

Technology Consulting
&
Training

From Process to Success



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Business Process Operational Transformation

BPOT collates the expertise from more than 25 years of Consulting, 15 of them specifically focused on Business Process Management, implementation and automation systems, solutions design and implementation.

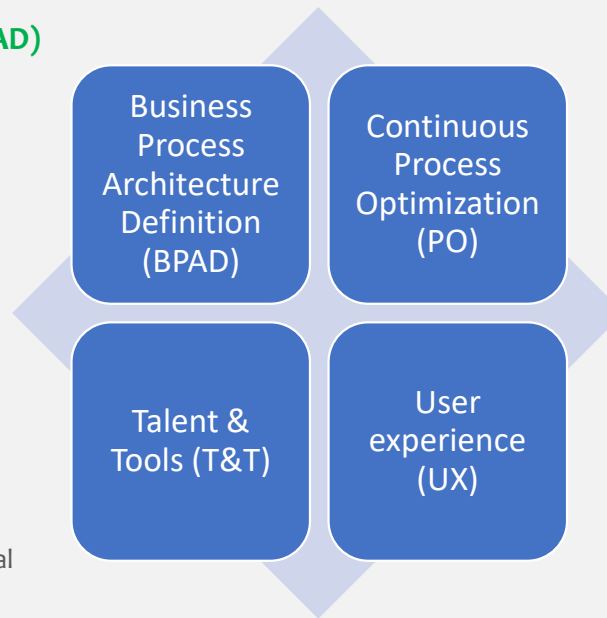
BPOT brings the most up-to-date trends in technology, tools and methods (Process Mining, Robotics Process Automation (RPA), AI and Gen AI).

Business Process Architecture Definition (BPAD)

The definition of an adequate Business Process **Architecture** is the key to a successful Business Operational Transformation

Talent & Tools (T&T)

Any transformation requires **teams trained** in the techniques and/or tools that respond to the operational needs of the business.



Continuous Process Optimization (CPO)

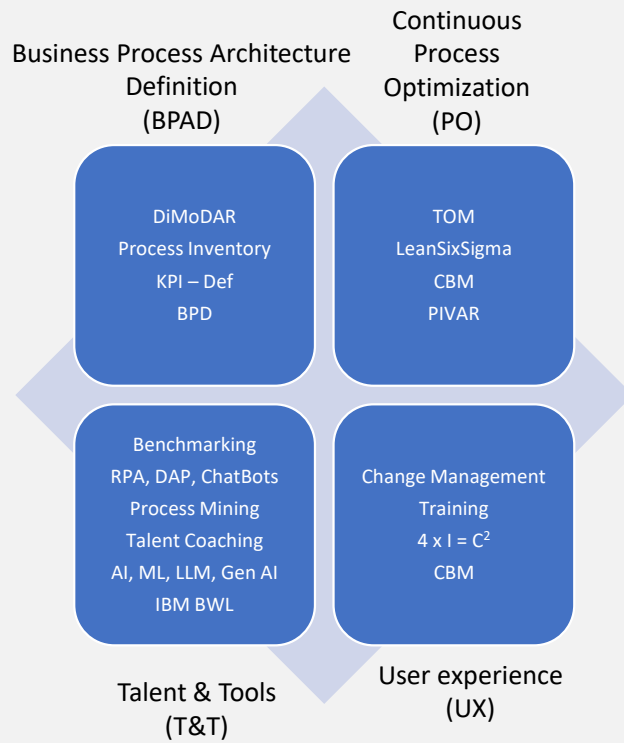
Business processes are living elements that evolve in line with the company's **improvement needs**.

User experience (UX)

The sustainability of any Transformation program relies on the **adoption** of the results of the Transformation.

