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BPM Change Management

INTRODUCTION

In this article, we will focus on what Business Process Management (BPM)Change Management is, why it is needed, when it can be applied, and the ben-efits of applying it. We believe that the principles of BPM Change Management are relevant to any organization, independent of industry, business model, or one's operating model. Change is a challenge faced by all organizations; it not only impacts the strategic aspects, the business models, the employees, and the way an organization utilizes technology. The degree of outside change influences the organization's ability of being able to keep in control the way it works in terms of its activities. When an organization manages the changes befalling the organiza-tion, it must also actively manage the change of its business processes. Therefore, in this article we will also discuss lessons learned in terms of what works and what does not around BPM Change Management and how the concepts can be developed in the BPM Center of Excellence (CoE), and applied in the BPM Life Cycle method.

LESSONS LEARNED AROUND BPM CHANGE MANAGEMENT

Like many other organizations as well as practitioners working with change man-agement, we make good use of Elisabeth Kübler-Ross's work[1] on stages people go through as they deal with organizational change and transformation. The reason this is important is the phenomenon referred to as "the valley of despair." That, unless tackled rightfully with change management aspects, the organization will suf-fer, and the benefits wished by the organization will be far less than expected. With- out a strong change management approach, outcomes can be poor, to say the least (Figure 1).

Many benefits and gains may be obtained by managing change, among them is that it prepares the organization for the "valley of despair" and how the orga-nization can react. There are also Kotter's well-known recommendations for change[2]:

1. Establish a sense of urgency
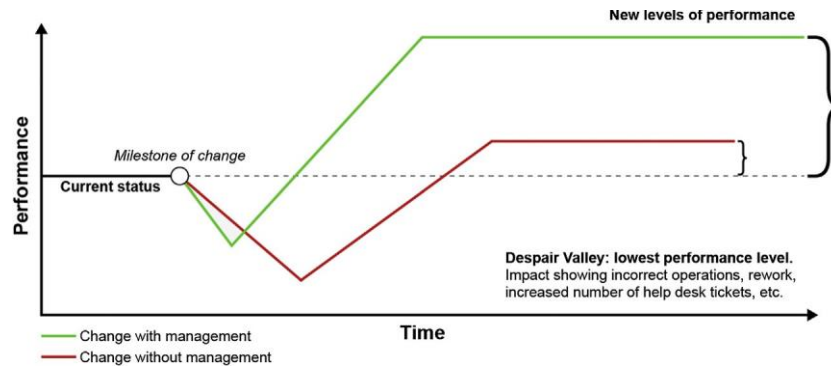2. Form a powerful guiding coalition
3. Create a vision

FIGURE 1

The valley of despair based on Elisabeth Kübler-Ross's work around stages of change.[1]

4. Communicate the vision
5. Empower others to act on the vision
6. Plan for and create short-term wins
7. Consolidate improvements and produce more change
8. Institutionalize new approaches

Although this is understood in Organizational Change Management (OCM), this is not really applied the same way to BPM. Although the role of technology, process design, process modeling, and all other factors in the business process management field should not be de-emphasized, this is an intuitively true statement that the major impediment to the successful implementation of a business process change is frequently the poor change management approach adopted.[3]

Therefore, analyzing and understanding the impact of change to the organization must be an integral part of a BPM CoE and the BPM process cycle of continuous improvement. Identifying the process and drawing it in BPM Notations, and then publishing, will not enable change. It can enable standardization, also integration, but not change. As Michael Hammer[4] said in 1993, "Coming up with ideas is the easy part, but getting things done is the tough part. The place where these reforms die is …down in the trenches." Moreover, who 'owns' the trenches? You and I do, and all the other people working with processes. Change imposed on the 'trench people' will not succeed without being part of the evolution or revolutionary process of change".[5] One needs to consider the change drivers in the various business areas and groups, the organizational competencies impacted, then the flow of the end-to-end business processes—those that span business functions and organizational boundaries. Determine how the change affects discrete business processes as well as how changes in various processes affect related processes and business functions.[6] Some organizations are better than others working with change and adapting it into their BPM work. As Paul Harmon wrote "Process Management and Change Management are tightly coupled".[7]

LESSONS LEARNED OF THE OUTPERFORMERS AND UNDERPERFORMERS

It is generally recommended that an overall change management approach be built, and then link the BPM program of work to the change management tools that the approach has made available.[8] Although these aspects are common knowledge, it is also common knowledge that this is not common practice. In the following we will explore what practices we could learn from leading organizations (outperformers) that know how to go about this, as well as what are bad practices or not the ideal way of working (underperformers in an area).

In the following Table 1 we have listed some differences between the Underperformers' and Outperformers' way of doing BPM Change Management:

Table 1 *List Underperformer and Outperformers Ways of Doing BPM Changes*	
Underperformers	**Outperformers**
No formal method or approach for BPM change management. The underlying thought is that BPM models in process notations and process owners publish them to enable change.	Established and documented BPM change management method and approaches.
Capacity (mis)management • Projects often demand huge BPM CoE change capacity and services to deliver. • Change assessment is done by individual project, not integrated to global BPM CoE capacity assessments. • No clear delineation of new and run processes. Roles and responsibilities must be better defined, understood, and tracked for development and change/ maintenance.	There is ONE perspective on BPM changes for BPM CoE, including new change and changing to existing, so that only one prioritization process is built into the BPM CoE portfolio management and governance process.
Multiple project owners, change owners. Various process change request documentation. Multiple change management processes and procedures exist today, preventing a proactive/steady state and an integrated, end-to-end change process from requirements to implementation.	Going to integrated, best practices-based BPM CoE change handling, with specific roles and responsibilities, end-to-end processes supported by a single-source of truth.
BPM technology choices is based on: • functional needs • technology requirements • process modeling capabilities Other service organizations involvement not mapped • Current process does not clearly distinguish between BPM CoE services and interlinked business and IT services • Requirement for changes are siloed in various business departments.	BPM technology choices is based on: • business drivers • change enablers Changes scope and governance are defined; entry and exit points are mapped and related coordination, control, and measurements mechanisms are described.

