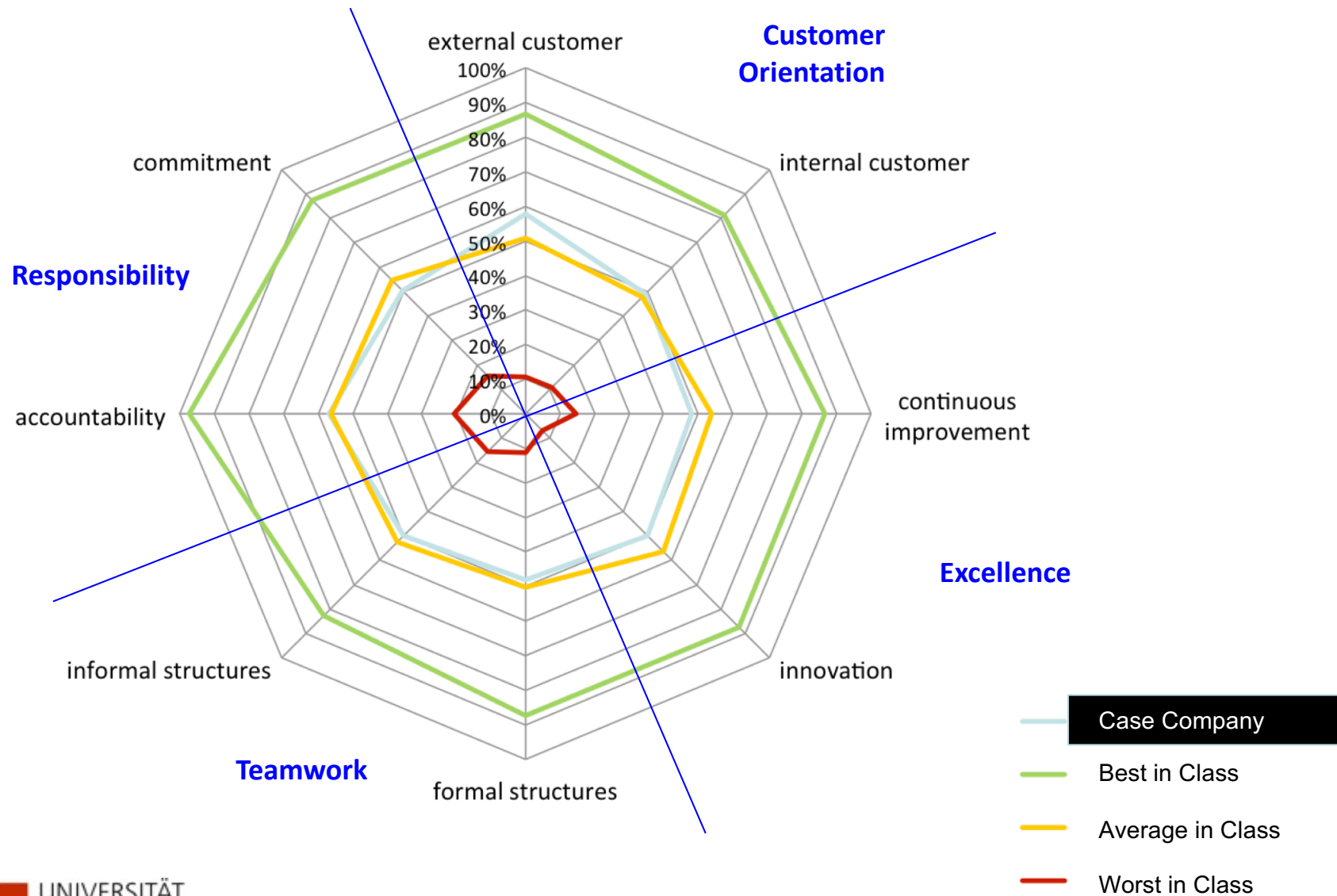
**To what extent do you agree with the following statements?**

Please answer based on your understanding of your **ORGANIZATION's** core business processes.