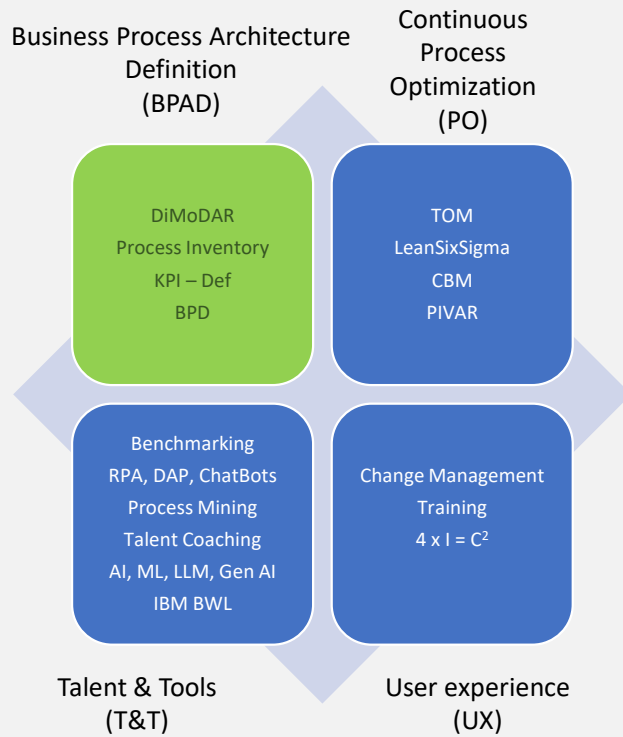


Business Process Operational Transformation

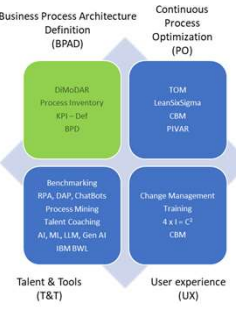




Business Process Architecture Definition



Business Process Architecture Definition (BPAD)



What is Process Architecture Definition?

Process Architecture is an active visual model of the end-to-end processes within our institution that can aid decision making, strategic and operational management, and continuous improvement.

<https://bpm.berkeley.edu/what-process-architecture>

Berkeley University of California

Key characteristics of effective process architecture are:

- ✓ High Level
- ✓ Customer-focused
- ✓ Relevant to Organizational Objectives
- ✓ Clear

How “mature” is your BPAD?