Enterprise architecture engagement gaps • EA guidelines, parameters, and standards impacting change management are not formalized or integrated into BPM change concepts • Changes identified by the BPM teams are not synchronized with EA teams.	EA change management is formalized, and elements from its various domains affecting BPM change management are integrated throughout the BPM CoE process life cycle.
No standards or interlinks of the various teams and their work around the change concepts, that is, change analysis/strategy, design, creation, deployment, monitoring, and link to continuous improvement.	BPM change management is integrated throughout the process life cycle.

LESSONS LEARNED AROUND BENEFIT AND VALUE REALIZATION

Some of the benefits of doing integrated and standardized BPM Change Management in the BPM CoE among others are:

• Transparency of changes throughout the life cycle—Reducing the number of unauthorized changes, leading to fewer BPM CoE service disruptions, and reduced change-related incidents.
• Enable Organizational Change Management (OCM), minimize the severity of any impact and disruption.
• Delivering change based on change drivers (value and performance drivers) maximizes value and reduces cost of change.
• Not only specifying, but establishing link between performance/value drivers and process changes, and ensuring higher project success rate, reducing failed changes, and, therefore, business disruptions, defects, and rework.
• Implementing changes that meet the clients' agreed value expectation while optimizing costs.
• Reducing the average time to align the process to the right way of working (from misalignment to alignment).
• Contributing to better portfolio, program, and project estimates of the quality, time, and cost of change.
• Contributing that change to meet governance, legal, legislative, contractual, and regulatory requirements by providing auditable evidence of change management activity.
• Ensure that all stakeholders receive appropriate and timely communication about the change so they are aware and ready to adopt and support the change.

LEADING PRACTICE SUGGESTIONS ON WHAT REALLY WORKS WELL

Developing an effective change road map that is integrated into the business process management life cycle and the BPM CoE change and issue management is imperative for change effectiveness, if your initiative is to avoid the "valley of

despair". The purpose and objectives of BPM Change Management is to respond to both process change requests as well as the BPM client's changing requirements, while maximizing value and reducing incidents, disruptions, and rework. We feel it is vital to point out that BPM CoE Change Management and BPM Change Management are different. Although both interact, they have different purposes:

- *BPM CoE Change Management*—The resulting concept that combines the vision, strategic considerations, and requirements for Portfolio Change Management within the BPM CoE. This is done through the BPM CoE Change Board and includes alignment of programs and projects ensuring overall value creation for the BPM CoE clients.
- *BPM Change Management*—The set of activities/procedures/processes that, although supporting the BPM CoE, is about the execution of change management. Therefore, it would be the more tactical and operational change management piece of the BPM CoE. The changes are executed through the various tasks and roles in the BPM CoE.

As already pointed out, and although they are different, five common key areas compose BPM CoE Change Management as well as BPM Change Management:

1. Requirements Management
2. Planning with link to process portfolio, program, and project management
3. Value and Performance Management
4. BPM Governance
5. BPM Continuous Improvement feedback loop in terms of degree of change (low, medium, or high)

Out of scope of the above mentioned would be changes with significantly wider impacts than BPM Service Changes or BPM Project Changes. These include:

- Business organizational changes that need to be channeled through the Process Portfolio Management channel
- Structural changes that need to be channeled through the BPM CoE management
- The people-side of change that needs to be channeled through the business change management group

We realize that managing change effectively implies using processes to manage change, whereas it would mean that the BPM CoE would have to take their own medicine, we also realize that this would be a fundamental change for most organizations. It would mean that all BPM changes are recorded and evaluated, and that authorized changes are prioritized in a BPM CoE Change Management procedure. This makes the process life cycle ideal to execute the five key areas around BPM CoE Change Management and enables change in any phase as well as empowering the continuous improvement feedback loop (see Figure 2).

Integrating BPM Change Management into the process life cycle includes both changes to new and existing processes. It increases transparency of changes
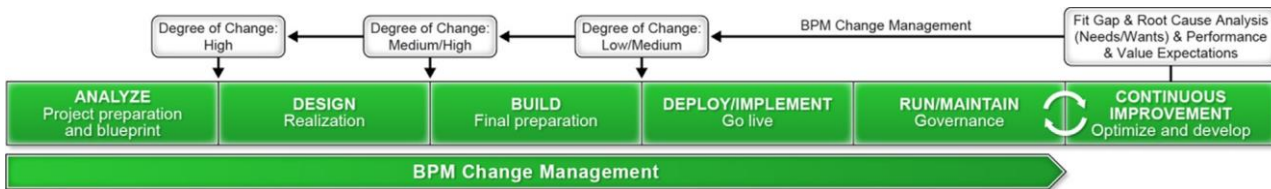
FIGURE 2

The process life cycle with BPM change management.[9]

throughout the life cycle and reduces the number of unauthorized changes, minimizing the severity of any impact and disruption. However, a recent study showed that even though we know we should do something we often do not,[11] even if life depends on it! The results of the study demonstrate that even when doctors tell heart patients they will die if they don't change their habits, only one in seven will be able to follow through successfully. Desire and motivation are not enough: even when it is literally a matter of life or death, the ability to change remains maddeningly elusive. Given that the status quo is so ingrained in our psyches, how can we change ourselves and our organizations? Whereas people and organizations know what they should do, they often do not know how to go about it.

Therefore, we will explore the following in detail:

- The life cycle phase
- The roles involved
- The strategic, tactical, and operational tasks
- The notations that are relevant for the subject (both BPMNotations, x-BPM-Notations, and other business notations)
- Typical enterprise standards involved

We will in Figure 3 illustrate the entire BPM Change Management Life Cycle complete with all the various roles, their tasks, and how the different modeling, engineering, and architecture disciplines interact and are used around each step in the life cycle.

Although the tasks are not that challenging in themselves, the challenge lies in the change control and management of the diverse roles in the various tasks, some that need to interlink and be governed by BPM CoE Portfolio Change Management, and some by BPM Change Management, relating to multiple enterprise standards to enable business and IT change.