Part 1 of 6

	fully disagree			neutral			fully agree
	1	2	3	4	5	6	7
Our organization regularly evaluates its business processes for improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees of our organization strive to continually improve our business processes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization regularly implements best practices that improve business processes.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers of our organization regularly invite ideas from our employees on ways to improve business processes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization regularly uses performance indicators to find ways to improve business processes.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The core business processes of our organization are focused on satisfying our customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization incorporates customer expectations into its business processes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Our organization uses customer complaints as an opportunity to reflect on the redesign of business processes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization includes our customers in the design of our business processes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization understands the processes of our customers which lead to an interaction with our organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Benchmarking (Engine Building Industry)



# Analysis

## R&D



## Region 1



## Corporate



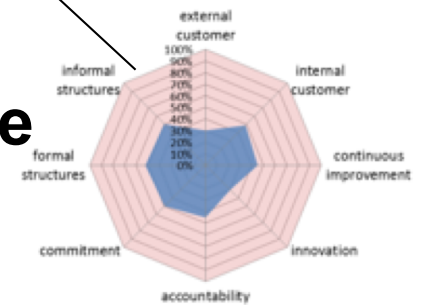
## Sales



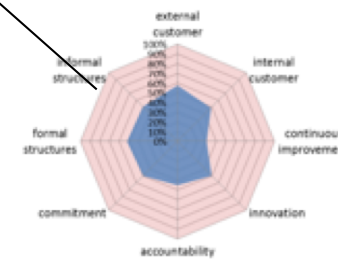
## Region 2



## Finace



## Region 3



## Check-up Questions



- How do we **sustain** a BPM initiative?
- How do we **establish** continuous improvement and innovation of business processes **in the long run**?
- What is the **overall agenda** connecting different BPM projects?

## Specific advice for the board



- Be **clear** about the **challenges** that might occur in sustaining your approach.
- Present a convincing **strategy** on how you plan to handle those challenges.
- **Substantiate** your position **by evidence**, as e.g. gained through a cultural fitness study.

A background image showing three young children crawling on a light-colored surface. The children are positioned horizontally across the middle of the frame. The child on the left is partially obscured by a black text box. The child in the center is looking towards the right. The child on the right is also looking towards the right. The overall scene is brightly lit and clean.

**BPM should develop capabilities.**

# Principle of Enablement

**BPM should not be limited to firefighting.**

# A Global Benchmark: BPM Job Profiles

jobsearch.monster.com/jobs/?q=\_22Business-Process\_22&cy=us

Home Resume **Jobs** Career Tools Advice Communities Join Us or Sign In Diversity Help & Security Employers

monster "Business Process" in Any Location [Advanced Search](#) [Browse Jobs](#)

Use New Search [Change Country](#) [Search Tips](#)

1,000+ "Business Process" jobs matched your search | Classic Job Search

Sort by: date View: Multi-line Saved Jobs Saved Searches Email Alerts

Refine Results

Your Selections Clear All

Keywords: "Business Process"

