

Top-Down vs. Bottom-Up BPM: Unsolvable Conflict or Perfect Synergy?

**BPM Round Table
Modellfabrik Koblenz
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Empirische Ergebnisse



82% BPM Best Practice-Companies
align their BPM to Business Unit- or Company-Strategy

Only 18% “systematic documented process”
65% “implicit process”

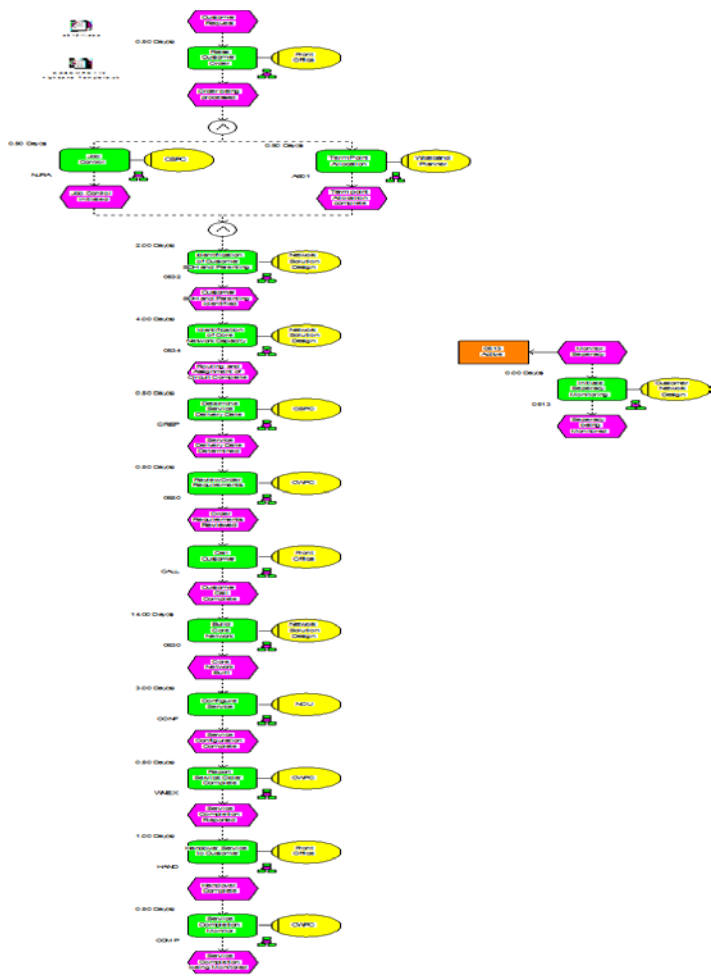
Best Practice BPM–Leaders have a
very good understanding
of business needs and goals.