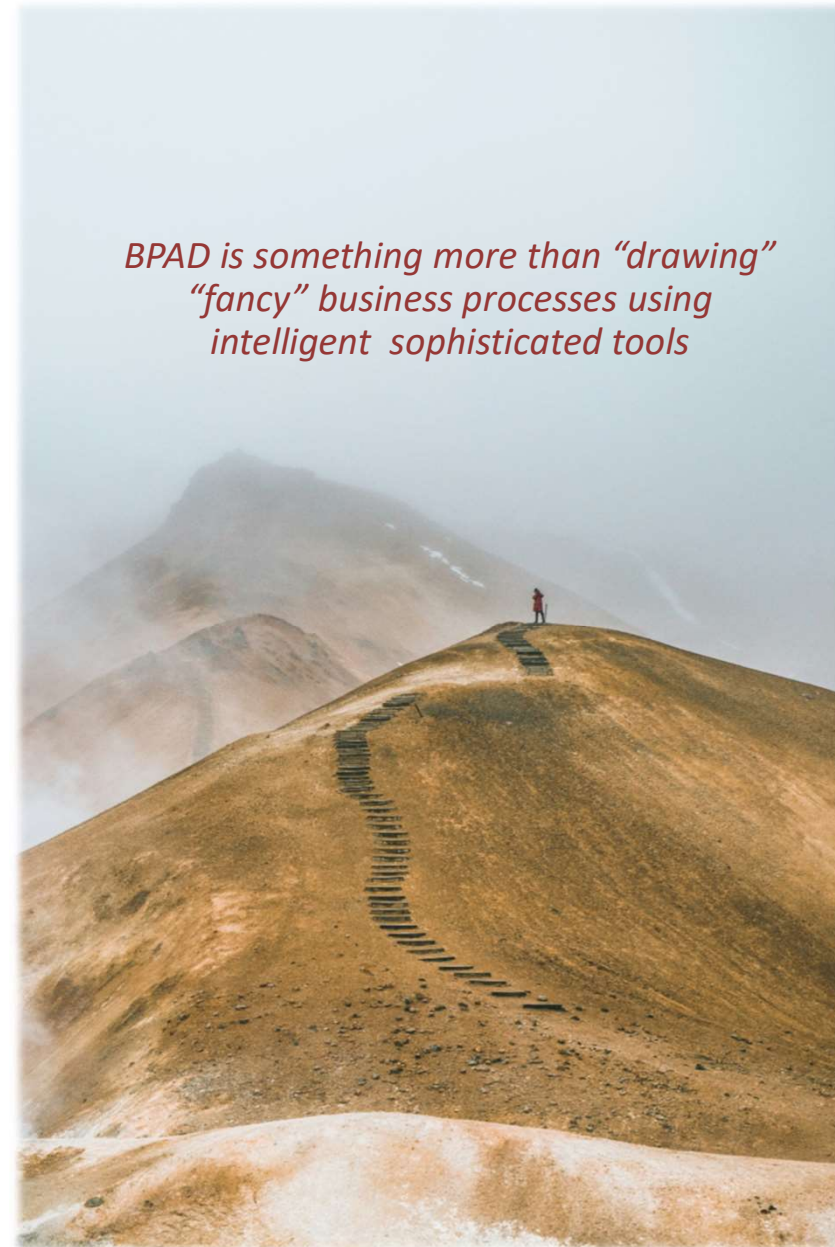
BPAD Path

Business Process Architecture Definition path is not trivial:

- It is more than modelling
- It is more than mapping
- It is more than documenting
- It is more than KPI creativity
- It is more than method lecturing

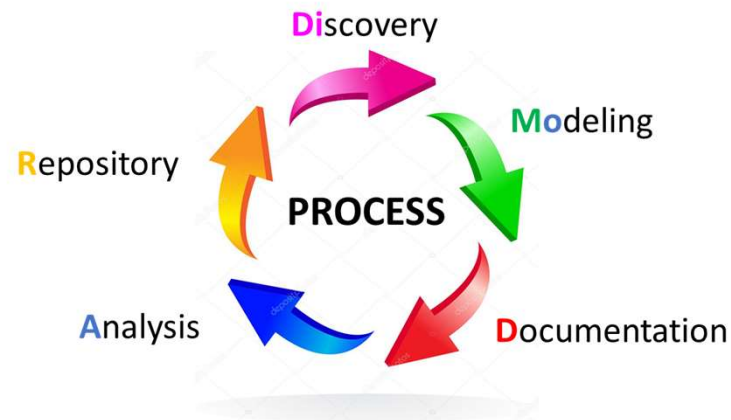
Business Process Architecture Definition is:

- ✓ It is the **backbone** of your **operational excellence**
- ✓ It is the baseline for a **successful** process implementation
- ✓ It is the driver for your **company adoption**



DiMoDAR[®] – BPAD Delivery Method

It is the experience-based methodology that helps you to deliver the most suitable business process architecture.



Discovery: overall understanding using milestones

Modeling: represent business reality using standard notation

Documentation: collect required information

Analysis: improvement identification

Repository: operational single source of truth





BPAD Service Offering

We work together with you to:

- Understand your business context
- Define roadmap to success

PBAD framework:

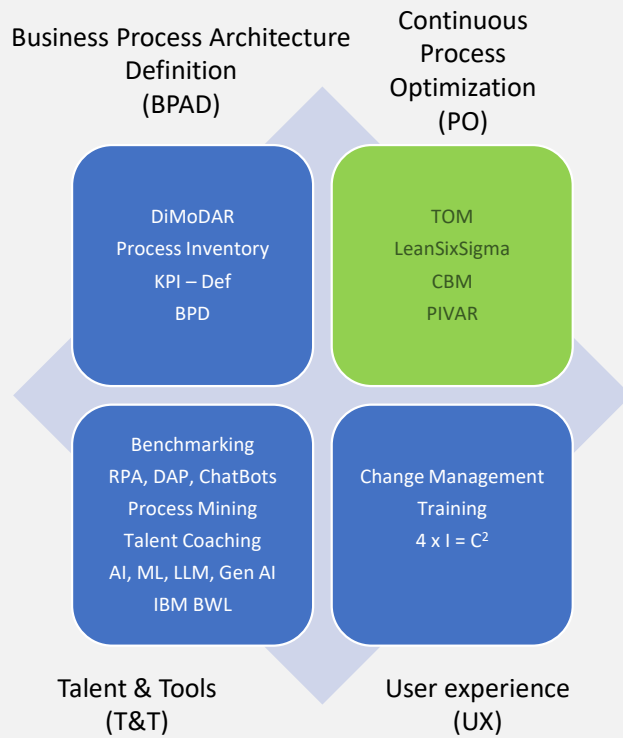
- Context definition: Stakeholders' map ($4 \times 1 = C^2$) & Process Owners List
- Introduction to DiMoDAR Methodology (using IBM Blueworks)
- Process Inventory (Using APQC Process Classification Framework) – optional
- BPAD Path Support (hands-on / guidance):
 - Development
 - Change Management
 - Improvement Solutions

PBAD outcomes:

- Business Process Stakeholder's Map
- Communication Plan
- Updated Process Inventory
- DiMoDAR Learning and launch
- Architecture review & redefinition

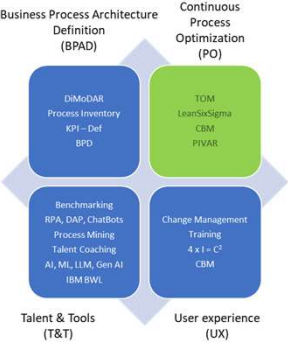


Continuous Process Optimization



Continuous Process Optimization

Continuous Process Optimization



A **Continuous Improvement Process (CIP)** is an ongoing and incremental cycle of enhancement to products, services, and processes. It is a structured approach that organizations can use to identify, define, implement, measure, and analyze the effectiveness of change.

Continuous Process Optimization uses CIP outcomes to increasingly build a single “optimized” source of truth for Business Operations, AKA Integrated Process Repository

<http://clientes.dominio.com/knowledgebase.php?action=displayarticle&id=286>

Appian Corporation

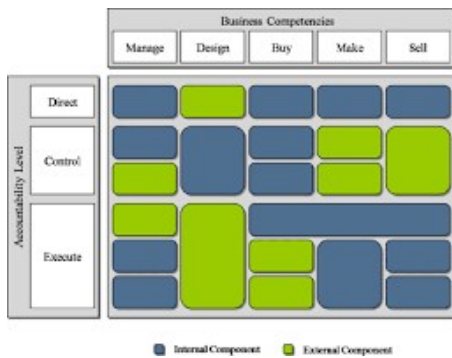
Key benefits of CIP:

- ✓ Increased efficiency and productivity
- ✓ A more engaged and empowered workforce.
- ✓ Agility and resilience
- ✓ Competitive advantages

Have you got a CPO Plan?

TOM, LeanSixSigma, CBM, PIVAR

There's a myriad of methods, techniques and tools for process optimization. The "art" resides in the way they're combined so that they all ride the way to success.

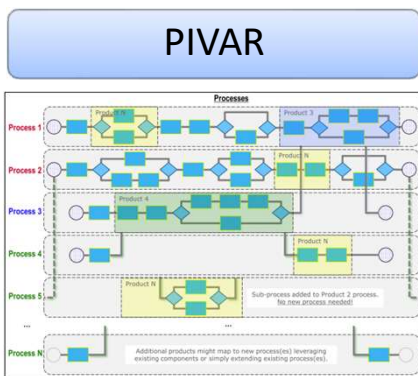


Component Business Model (CBM) is a strategic management framework to identify opportunities for improvement or innovation in an organization.

It is a framework for analyzing and modeling a business for the purpose of organizing and grouping business activities into basic building blocks of a business called components.

