

CLASS NOTES: A Tool for Planning & Scoping BPM Initiatives, Jan vom Brocke, Jan Mendling, Michael Rosemann, Manuel Weber

Introduction

The management and research discipline of business process management (BPM) covers a wide range of activities such as the identification, analysis, design, implementation, and continuous improvement of organizational processes (Dumas et al., Rosemann, vom Brocke 2015). While early contributions in BPM were focusing on the design and re-design of single processes within organizations, nowadays, contemporary research is concerned with a more holistic view on managing organizational (business) processes (vom Brocke, Mendling 2018). Hence, BPM aims to develop corporate capabilities in order to meet the organization's strategy (vom Brocke et al. 2014). The discipline also evolved from an analyzing and improving practice towards a holistic and comprehensive management approach: Besides the deployment of modern information technologies, BPM also deals with task- and people-related issues, including strategic alignment, governance, methods, technology, people, and culture (Rosemann & vom Brocke, 2015; vom Brocke & Rosemann, 2015).

In this Column, we present a tool – the BPM Billboard – which has been developed to capture all relevant aspects of a successful BPM approach in a “one-page-representation”. The Billboard was first presented as part of the new BPM Cases Book (vom Brocke, Mendling, et al., 2021a) , and it is used in many projects, now, also supported by Signavio and SAP to assist organizations in implementing Business Process Intelligence (see: <https://www.signavio.com/downloads/short-reads/bpm-billboard>)

Planning, communicating, and coordinating BPM initiatives demands systematic execution along with the corporate strategy and its organizational capabilities. We would like to introduce you to the BPM Billboard, as presented in **Figure 1**. It outlines the essential elements constituting a BPM approach.

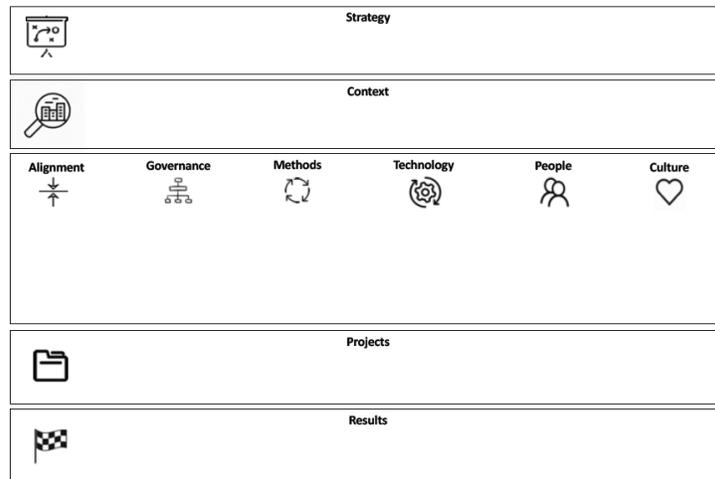


Figure 1: BPM Billboard (vom Brocke, Mendling, et al., 2021b).

The BPM Billboard is a new tool and device for both scholars as well as practitioners to plan and scope their BPM initiatives and to derive tangible projects to deliver the strategy. The BPM Billboard helps professionals to link important and essential elements, such as a corporations’ strategy, its organizational capability areas in its specific context. It can also be denoted as a reference model to implement such elements according to their individual (organizational) requirements.

What elements does it consist of? This holistic tool, presented on one page, is structured along four interrelated layers and can be compared to other holistic approaches such as the BCG matrix (Hambrick et al., 1982), for example. In essence, the BPM Billboard supports practitioners and various stakeholders to build a consistent and intuitive narrative on the relationships among the following five components. The tool is based on extensive BPM research, as e.g., on the BPM capabilities (Rosemann & vom Brocke, 2015; vom Brocke & Rosemann, 2015), the 10 principles of good BPM (vom Brocke et al. 2014), BPM governance (Markus, L. 2015), BPM culture (Schmiedel et al., 2015), context-aware BPM (vom Brocke et al., 2021, 2021), BPM skills (Müller et al., 2016), BPM strategy and value (Burlton, R.T. 205; vom Brocke & Sonnenberg, 2015), to name but a few. The billboard puts all these considerations on one page and, thus, makes it easy to consider them in practice, e.g. when planning or communicating BPM (vom Brocke, Mendling, et al., 2021b). The billboard consists of the following components:

- Strategy: BPM’s strategic alignment with the organization
- Context: BPM’s relationship to the organization’s context
- Capability: identifying and developing the organization’s BPM-related capabilities
- Projects: actual BPM-related projects that provide a strategic impact
- Results: achieved by the different projects and programs

To illustrate the BPM Billboard, let’s have a look at the SAP Case called “How to Move from Paper to Impact in Business Process Management: The Journey of SAP” (Reisert et al., 2018) and presented in the BPM Cases Book Vol. 2 (vom Brocke, Mendling, et

al., 2021a). SAP reported having significantly simplified its internal processes and raised overall productivity.