Defined Standards And Reality

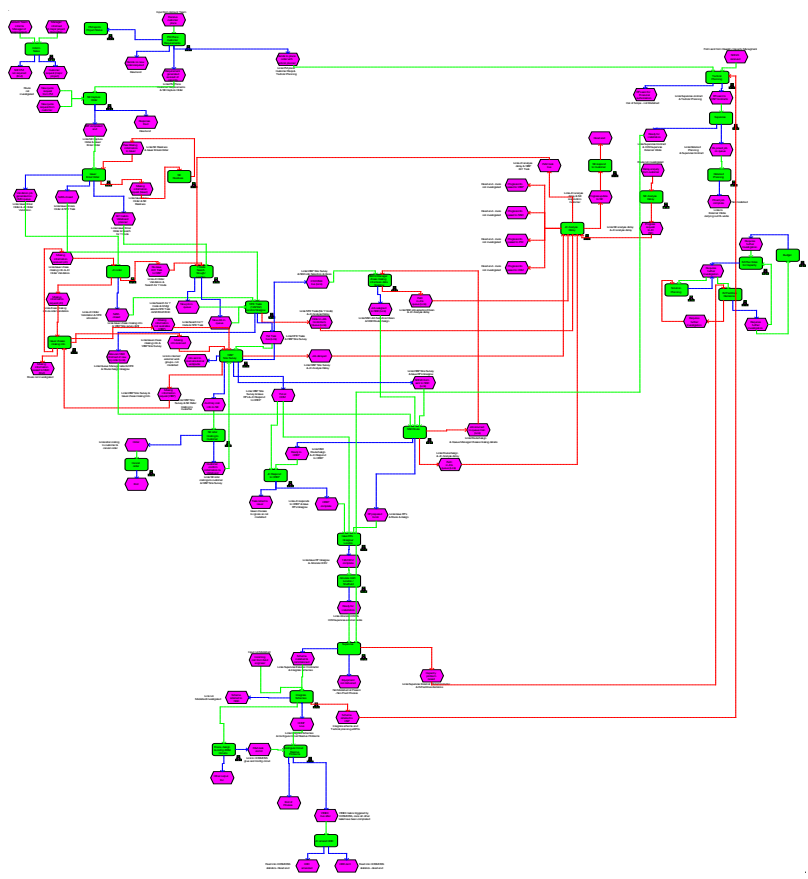


As-Documented Versus As-Is

Documented



Real Life



Slide courtesy of British Telecommunications plc

- **84%: Models are available for all employees and easy to read**

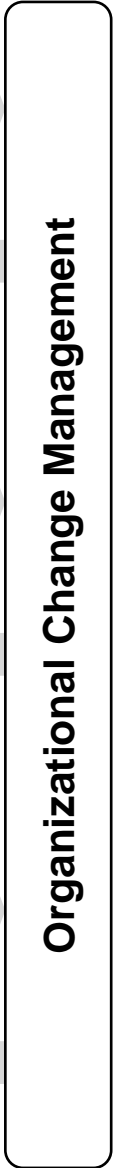
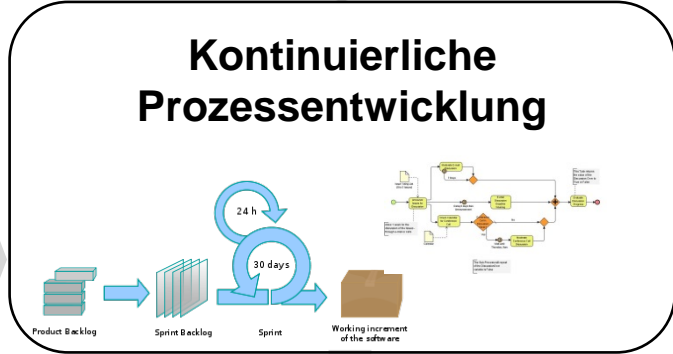
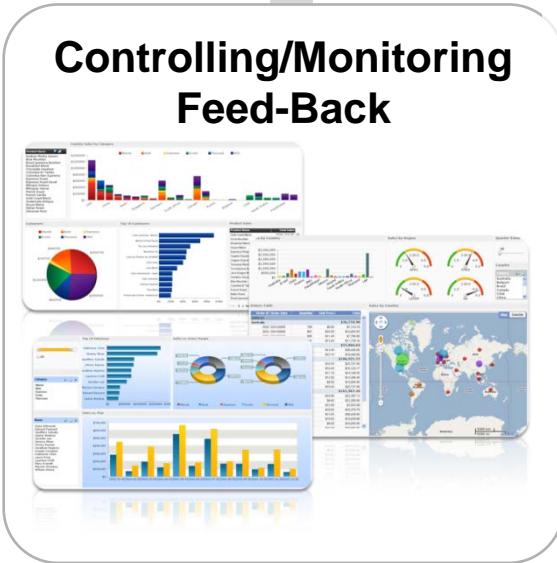
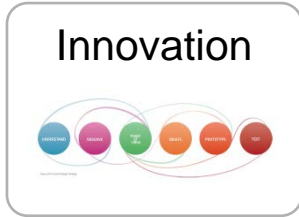
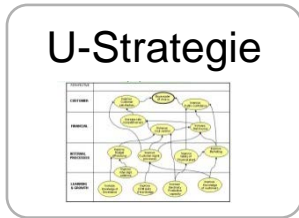
BUT:

- Development of models only together with specialists
 - Process Models are not commonly used to support day-to-day-work
- Bottom-Up-Models stay in the desk drawer and have almost no connection to the ‘official’ process world