CBM settles an excellent starting point for both Top Management and tactical leaders to "heatmapping" business area focus.

https://en.wikipedia.org/wiki/Component_business_model



PIVAR, Process Inventory, Variation Analysis & Roadmap examines the processes in scope, analyzes their variations, and creates a prioritized roadmap for process implementation.

After or during an initial gathering of an inventory of processes relevant to the scope and focus of the current project, an analysis is conducted called variation-oriented analysis (VOA).

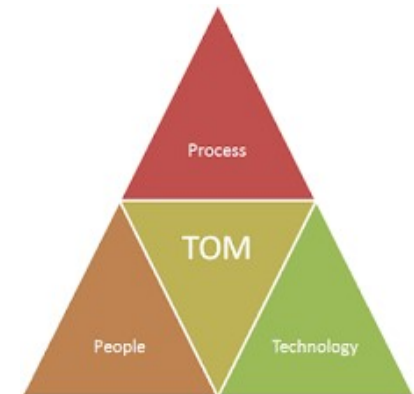
<https://www.redbooks.ibm.com/redbooks/pdfs/sg248282.pdf>

A **Target Operating Model (TOM)** serves as a strategic framework that defines how an organization will execute its vision and mission, thereby meeting its business objectives.

It outlines how various elements like processes, technology, governance, and people should interconnect and interact to deliver value.

Main benefits from TOM are:

- Fostering Purpose
- Strategic Alignment
- Operational Efficiency



DMAIC refers to a data-driven quality strategy for improving processes and is an integral part of the company's Six Sigma Quality Initiative.

Lean6σ provides a full set of techniques and tools for process improvement analysis, with a special fitting in Production.

These tools provide a perfect mindset for business analyst to share improvement expectations with strategic decision makers.





Continuous Process Optimization Offering

We work together with you to:

- Understand your business current and future business needs
- Identify existing operating areas for improvement
- Establish SMART metrics and business indicators
- Plan a realistic roadmap to achieve (Target Operating Model)
- Trace a feasible roadmap
- Run PIVAR for process architecture optimization

CPO framework:

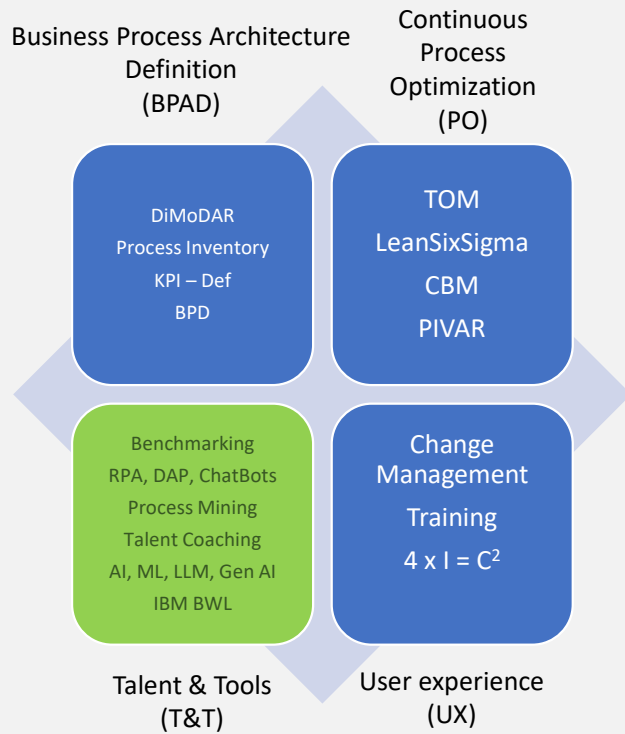
- Use CBM to identify clear areas for improvement
- Assess current maturity and Target Operating Model
- Use DMAIC cycle to identify sources of improvement

CPO outcomes:

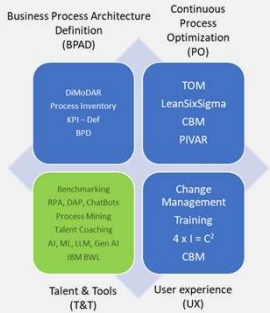
- Company CBM Heatmaps
- Target Operating Model
- Process Improvement Plan
- Transformation Roadmap



Talent & Tools



Talent & Tools



Process Transformation teams have always been supported by a multiple kind of **Technical Tools**:

- Queue Management
- Workflow definition and execution
- Rules Management Tools
- Intelligent BPM Suites (Gartner 2012)
- Digital Automation Platforms (Forrester 2023)
- Robotics Process Automation
- Process Mining

Teams require multiple skills and capabilities thus requiring an overall Talent that is only achievable by experience: process modeling, process reengineering, software development, use of low code platforms,....