BPM Change Management in the Analyze Phase

The first phase of the BPM Life Cycle is the phase in which the organization's processes are analyzed, captured, and defined, based on the business goals and specific process requirements (e.g. business needs and wants), as well as any interlinked business and process demands (Figure 4) Process goals and detailed process requirements are defined, and process choices are clarified through process blueprinting, and the initial process maps are populated with the identified processes. This phase includes Continuous Improvement through Change Management of the BPM Life Cycle, and the degree of changes made during this phase is considered high (Figure 2).

Tasks that have a link to strategic aspects:

1. Log and review change requests.
2. Identify change opportunities.
3. Assess change proposals (depending on scope, it links to appropriate processes)

Tasks that have a link to tactical aspects:

1. Refer to appropriate processes (depending on scope).
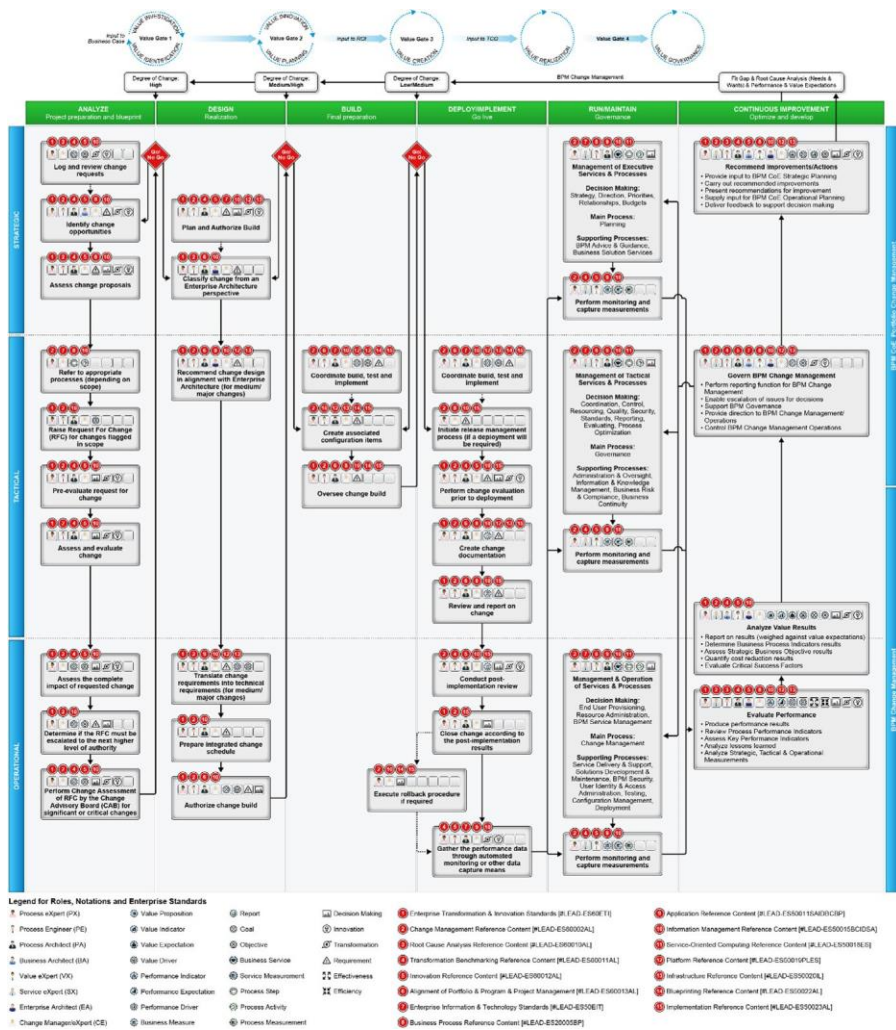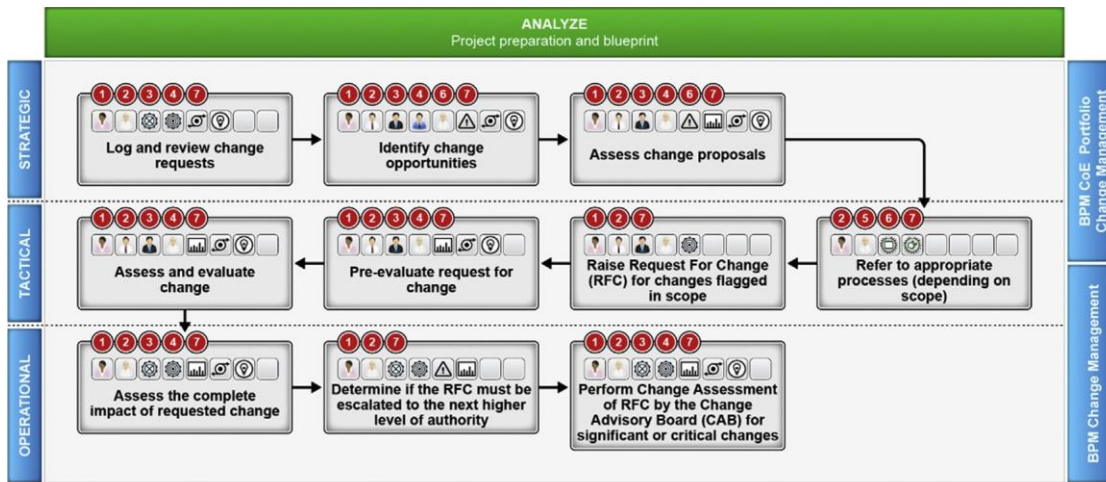2. Raise Requests for Change (RFC) for changes flagged in scope.

FIGURE 3

The BPM change management life cycle at a glance.[11]

3. Preevaluate request for change.
4. Assess and evaluate change (leads to assessment of the complete impact of requested change).

Tasks that have a link to operational aspects:

1. Assess the complete impact of requested change.
2. Determine if the RFC must be escalated to the next higher level of authority.
3. Perform Change Assessment of RFC by the Change Advisory Board (CAB) for significant or critical changes.