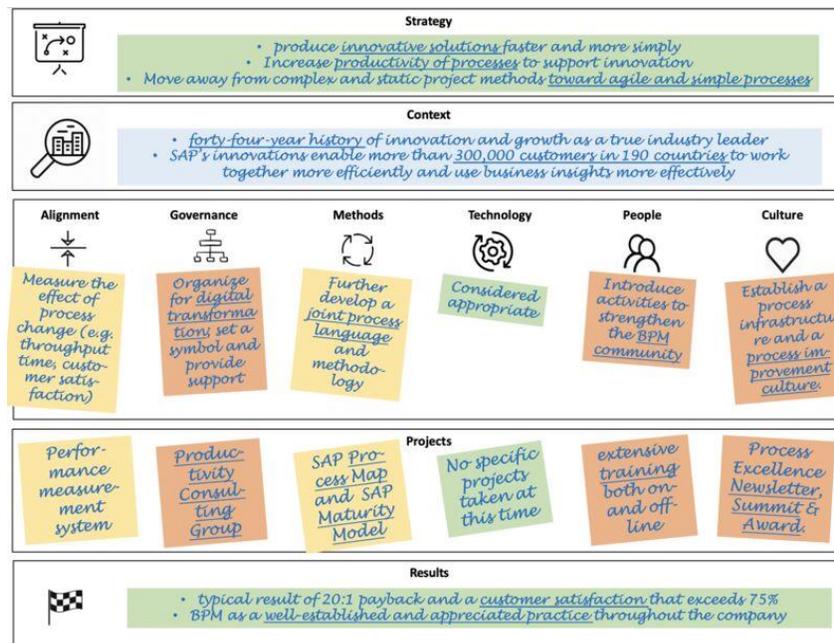


Figure 2: BPM Billboard – The Case of SAP (vom Brocke, Mendling, et al., 2021b).

Strategy: The SAP case is oriented to the clear strategic objective of “producing innovative solutions faster and more simply,” which gave focus to the BPM program as it was being designed. Defining a clear focus for the BPM initiative helped SAP deliver tangible, valuable results.

Context: Planning and scoping the BPM initiative required paying close attention to SAP’s unique context. SAP’s innovations enable more than 300,000 customers in 190 countries to work together more efficiently and use business insights more effectively. Hence, the approach faced a number of challenges, such as those related to the company’s size and the global distribution of the units and people involved.

Capabilities: SAP initiated a comprehensive approach to develop organizational capabilities in all core areas, including methods, IT, strategic alignment, governance, people, and culture.

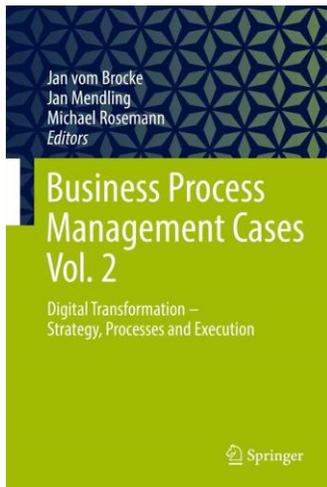
Project: Each of these measures was implemented in projects like developing the SAP Process Map and analyzing and communicating SAP’s key processes, roles, and responsibilities. Thus, the BPM initiative was run as a portfolio of projects, each leading to the further development of BPM capabilities to meet the strategic objective to “produce innovative solutions faster and more simply.”

Results: In each of the projects at SAP, a strong emphasis was put on specific results to be achieved. For instance, regarding the development of a process improvement culture, specific artifacts have been defined to deliver such culture, namely the process excellence newsletter, summit, and award.

The Billboard and Real-World Cases

The BPM Billboard is presented in the BPM Cases Book "Digital Transformation – Strategy, Processes and Execution" edited by Jan vom Brocke, Jan Mendling and Michael Rosemann. This book gives a thorough introduction to the billboard (vom Brocke, Mendling, Rosemann, 2021).