This Talent is steadiness and continuously evolving. Artificial Intelligence has also brought endless capabilities: process interpretation, model generation, process mining, intelligent decision taking, ...

All in all, Talent & Tools are not easy to find, collect, choose, orchestrate.



Talent & Tools Offering

We work together with you to:

- Understand your technical environment and technical corporate policies
- Find out most suitable technical elements that fit in your context
- Better know your internal capabilities
- Provide you with best talent, both functional and technical talents.

T & T framework:

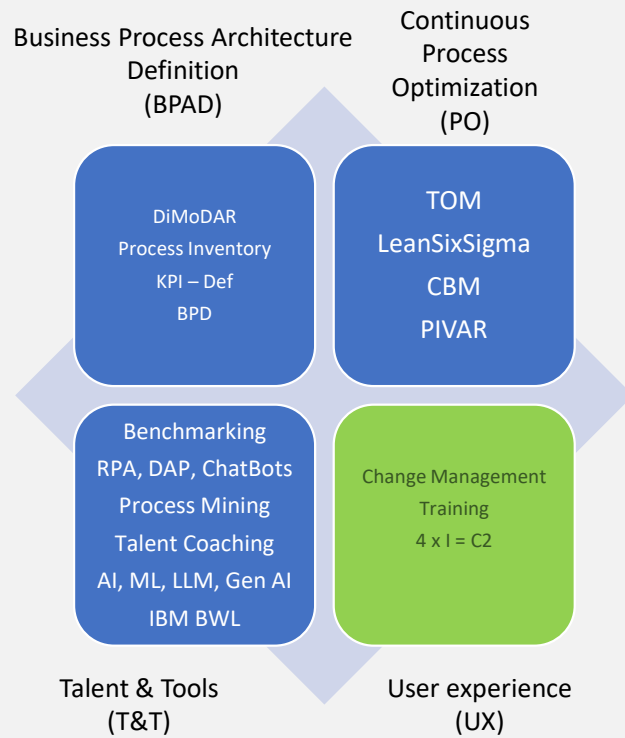
- Open to work with any existing tool in the market.
- Capable to educate, coach and mentor Business Process teams
- Center of Excellence perspective

CPO outcomes:

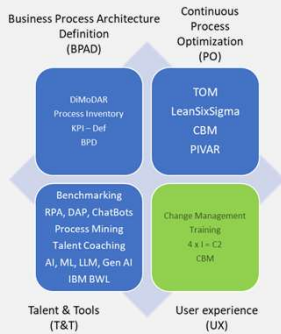
- Best solution selected
- Support for Solution Implementation
- Center of Excellence setup and later guidance



User experience



User Experience



User Experience

Many Business Transformation initiatives fail because of

.... Key stakeholders are missing and/or not properly involved

.... Methods & Tools area tedious, boring, somehow outdated and so much technical flavored

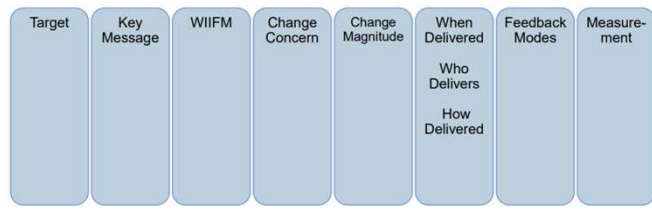
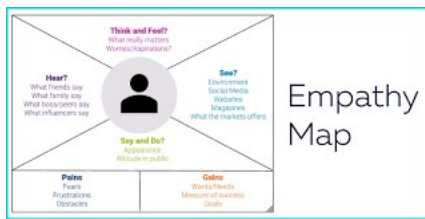
.... People do not get thrilled to work IN A TEAM, AS A TEAM with common objectives in mind