FIGURE 4

The BPM change management life cycle's analysis phase and how tasks, roles, notations, and standards could be applied.[12]

BPM Change Management in the Design Phase

The objective of this process is to take the information gathered in the preceding analyze phase and use it to develop a structured set of activities that *tell the BPM Change Management story for the BPM CoE* (Figure 5).

- Identify and design an enterprise BPM Change Management implantation plan (if required).
- Define and document all work flows or processes required by the stakeholders to perform change management within the BPM CoE; these will be the operations of change management (how to handle a process change, a project change, a service change, an RFC, etc.)
- Develop all supporting policies, guidelines, or best practices required to support the running of change management processes within BPM CoE for our
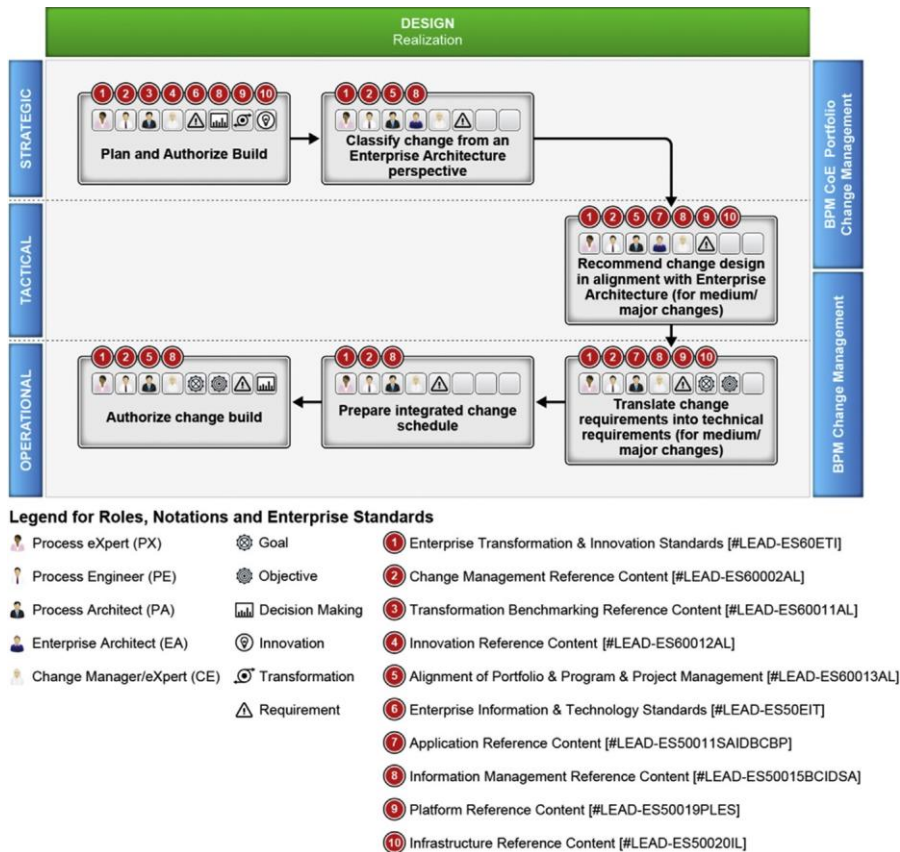

FIGURE 5

The BPM change management life cycle's design phase and how tasks, roles, notations, and standards could be applied.[13]

clients (governance structures, communication mechanisms, change plans, etc.)

Tasks that have a link to strategic aspects:

1. Plan and authorize build.
2. Classify change from an Enterprise Architecture perspective.

Tasks that have a link to tactical aspects:

1. Recommend change design in alignment with Enterprise Architecture (for medium/major changes).

Tasks that have a link to operational aspects:

2. Translate change requirements into technical requirements (for medium/major changes).
3. Prepare integrated change schedule.
4. Authorize change build.

BPM Change Management in the Build Phase

In the build phase (Figure 6) of the BPM Change Management Life Cycle, the tasks focus on carrying out the already-identified design solutions that have been developed during the previous design phase. The new processes and process structures, as well as the redesign of existing processes within the current process portfolio, should be constructed within a coordinated and isolated process testing and simulation environment, and primarily involves participants like process experts, engineers, and architects, as well as change management experts. Configuration foundations are likewise important to adapt to the environment around new processes, in particular, as well as a continuous governance aspect should be implemented to control and oversee the build phase from start to finish, and possibly enforce a construction rollback, if deemed necessary.
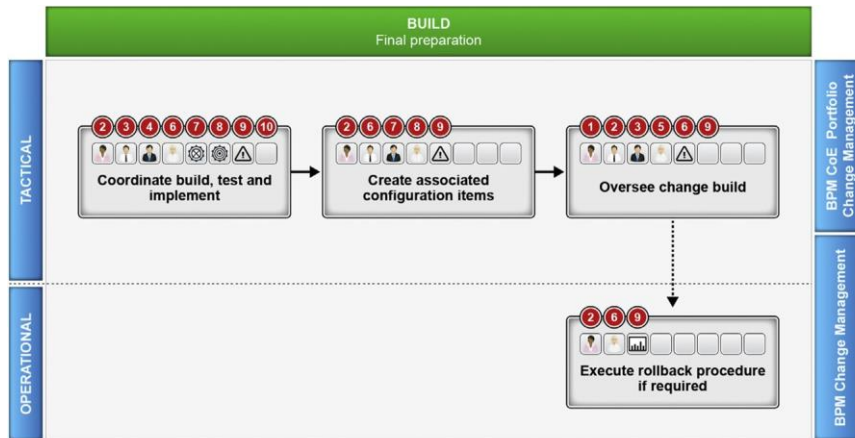
Tasks that have a link to tactical aspects:

1. Coordinate build, test, and implement (simulated production environment).
2. Create associated configuration items.
3. Oversee change build.