The BPM Cases collection presents 43 real-world cases in two volumes including many well-known international companies, such as SAP, Siemens, Autogrill, Software AG, Zalando, Lufthansa, Bilfinger and others. This collection aims to provide contemporary and comprehensive industry insights in the context of BPM in complex work environments (vom Brocke et al. 2018). Besides presenting and discussing lessons learned from successful or failed attempts in BPM, it provides documented experiences. Each chapter and case takes a holistic and multi-dimensional approach. As such, the cases are described from a multi-dimensional perspective by covering the organization's strategies, deployed systems, and infrastructure, their governance structure and culture, as well as developed models and executed processes.



Access to the BPM Cases Book

The publisher – Springer Nature – has made the billboard paper publicly available open access:

https://link.springer.com/content/pdf/10.1007%2F978-3-662-63047-1_1.pdf

An author version is available online:

https://www.researchgate.net/publication/345661487_Planning_and_Scoping_Business_Process_Management_with_the_BPM_Billboard

The entire book can be accessed here:

<https://www.springer.com/de/book/9783662630464>

Executives and managers from world-renowned organizations have commented very positively about the book: *"Digital technologies do not just facilitate innovative process designs, but enable entire new strategic options. This book provides a contemporary and comprehensive overview of how to create process-enabled strategies in an opportunity-rich environment"*, says Martin Petry, Hilti CIO. Also, Gero Decker, Signavio CEO, puts the holistic perspective of BPM in the foreground: *"This is the first book to present the BPM Billboard – A new management tool to plan and scope BPM initiatives. The Billboard together with the insightful real-world cases offers valuable guidance towards BPM success from a holistic perspective."*

Signavio has created a poster on the BPM Billboard, which can be ordered for free to be shipped to you. Also, there is an online Version, which you can download on the Signavio Website. Check out, also, the many Webinars and Practice Sharing events run by Signavio and SAP on accelerating your BPM approach with the BPM Billboard.



Access to the BPM Billboard Poster

Signavio and SAP have created a poster for putting the BPM Billboard into practice, which is available for free both as a print and online version.

<https://www.signavio.com/downloads/short-reads/bpm-billboard>

How to Get Started

Feel free to get in touch with us in order to get started using the billboard. We regularly run 360° Assessments online and workshops with companies to plan and scope their BPM initiative using the billboard. Just get in touch with us, you can assess all relevant information on the website: <https://bpm-billboard.com>.

Contribute Your Own Case

Have you ever wanted to report about your BPM initiatives and projects with a scientific and practice-oriented community? We are already working on the next volume ("BPM Cases Vol. 3") and are looking forward to include your case. We welcome any submission, empirical, conceptual, or narrative in nature. Please do not hesitate to get in touch with us! We are looking forward to it!

Authors

Jan vom Brocke is the Hilti Endowed Chair of Business Process Management and the Director of the Institute of Information Systems at the University of Liechtenstein. A pioneer and thought leader in BPM, Jan brings a wealth of experience from working with companies from around the world, as well as from teaching BPM at leading Business School in over 13 countries, including the University of St.Gallen in Switzerland and the UCD Michael Smurfit Graduate Business School in Ireland. Jan has published over 40 books, including Best-Sellers such as the International Handbook on BPM and BPM Cases - Digital Innovation and Business Transformation in Practice. He has published over 400 articles in many of Financial Times Top 50 journals, such as Management Science, MIS Quarterly, Journal of MIS, and MIT Sloan Management Review, and he has received over 30 international awards in recognition for excellence and impact. Jan vom Brocke is an invited speaker and trusted advisor to many DAX 30 and Fortune 500 companies as well as Startups and governmental institutions across Europe. Connect and engage with Jan on LinkedIn: <https://www.linkedin.com/in/janvombrocke>.

Michael Rosemann is the Director of the Centre for Future Enterprise at Queensland University of Technology (QUT), Brisbane, Australia. He is the author/editor of seven books and more than 300 refereed and editorial board member of ten international journals. His publications have been translated into German, Russian, Portuguese and Mandarin. His main areas of research are process innovation, trust management and revenue resilience. He is known for his research in areas such as BPM maturity management, rapid process redesign, configurable business processes, ambidextrous BPM and context-aware BPM. He is also the Honorary Consul of the Federal Republic of Germany in South-East Queensland.

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