Source: BPM Best Practice-Study



Methodische Einordnung



BPM-Lebenszyklus – Zentral vs. Dezentral



U-Strategie

Innovation

**Unternehmens-
Architektur**

**Maßnahmensteuerung
(Backlog-Management)**

**Kontinuierliche
Prozessentwicklung**

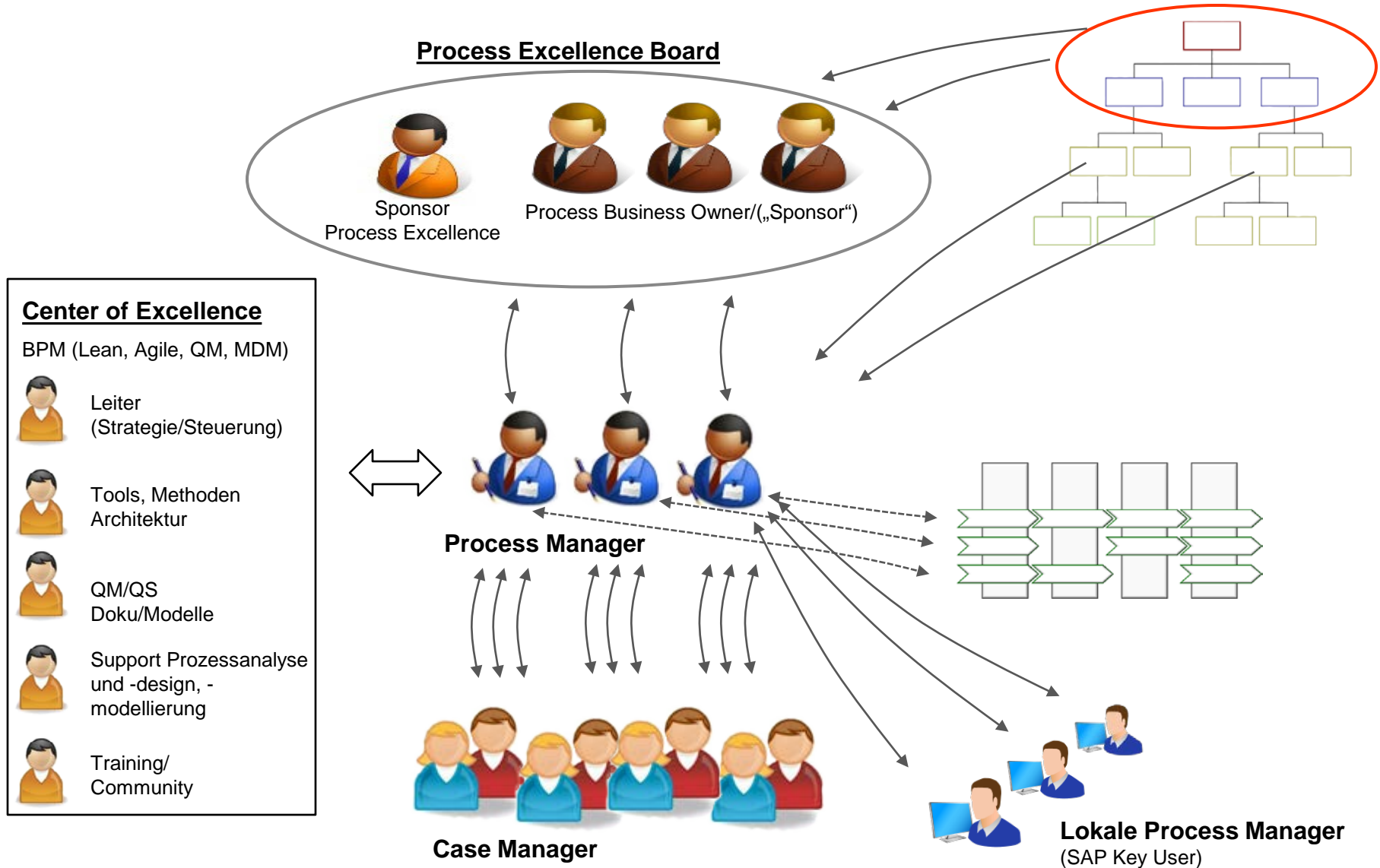