Tasks that have a link to operational aspects:

1. Execute rollback procedure if required.

BPM Change Management in the Deploy/Implement Phase

In the deployment and implementation phase (Figure 7), all reconfigured, reengineered, as well as new, processes are evaluated for go-live readiness. Change documentation will also need to be created to fully document and define all change aspects that have occurred to the new process portfolio and/or structures. A thorough review analysis will follow up release documentation, and the management will

FIGURE 6

The BPM change management life cycle's build phase and how tasks, roles, notations, and standards could be applied.[14]
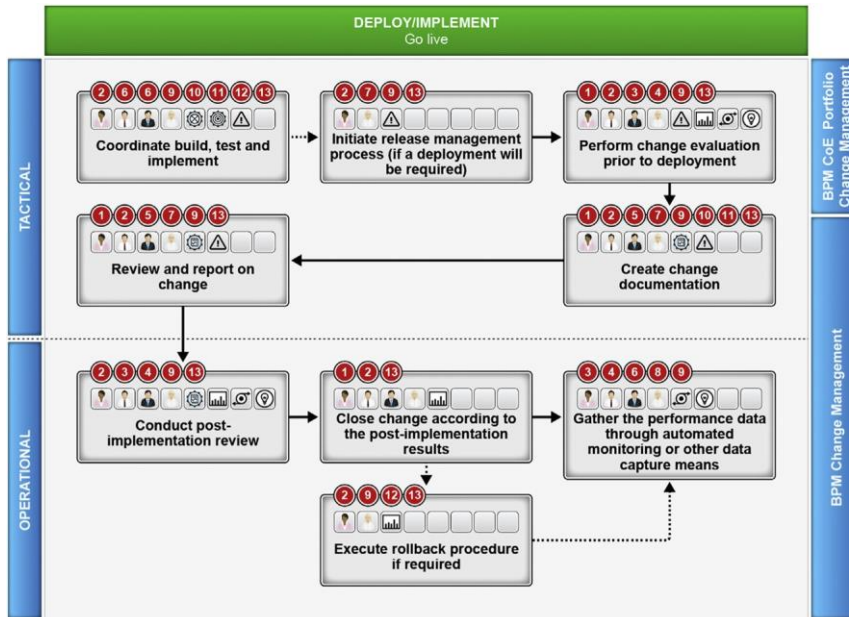
then carry out the final decision for go live and process release. Post-implementation review and reporting is also necessary shortly after release to follow up on successes and/or shortcomings of the live process environment.

Tasks that have a link to tactical aspects:

1. Coordinate build, test, and implement (go live).
2. Initiate release management process (if a deployment will be required).
3. Perform change evaluation prior to deployment.
4. Create change documentation.
5. Review and report on change.

Tasks that have a link to operational aspects:

1. Conduct postimplementation review.

FIGURE 7

The BPM change management life cycle's deploy/implement phase and how tasks, roles, notations, and standards could be applied.[15]

2. Close change according to the postimplementation results (execute rollback procedure if required).
3. Gather the performance data through automated monitoring or other data capture means.

BPM Change Management in the Run/Maintain Phase

The objective of this phase (Figure 8) is to provide a set of processes that, when executed, become the working portfolio change management work flows for the BPM CoE. They are the change management requests that satisfy the client's change
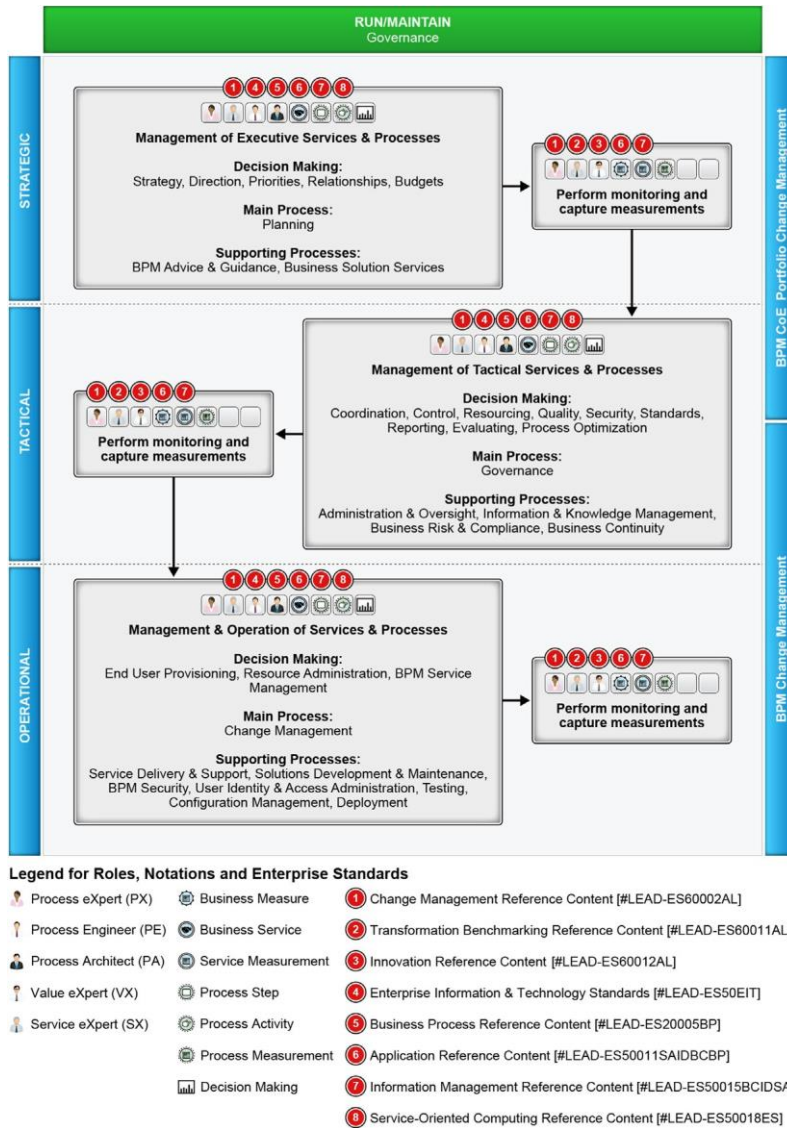

FIGURE 8

The BPM change management life cycle's run/maintain phase and how tasks, roles, notations, and standards could be applied.[1,16]

needs. They should also include step-by-step instructions for performing procedural activities such as impact analysis or user profile assessments when required.

