

Business Process Management

By Tribex Consulting

Corporate Re-engineering was a hot trend in the early '90's when businesses started streamlining their operations to save money and downsizing came into vogue. Now it's economic uncertainty all over again and some companies are looking to shave costs and still dominate their sectors while other companies are starting to adopt newer technologies to become more efficient to achieve the same outcome.

Enter Lean Manufacturing, Six Sigma and a host of others including BPM or Business Process Management. Not to be confused with *BPM or Business Performance Management*, this refers to the integration of strategy, planning and execution which drives the automated delivery of actionable information. Business Process Management refers to the identification, definition and documentation of the processes in all functional areas of the organization. These processes can be internal or external as they are related to producing the product: for example, internal processes relating to engineering, procurement, order fulfillment and so on, and external processes relating to point of sale in the retail industry, sub-contracting operations, warehousing etc.

The first step to a successful implementation is the identification, definition and formal documentation of the business processes of the organization. The process definition must be thorough, complete and detailed enough to allow for a first pass, accurate functional configuration with the application software, third party products and the IT support systems. This will eliminate a tremendous amount of effort spent through most implementations trying to refine the configuration due to incomplete and inaccurate process definitions. The Business Process Management software must be flexible and easy to use to allow the Process Owners the opportunity to develop and document the processes and to add, change or delete processes as required. A synergistic benefit to the identification, definition and documentation of the processes is the opportunity to identify value-add processes versus non-value add processes and the ability to visualize the effect in the BPM software. The identification of non-value add processes also provides the ability to eliminate these processes providing for more efficient operations and additional or incremental cost savings.

Computer systems seem to have a 'Medusa' effect: they turn business processes to stone. Our challenge is to use systems and software built to adapt, not to last. Any product built to adapt will outlast any product, object or system that is built to last. As a result, BPM is not a one-time effort but rather something that is ongoing and must be reviewed on a regular basis or at least as market and economic conditions change.

In summary, BPM can provide organizations the ability to adapt to changing market conditions. Through a combination of technology and consulting personnel BPM will help to ensure a more successful implementation. **BPDT** (Business Process Development Tool) and MOVEX provide companies the opportunity to design processes that can be changed as required and the software that's flexible enough to support those changes.

Tribex Consulting has the manufacturing and process engineering consultants with the experience to provide BPM services to existing MOVEX clients and non-MOVEX clients. You can reach them at 1-650-430-5455 or visit their website at <http://www.tribex.biz>.