**Controlling/Monitoring
Feed-Back**

**Operative
Prozesse**

Organizational Change Management

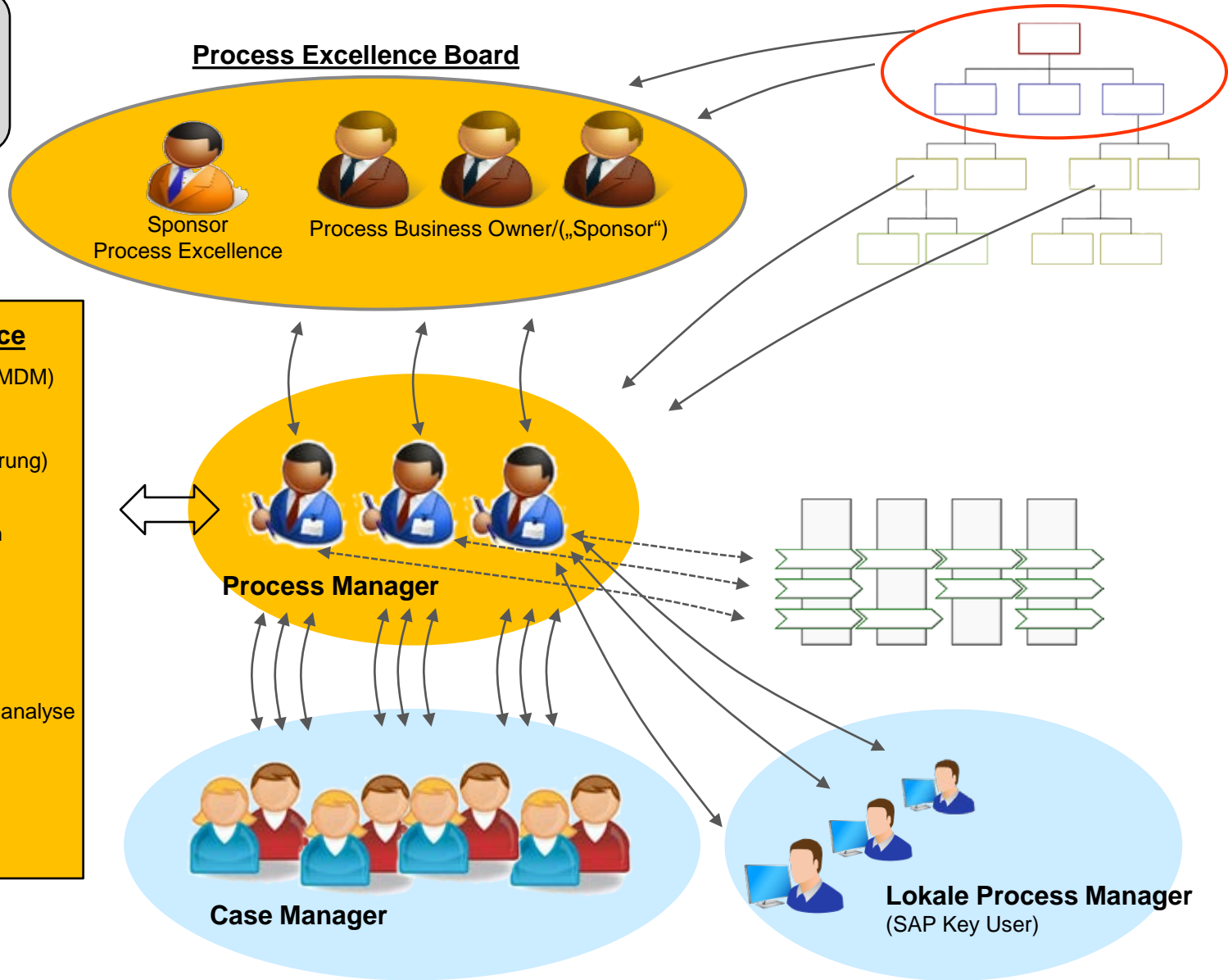
Zentral
 Dezentral

Process Excellence - Aufbau-Organisation



PE-Aufbau-Org. – zentral vs. dezentral

Zentral (Yellow box)
Dezentral (Light Blue box)