Tasks that have a link to strategic aspects:

1. *Management of Executive Services and Processes*
    a. Decision Making: Strategy, Direction, Priorities, Relationships, Budgets.
    b. Main Process: Planning.
    c. Supporting Processes: BPM Advice and Guidance, Business Solution Services.
2. Perform monitoring and capture measurements

Tasks that have a link to tactical aspects:

1. *Management of Tactical Services and Processes*
    a. Decision Making: Coordination, Control, Resourcing, Quality, Security, Standards, Reporting, Evaluating, and Process Optimization.
    b. Main Process: Governance.
    c. Supporting Processes: Administration and Oversight, Information and Knowledge Management, Business Risk and Compliance, and Business Continuity.
2. Perform monitoring and capture measurements

Tasks that have a link to operational aspects:

1. Management and Operation of Services and Processes
    a. Decision Making: End User Provisioning, Resource Administration, BPM Service Management.
    b. Main Process: Change Management.
    c. Supporting Processes: Service Delivery and Support, Solutions Development and Maintenance, BPM Security, User Identity and Access Administration, Testing, Configuration Management, Deployment.
2. Perform monitoring and capture measurements

BPM Change Management in the Continuous Improvement Phase

The objective of this phase (Figure 9) is to control, monitor, and evaluate the operational change management processes, while addressing escalated issues/concerns and feedback for improvement of the running processes and the BPM portfolio as a whole. They should also include step-by-step instructions for performing any required procedural activities.

Tasks that have a link to strategic aspects:

1. Recommend Improvements/Actions
    a. Provide input to BPM CoE Strategic Planning.
    b. Carry out recommended improvements.
    c. Present recommendations for improvement.
    d. Supply input for BPM CoE Operational Planning.
    e. Deliver feedback to support decision-making.

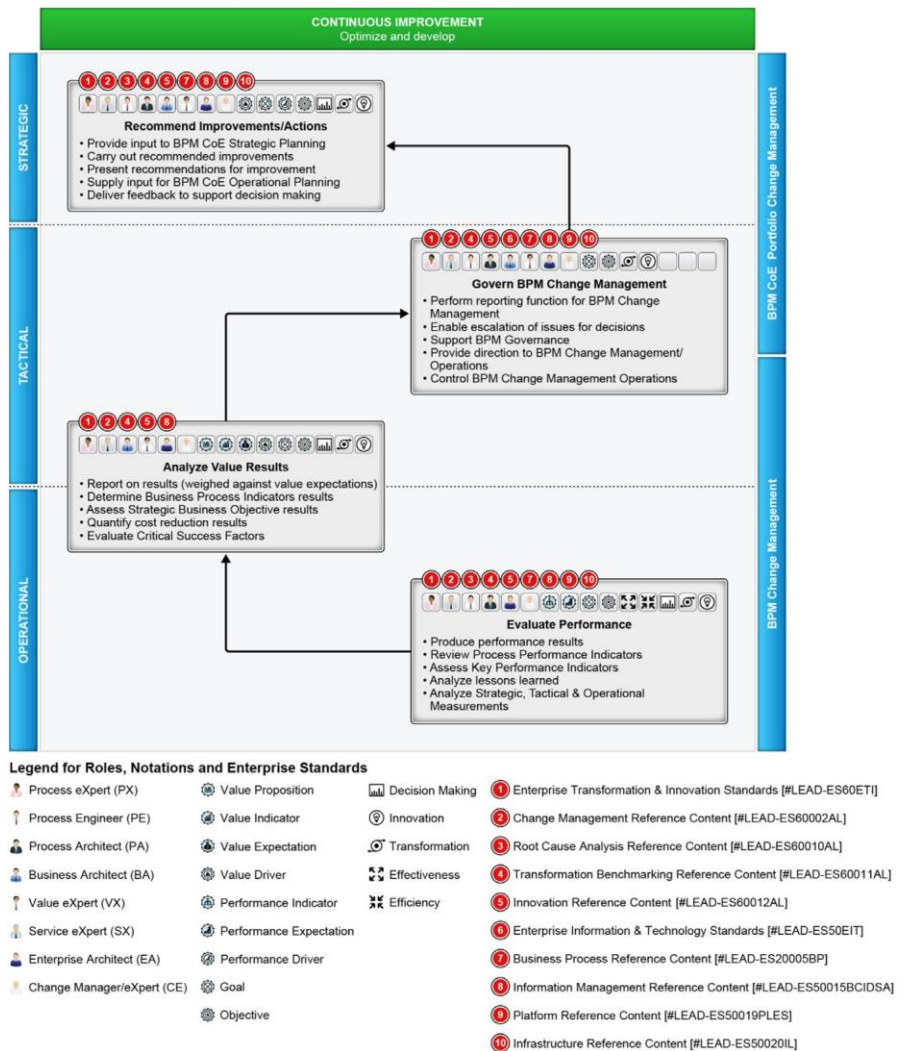**FIGURE 9**

The BPM change management life cycle's continuous improvement phase and how tasks, roles, notations, and standards could be applied.[17]

Tasks that have a link to tactical aspects:

1. Govern BPM Change Management
   a. Perform reporting function for BPM Change Management.
   b. Enable escalation of issues for decisions.
   c. Support BPM Governance.

    d. Provide direction to BPM Change Management Operations.

    e. Control BPM Change Management Operations.

2. Analyze Value Results

    a. Report on results (weighed against value expectations).

    b. Determine Business Process Indicators results.

    c. Assess Strategic Business Objective results.

    d. Quantify cost-reduction results.

    e. Evaluate Critical Success Factors.