**2279**

**US: 1000**

**UK: 480**

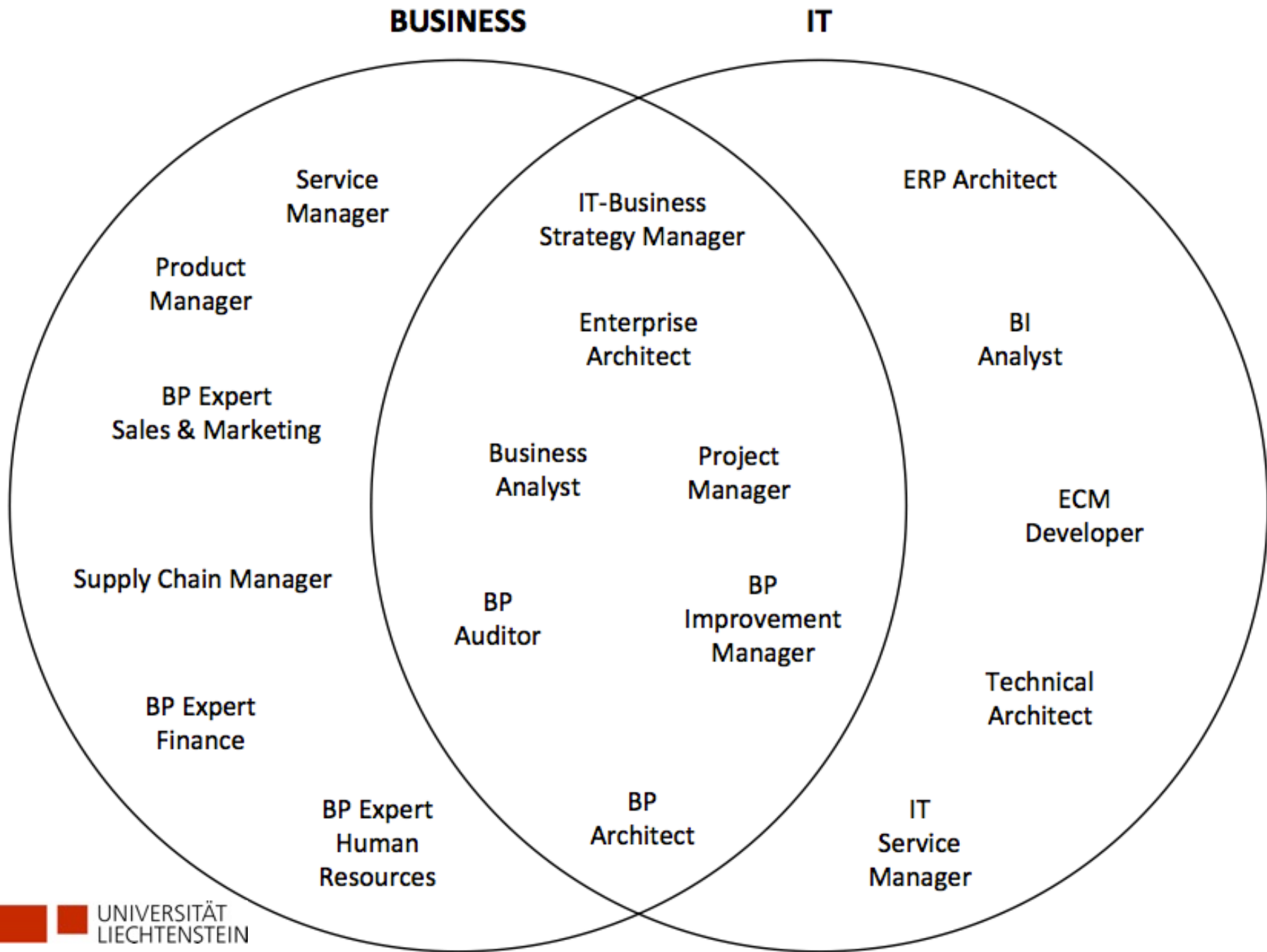
**CA: 638**

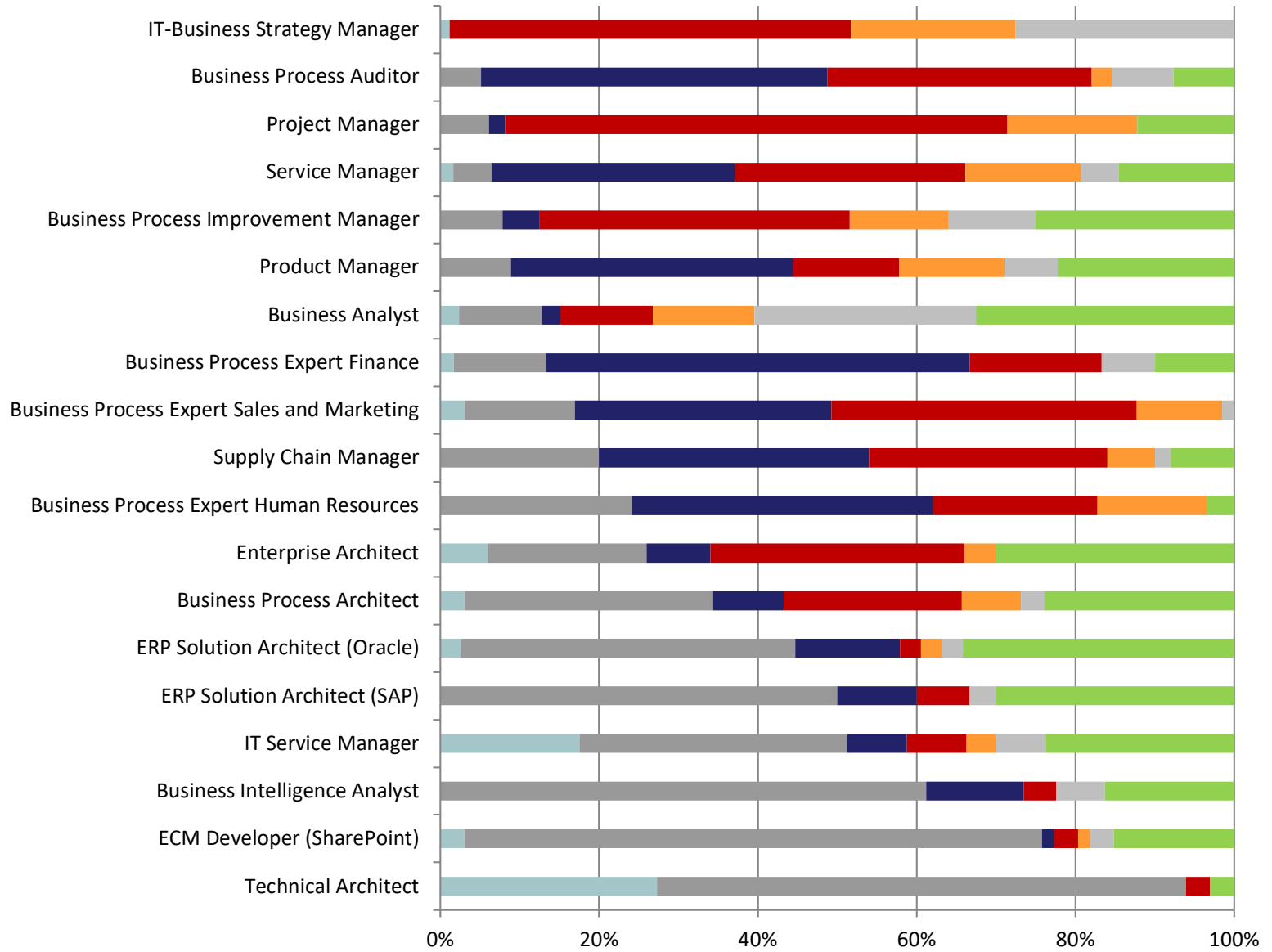
**AUS: 161**

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Senior Business Systems Analyst, Internet Distribution - Portsmouth, NH

Job Duties/Responsibilities: 1) Healthcare claims adjudication systems development experience is a must. 2) The analyst should have had experience in policy decomposition.





■ Hardware   
 ■ Software   
 ■ Domain   
 ■ Management   
 ■ Social   
 ■ Problem Solving   
 ■ Development Method

Source: Müller, Gorbacheva, Schmiedel, vom Brocke 2014.



