

Dealing with issues tied to?

- ◇ I can't see it
- ◇ I can't find it
- ◇ I can't control it
- ◇ I can't track it

The real driving force for process optimization is efficiency. As a manager focused on Lean/Six Sigma, you are always being asked to improve quality and to shorten cycle times – in short, to be more efficient. The reason, of course, is that Efficiency will always improve your company's bottom line.

What is BPM [Business Process Management]?

Let's define a process as a collection of related, structured activities [a chain of events] that produce a service or product. These are the kinds of processes that tend to get management's attention. They are performed daily and their costs are not insignificant. [A product can be a manufactured item, an insurance policy, software, a home mortgage, medicine, etc.]

Let's identify another process - the process to define, measure and improve your processes – we call it a 'process optimization process'. This process should get more attention than it does, because this is where you uncover improvement opportunities.

Business Processes exist on 2 levels – the people and the technology. In casual conversations, you will discover that there are 2 camps in the BPM world. There are those who focus first on the people and there are those who focus first on the technology.

On the 'people' level

Some pundits see BPM as a philosophy. Management could be saying to underlings that they want their business processes managed more effectively.

A Business Line Manager could be managing his own business processes. They could define their process, they could measure it [see how long the process takes], they could look for trouble spots and they could make improvements to the process. They could have their own optimization initiative.

Either of these strategies could be manual and they are considered BPM, even if they do not utilize technology. In the manual environment, you have a documented process that people follow and when you make changes to that process, you distribute a new documented process for them to follow.

On the 'technology' level

Some pundits see BPM Software as Business Process Management. They skip over the people level and go right to the technology.

Other technologists only see that information must move between enterprise software packages. They think of SOA and BPM as synonyms.

While still others believe that modeling is needed to create that 'perfect' process. Therefore, modeling is BPM.

BPM Primer

You would be mistaken if you chose to leave any of these 'angles' out of the definition of Business Process Management. Business Process Management includes all of the activities required to manage business processes.

Companies that have implemented BPM successfully will start with their 'people', because it is your company's 'people' that define your business processes and your business processes drive your technology choices.

Processes & Lean - Six Sigma

Companies have a wide range of processes that span from complex [like document change control] to simple [like changing a supplier of purchased parts]. The manufacture of anything from an airplane to software to pharmaceuticals involves one or more processes.

Any of these processes [or the steps within these processes] may contribute to quality issues. Most of these processes have plenty of room for improving their cycle times.

DMADV

If a new product process is being designed, the preferred methodology is Design for Six Sigma [DFSS] realized through the Define - Measure - Analyze - Design - Verify [DMADV] framework.

DMAIC

If existing products or processes are being improved, the preferred methodology to improve an existing product/process is realized through the Define - Measure - Analyze - Improve - Control [DMAIC] framework.

Some of the issues that the Lean/Six Sigma engineer faces include:

- ◇ Most of a company's processes are not well defined. Once defined, they discover that the definition is incorrect when people are added. Unless they talk to all of the participants, they will not uncover all of the potential workarounds.
- ◇ Once the process is defined, there may not be a dependable way to define and gather metrics.
- ◇ In a paper based environment there is no visibility into the process to know who is working on what and how soon they will be finished.
- ◇ In a paper based environment there is no real control over the process. There is no notification to management that an activity has not started on time, or that it won't finish on time, or that it is already late.

**Ingenuus
Active Packet
Technology
Provides:**



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BPM Primer

Ingenuus Manages Processes

The Lean Six Sigma Engineer

Our objective is to put the power of Business Process Management into the hands of the Business Line Manager – the process owner. They are responsible for their processes and they are the ones that will be rewarded for their process improvement successes.

Ingenuus is designed to be configured [by Business Line Managers] not coded [by IT professionals]. At the same time that the Business Line Manager is configuring the software to follow their process, they will be configuring the user interface to show only those fields that are needed in the process.

Ingenuus allows the Business Line Manager to dictate who will perform an activity, what activity they will perform, how long that activity should take, what information is to be created, who will perform the next activity based on simple [if, then, else] logic, etc. And, it provides the Business Line Manager with visibility into the process to make sure that it is on schedule. They will always know who has performed what activity and who is working on it now.

Ingenuus Software

The Ingenuus Process Orchestration Software can easily manage very complex processes like engineering change control as well as simple processes like purchase requests. It provides the Business Line Manager with the ability to Orchestrate their business processes by linking processes together where they actually intersect.

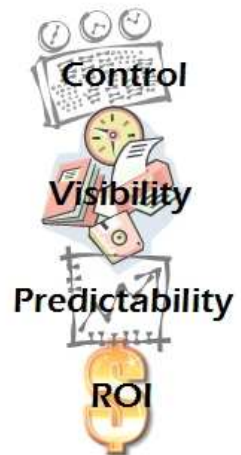
Ingenuus works with our customers to create a process optimization process utilizing our process optimization pyramid framework. This includes the necessary metrics [reports] needed to see if improvements are actually being made.

Ingenuus provides the tools necessary to automate steps locally [within our software] and to automate steps globally [integrations to other enterprise software].

Ingenuus combines Forms management, document management, task management and project management into one piece of software that provides visibility and control of your company's business processes.

All this Efficiency at a relatively low cost of entry.

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BPM Primer

Benefits

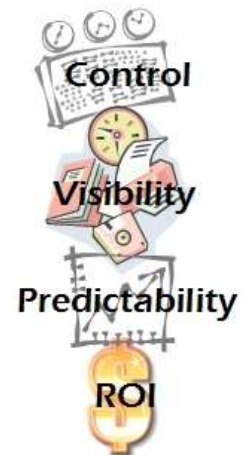
What's in it for Lean/Six Sigma efforts?

Efficiency...

- ◇ Visibility into your processes [projects] means you will be able to see [in advance] if an activity will not be completed on time.
- ◇ Visibility into your process [project] means you will always know who is working on what activity at that moment in time.
- ◇ The ability to assign time spans to an activity means you should be able to shorten process cycle times [project durations].
- ◇ Real time metrics gives the Lean/Six Sigma engineer the data needed to make crucial process improvements.
- ◇ Project visibility with control of how long activities take provides managers with some predictability.

And, Efficiency will always improve your company's bottom line.

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