Tasks that have a link to operational aspects:

1. Evaluate Performance

    a. Produce performance results

    b. Review Process Performance Indicators

    c. Assess Key Performance Indicators

    d. Analyze lessons learned

    e. Analyze Strategic, Tactical, and Operational Measurements

2. Analyze Value Results

    a. Report on results (weighed against value expectations).

    b. Determine Business Process Indicators results.

    c. Assess Strategic Business Objective results.

    d. Quantify cost-reduction results.

    e. Evaluate Critical Success Factors.

The key is to identify, document, and categorize the continuous improvement changes into the degree of change (see Figure 2) and thereby loop it into any of the process life-cycle phases:

- *Degree of Change: Low*
  Changes that can be achieved with low work amount are referred to by different names in the various BPM CoEs. Some of the names are, among others, fast changes, quick changes, or even standard changes. All of them have one thing in common; they have a low degree of change. Low degree changes are, for the most part, preauthorized as they have low risk, are relatively common, and follow a known procedure or work flow.
- *Degree of Change: Medium*
  Changes that can be achieved with medium work amount are for the most part referred to as normal change requests.
- *Degree of Change: High*
  Changes that include a high degree of change can also have different names. Some of the names are, among others, big changes, strategic changes, major incident changes, and emergency changes. All of them do not only have in common that they have a high degree of change, but also that they have a significant relationship to performance and value creation, and therefore must be implemented as soon as possible. This is not always the case, but we see a pattern in the high degree change   requests.

Perform Managerial Governance Activities Across all Phases

The objective of this process area is to perform the management and administrative activities to support the running of change management. They should also include step-by-step instructions for performing any required procedural activities.

CONCLUSION

The implementation of a BPM Change Management program demands a whole new way of working in an organization, and implies looking differently at one's organization. Many organizations underestimate this. Old, existing ways of working and managing/directing people must be changed. This fact alone begs for a clear change at the management level, but it also requires change at the lower organization levels. Examples of such changes may include[18]:

- Management and supervision will have to change: management and supervision should be done over the entire process (horizontal point of view) rather than on a hierarchical basis. Attention is to be given to the process instead of on keeping the department up and running.
- The process manager gets a much more prominent role in the organization.
- Cubicle thinking between departments will have to be eliminated.
- Roles and responsibilities will have to be defined better and are likely to change significantly compared to the situation before implementing BPM.
- Another type of management, with a different attitude toward the work floor and the execution in the organization's operations.

This new way of working should be accepted before working in a process-oriented manner can become successful. When organizations decide to implement process improvements and/or BPM, they must not only pay attention to the new possibilities and the factors that stimulate successful implementation, they must also be aware of the restrictions. These restrictions or barriers are often bound to the organization culture, to the comfort one obtains from holding a certain position, and to power and status. Management must deal with these barriers and actively deal with the factors that stimulate implementation as well (Figure 10).

Finally, clear and accurate communication is important for successful change management. This implies a need to build integrity and trust, which will have implications for the specific tactics that will be adopted in implementing the changes required.[19]

Essentially, an organization should focus on these core values:

- Ensure that the need for change is strategically driven
- Outline the BPM strategy together with its program of works
- Develop a change management approach, and devise a tool kit to be used with the implementation of the program of works around three areas of change:
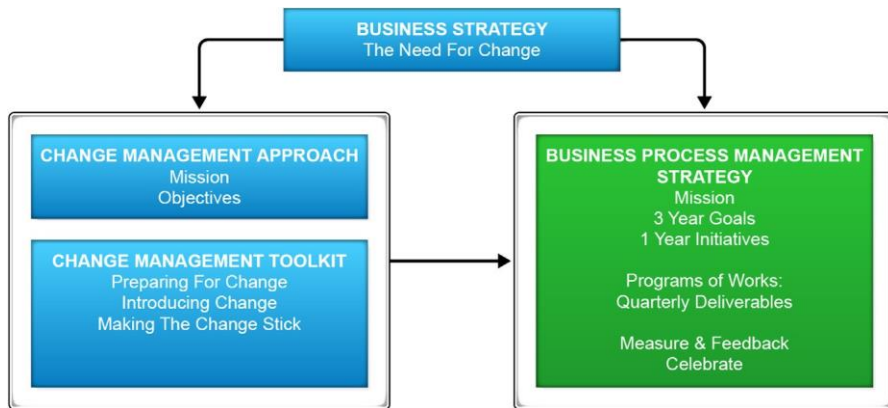 - Preparing for change

FIGURE 10

The BPM change management approach.[20]

- Introducing change
- Making the change stick

Many tactics can be selected from the tool kit for each area, and the actual tactics adopted will need to match the particular business, but if you have a framework from which to select, the likely success of your BPM Change Management project is increased.

AUTHORS

Mona von Rosing

In her work she is specialized as a LEAD Business Innovation & Transformation Architect and with her unique background of business psychology and business economics, she is specialised in business transformation, change and strategic execution for the development and improvement of an organizations revenue, service and value model as well as cost, performance and operating model.

With the mentioned business knowledge, she mixes her business approach with a blend of psychological change topics and approaches- within her specialty of Change and Alignment. She has participated in the global university alliance involving over 300 universities, with research within and around Enterprise Philosophy. The research focused on how Enterprise Philosophy considers the prismatic fundamental principles that underlie the formation and operation of a business enterprise. Thereby the nature and purpose of a business, for example, is it primarily property or a social institution; its role in society or the accrued function concerning collective consciousness.

In relationship to business knowledge, Mona has led the development of the LEADing Practice change management standard, with attached change management reference content. This development included among others:

- Research and analyse what works around change management (best practice), and what are unique practices for changes applied by leading organizations (leading practices).
- Identify common and repeatable change patterns which provide the basis for the LEADing Practice Change Management Enterprise Standards.
- Develop "Change Management Reference Content" that increases the level of re-usability and replication within the field of enterprise modelling, enterprise engineering and enterprise architecture.
- Extended with change management accelerators that adopt and reproduce the identified change management best practices and leading practices.