## Check-up Questions



- What **measures** have we taken to **develop capabilities** in BPM?
- Do we know what **capabilities are needed** in different areas of the organization?
- How do we **establish** the required **dynamic capabilities** for BPM success?

## Specific advice for the board



- Stress the **capabilities that are already in place** and build your approach on those.
- Indicate **specific needs to further develop** capabilities.
- Present a **realistic solution** to develop the capabilities in an effective manner.

# 1. Principle of context-awareness

BPM should fit to the organis. context  
It should not follow a cook-book approach

# 2. Principle of continuity

BPM should be a permanent practice  
It should not be a one-off project

# 3. Principle of holism

BPM should be inclusive in scope  
It should not have an isolated focus

# 4. Principle of institutionalisation

BPM should be embedded in the org. structure  
It should not be an ad-hoc responsibility

# 5. Principle of joint understanding

BPM should create shared meaning  
It should not be the language of experts

# 6. Principle of enablement

BPM should develop capabilities  
It should not be limited to fire-fighting

# 7. Principle of purpose

BPM should contribute to strategy value creation  
It should not be done for the sake of doing it

# 8. Principle of involvement

BPM should reach all stakeholder groups  
It should not be imposed

# 9. Principle of simplicity

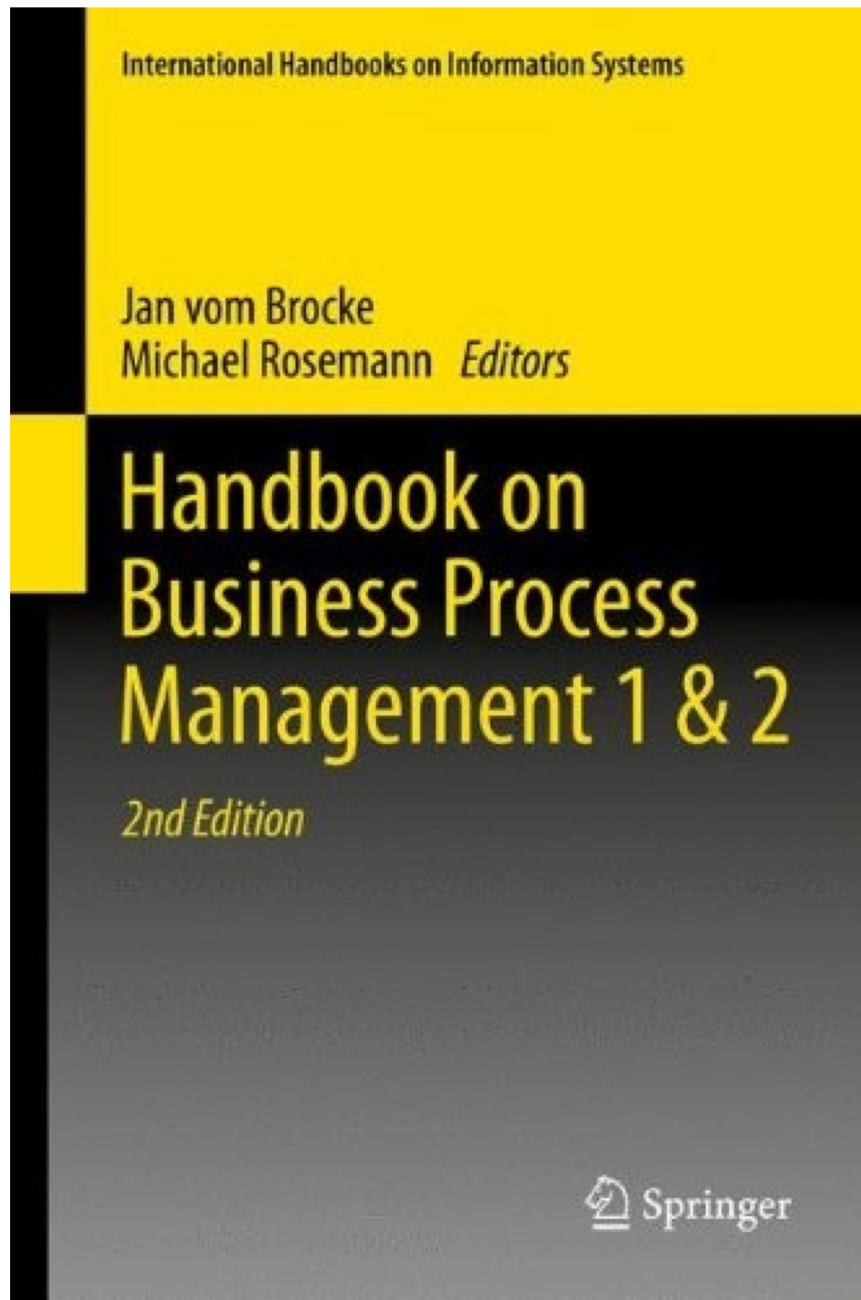
BPM should be economical  
It should not be over-engineered