Center of Excellence
 BPM (Lean, Agile, QM, MDM)

-  Leiter (Strategie/Steuerung)
-  Tools, Methoden Architektur
-  QM/QS Doku/Modelle
-  Support Prozessanalyse und -design, -modellierung
-  Training/ Community

CoE schafft Basis für Dezentrale Optimierung

Standards / Support

- Methoden BPM
- Methoden Optimierung (LEAN!)
- Infrastruktur
- Training / Coaching
- Feed-Back

Center of Excellence

BPM (Lean, Agile, QM, MDM)

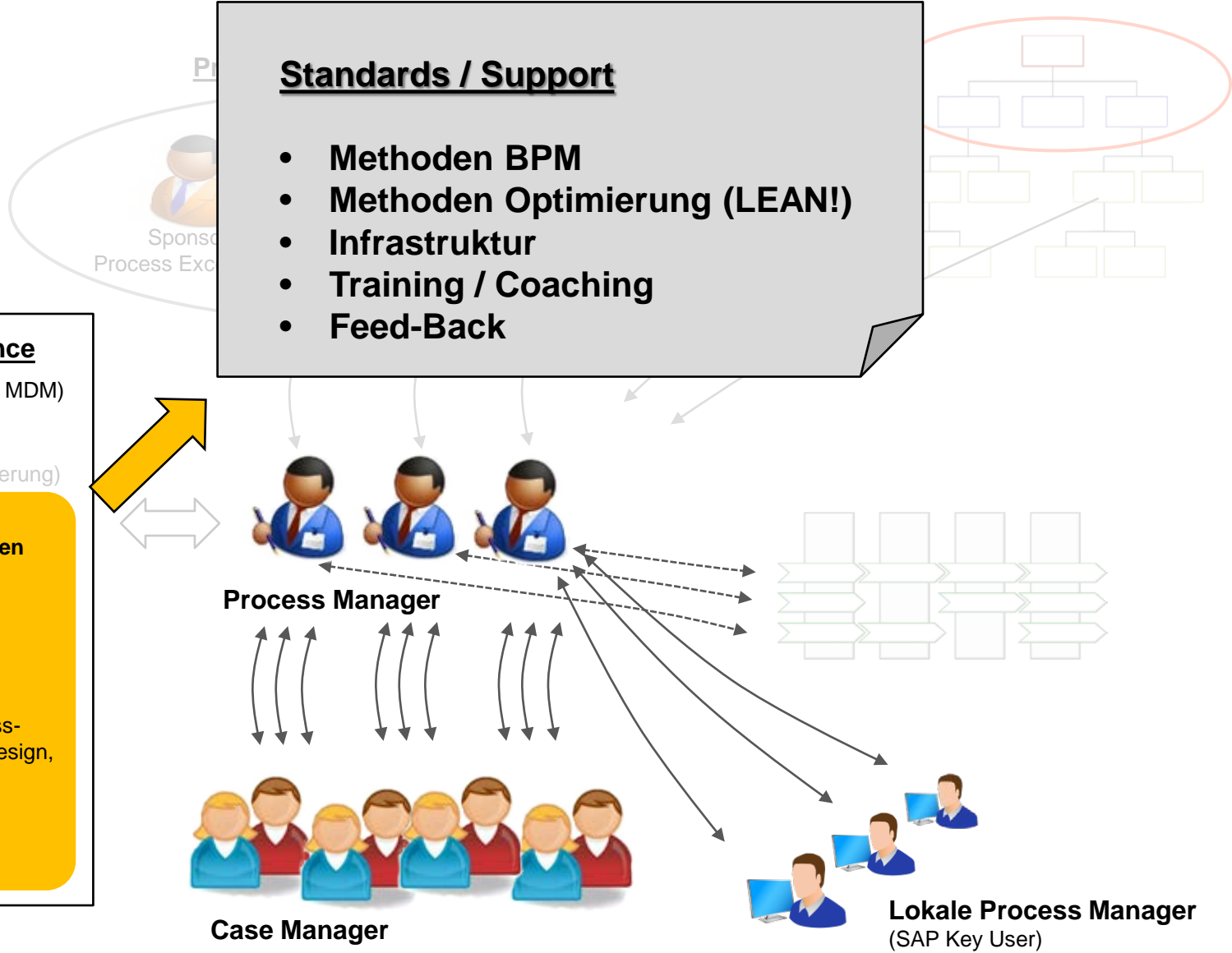
Leiter
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Tools, Methoden
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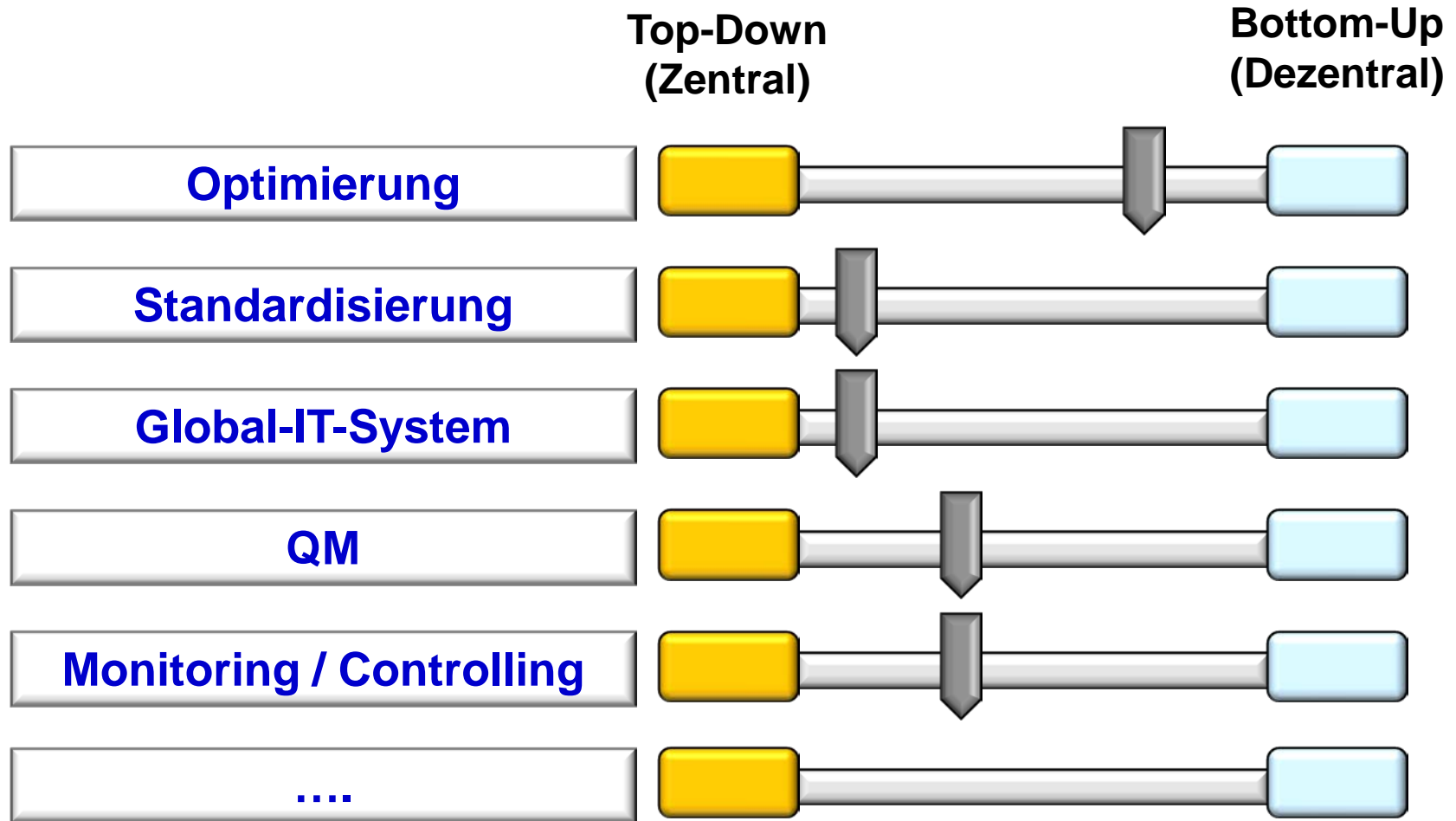
QM/QS
Doku/Modelle