Mona has furthermore led the development of the LEADing Practice Alignment-Unity Framework. The Alignment-Unity Framework was developed together with US Department of Defense with the Department of Homeland Security, Department of Justice, and Department of State, Joint Staff (J6 and J7, U.S. Northern Command, U.S. Southern Command, National Guard Bureau. Mona was the business analyst from LEADing Practice who developed the standard with the following external people:

- The Project lead, Ms. Angela Winter, Joint Staff J7, US Government
- The developers, Mr. Mike Tisdel and Ken Teske, Joint Staff J6 , US Government
- Mr. Martin Westphal, Vice Director, Joint Staff J6, US Government
- Mr. Stuart Whitehead, Deputy Director C5I, Joint Staff J6, US Government
- General Jon Thomas, Deputy Director, Future Joint Force Development, US Government

The Alignment-Unity Framework aims to:
a) Unified common stakeholder, objectives and size common mission critical across complex mission and multidimensional warfare such as cyber, combating weapon of mass destruction, combating translation organization crime and security corporations.
b) Achieving information sharing unity of effort to meet national security US Department of Defense with the Department of Homeland Security, Department of Justice, and Department of State.
   - Alignment and Unity Stakeholder Map
   - Alignment and Unity QuickScan
   - Alignment and Unity Maturity TCO-ROI evaluation
   - Alignment and Unity Maturity Benchmark
   - Alignment and Unity Development Path
c) Alignment- Unity Framework Stages: Align, Compare and Unify.

With Mona's special abilities, she is part of an elite team who has been asked to develop the standards of NATO-North Atlantic Treaty Organizations. This development includes the development of enterprise standards and their enterprise architecture standards. Thereby developing standards for the 28 member states across North America and Europe and additional 37 countries participate in NATO's Partnership for Peace and dialogue programs. This singlehandedly represents the biggest standardization initiative across 65 countries.
Mona has taken full university diploma courses in Psychology, Business Process Management, Business Model and Economy, she is furthermore certified Change eXpert & LEAD Transformation Architect as well as Business Architect Certified.

Maria Hove

International recognized researcher and thought-leader in the field of business model, performance modelling and value modelling. She has worked for many fortune 500 organizations and for government s around the world.

Maria leads multiple researches in the Global University Alliance (GUA), the largest non-vendor academic platform for academic collaboration.

As a part of the GUA work, has she been involved in developing multiple Enterprise Standards as well as Industry Standards. Within the context of BPM her speciality is:

- Align business processes to business goals
- Process Innovation & Transformation Enablement (PITE)
- BPM & Operating Model
- BPM Change Management
- BPM Governance
- BPM Portfolio Management
- Continuous Process improvement

Author of multiple publications among them the IEEE publication "How to integrate Enterprise Architecture and BPM", as well as for Future Strategies Inc. and the Workflow Management Coalition (WfMC) "Passports to Success in BPM".

Maria is a certified Process eXpert & LEAD Process Architect as well as Business Architect Certified.

Marianne Fonseca

Marianne is specialized in analyzing and designing organizations by asessing the business model, competencies, services, processes and data. She has been the driving force in the outperformers versus underperformer's study and Global BPM trend study in collaboration with the Global University Alliance.

Marianne helps organizations to succeed in business transformation and innovation by improving the decision making and drive business outcomes. She specializes in:

- Align business processes to operational goals
- Process innovation based on operational objectives
- Link activities to Business Model transformation
- Identify process requirements
- Focus on pain points, bottlenecks and benchmarking
- Develop process standardization
- Ensure process integration
- Continuous process improvement

Marianne leverages her previous experience in paralegal, project management and research to advise organzations how to apply best practices, industry practices and leading practices in real world. She is certified LEAD Process eXpert.

Joshua von Scheel

Joshua has been the main force in the outperformers versus underperformer's study, researching, and evolving mainstream key management models, tools and practices.

His effort to interconnected key models, tools and practices across Business (business competencies, services, processes & value) Application (application & data) with Technology (platform & infrastructure) have been published in standards bodies and reference content.

Acknowledged for his Value and Performance contribution to this book, such as:

- Value: Value expectations and requirements (e.g. service, process, data, etc.), value drivers (external and internal), value bottlenecks/value clusters, value measurements, value maps, matrices and models, revenue model, value-based costing, value-based modelling as well as value management.
- Performance: Performance expectations and requirements (e.g. service, process, data, etc.), performance drivers (external and internal), performance bottlenecks, performance measurements, business performance indicators (BPIs) and key performance drivers in performance maps, matrices.

Recognized as a practitioner with an extraordinary business understanding and abilities in his field. Discovering relationships of objects not seen before. He has the potential to break the sound barrier of conventional thinking.

Certified LEAD Value eXpert and Process eXpert. A true Jedi Knight and proficient in his field of expertise.

Dickson Hunja Muhita

Chartered IT professional and entrepreneur experienced in significantly bettering operations through Information and communications technology (ICT), enterprise architecture, business process management and mentoring.

Professionally certified in LEAD Enterprise Architecture, Business Process Management and CPA and a member of the Association of Enterprise Architects, British & Australian Computer Society, and Information Systems Audit Control Association (ISACA). Experience at strategic and operational levels in strategy & architecture, business change, solution development & implementation. This is in large complex organisations with geographically dispersed ICT environments and during initiation of major organisation change projects. Organisations include the Australian Bureau of Statistics, Finance & Services NSW govt, Ipswitch City Council, RACV, Brightstar Corporation, Xstrata Copper, Monash University and the European Union Business Assistance Scheme.

Proprietor and Principal Consultant at DHM Consulting Pty and occasional guest lecture at Monash University and LEADing Practice Regional Advisory Board member for Australia & New Zealand.

Dickson is certified as LEAD Enterprise Architecture, OMG-Certified Expert in BPM, Business Process Management (BPTrends Associate & Enterprise), Modeling (BMM, BPMN, EPCs, ARIS house, ArchiMate), Accounting Systems & ERPs; Tools (ARIS, Sparx Enterprise Architect, IBM Rational).

End Notes

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