# 10. Principle of technology appropriation

BPM should make <sup>opportune</sup> use of technology  
It should not consider <sup>technology as</sup> an after-thought

# BPM Quality Checklist

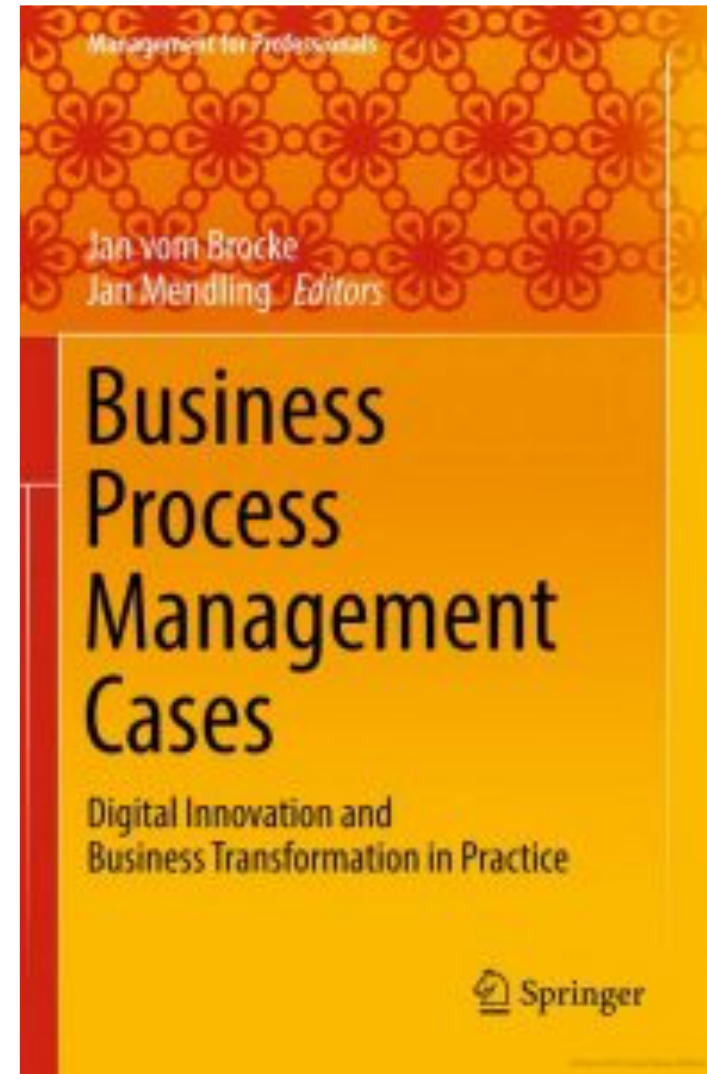
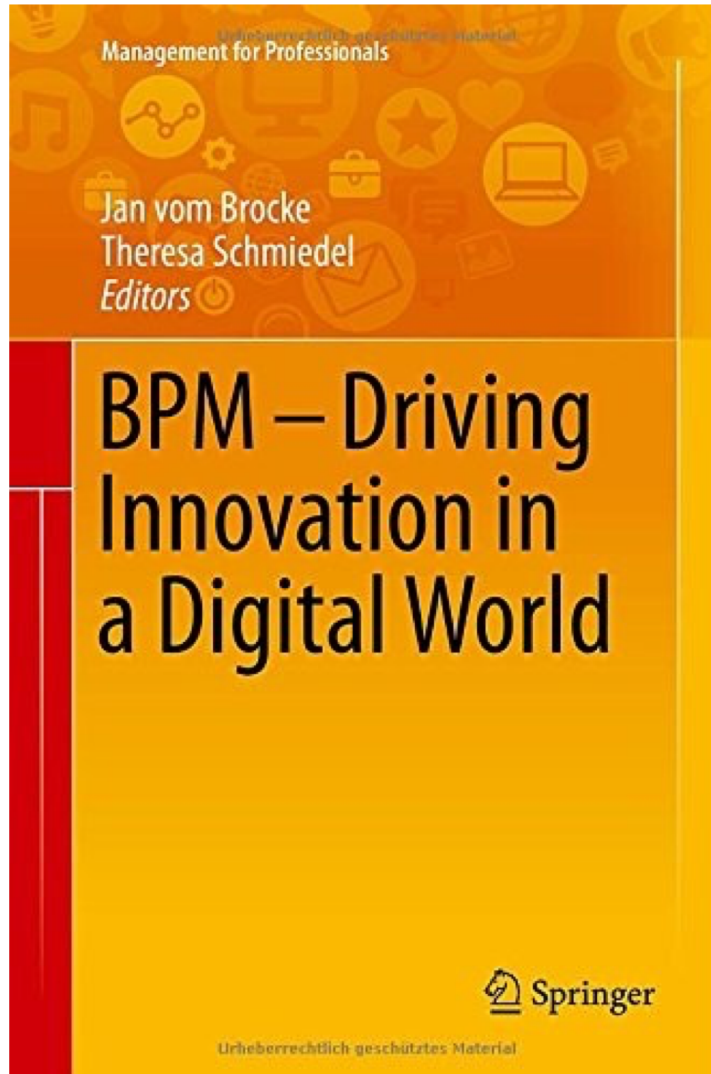
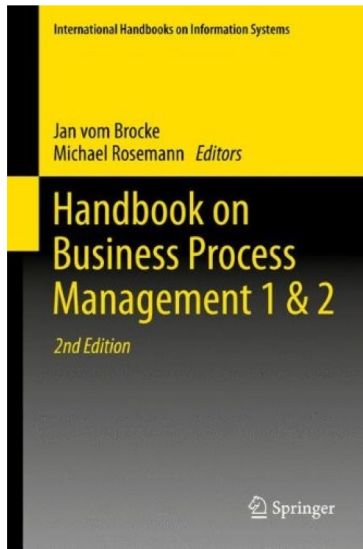
To what extent do you agree that the BPM initiative...		Not at all			Very much	
		--	-	o	+	++
follows a <b>Strategy</b> that...	<b>...clarifies its purpose (8)</b>					
	The objectives of the BPM initiative are clearly specified.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The objectives of the BPM initiative are transparently communicated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The objectives of the BPM initiative are considered when evaluating alternative activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<b>...considers the specific organizational context (1)</b>					
	The specific organizational context of the BPM initiative is well understood.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	The requirements from this context are reflected in the BPM initiative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Specific action is taken to consider these contextual factors in the BPM initiative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Approach</b>						
<b>Measures</b>						



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# Contact

Prof. Dr.  
Jan vom Brocke



#bpm\_li

jan.vom.brocke@uni.li

<http://www.uni.li/jan.vom.brocke>

Web



Facebook



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