People react in a different way depending on:

- The way they get involved
- The value they perceive
- The quality of the information they're provided with
- How useful they perceive to be

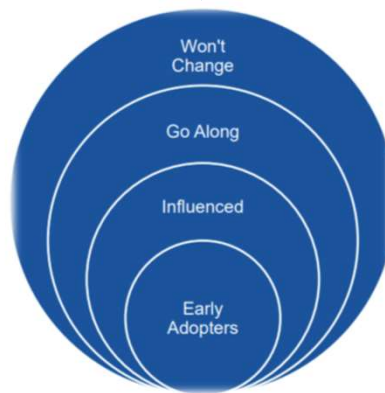
User Experience Framework

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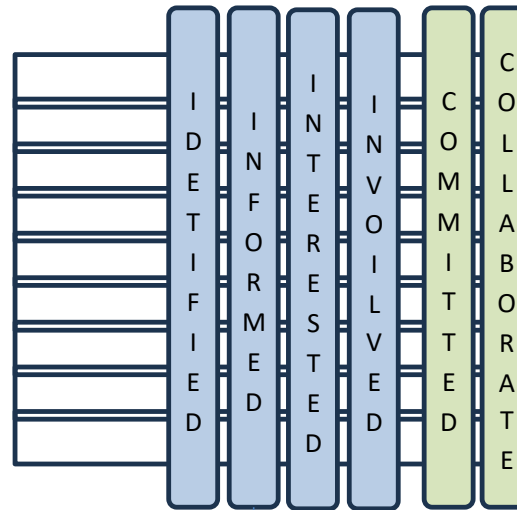
Empathy maps is a collaborative tool teams can use to gain a deeper insight into your targeted audience. Much like a user persona, an empathy map can represent a group of users and provide the level of understanding and potential adoption in transformation programs.

Empathy maps help to tailor and define appropriate Communications Plan.



Venn-Audience diagrams help to structure and focus change management efforts according to the expected reaction against the unavoidable change in any Transformation Project.

$$4 \times I = C^2$$



Adoption Dashboard:

- Stakeholders' Engagement Plan: is a proven technique based on the $4 \times I = C^2$ rule to ensure drive stakeholder's Commitment and Collaboration
- RACI Matrix: is a classical method for the assignment and assumption of responsibilities across transformation program.

RACI CHART EXAMPLE

Project tasks	Senior Analyst	Project Manager	Head of Design	SWP Finance	SEO Lead	Sales Director	Senior Management
Phase 1: Research							
Economic model	R	I	I	A	C	I	I
Strategic framework	A	I	I	R	I	I	C
Risk factors	R	I	I	A	I	I	I
Phase 2: Structure							
Product specs	I	A	R	I	C	C	C
Design wireframe	I	C	R	I	G	I	C
User journey	I	C	R	I	C	C	C
User experience testing	I	C	R	I	C	C	C
Evaluation framework	I	R	C	I	C	I	C
Development backlog	I	R	C	I	C	I	C
Delivery roadmap	C	R	A	C	C	C	I



User Experience Offering

We work together with you to:

- Better understand how your company empathizes with your plan
- Find out reluctance
- Define realistic expectations
- Setup a feasible plan

Change Management framework:

- Empathy Map and Venn-audience diagrams
- Change Management with Education and Communication Plan
- 4 x I = C² Experience-based technique
- RACI Matrix

Change Management outcomes:

- Value Proposition Canvas: pains & gains
- Communication & Feedback Plan
- Adoption dashboard: 4 x I = C² and RACI