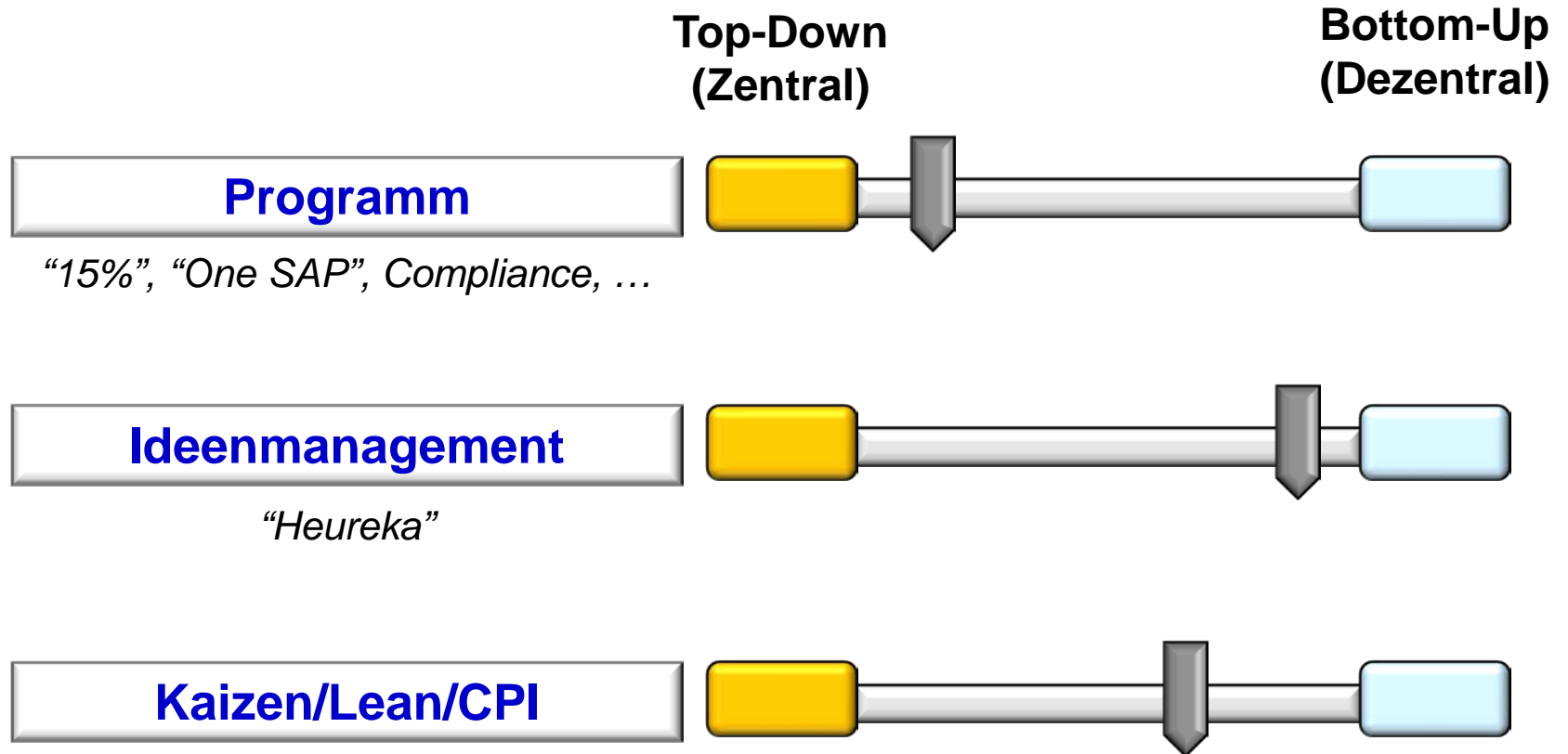
Support Prozess-
analyse und -design,
-modellierung

Training/
Community



“Start With A Purpose”





Ich freue mich auf eine
beachtliche Diskussion!



www.komus.de
www.bpm-labor.de
www.bpm-erp.de
www.it-radar.info
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