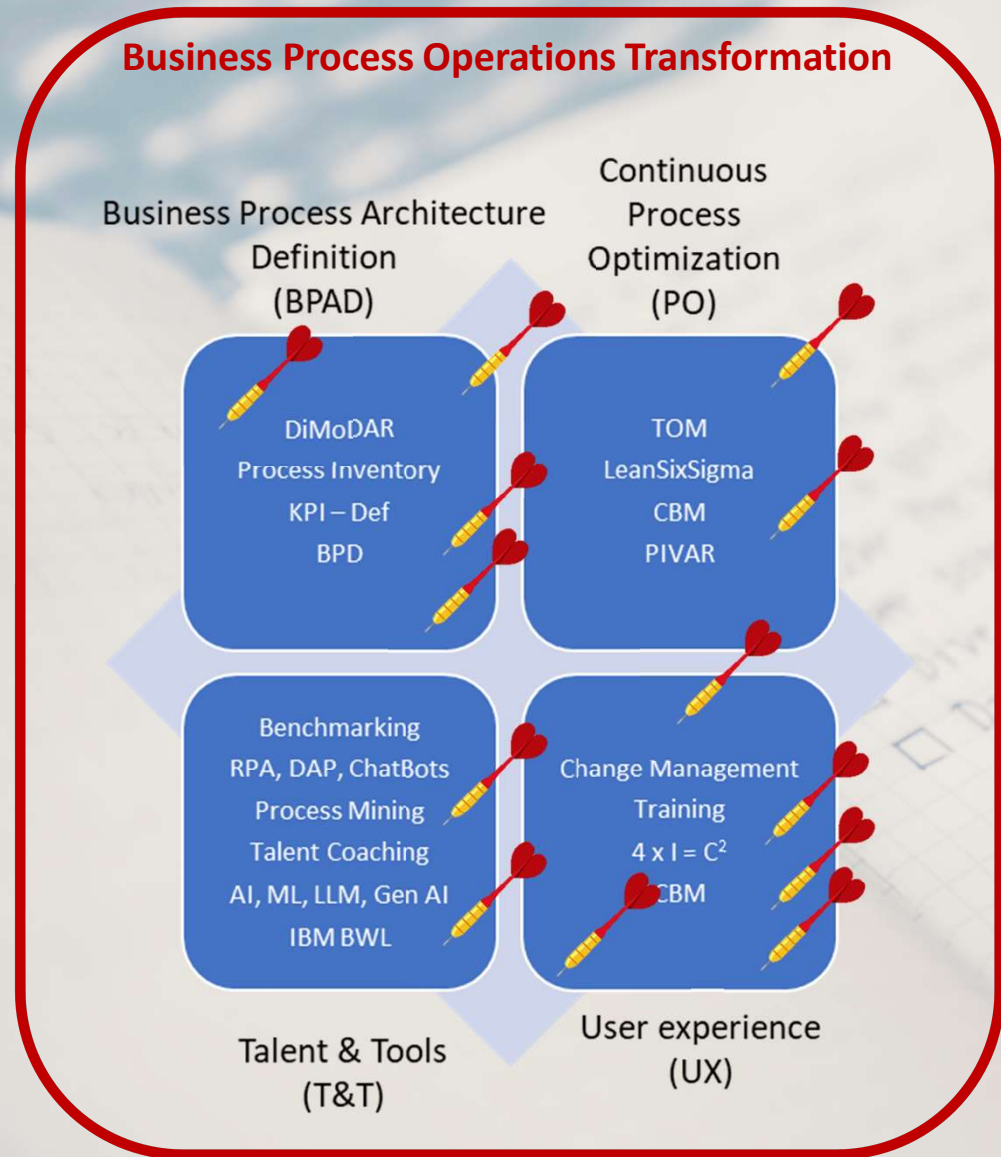


In summary

BPOT provides you with the most complete set of tools and techniques for Business Process Transformation

- Is your list of process “inventoried” in a structured way?
- Are your processes correctly documented and stored in a repository you can “surf across”?
- Are you able to measure business efficiency, productivity, quality, performance using metrics you can handle?
- Are you using the right tools?
- Is your team properly skilled?
- Are you confident your people will join for change?
- Are you focusing right for improvement?

Where would you point to? “you bet”!!



thank you!

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