

TECHNOLOGY TRANSFER PRESENTS

# ROGER BURLTON

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**BUSINESS PROCESS  
MANAGEMENT**

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**MANAGING YOUR PROCESS  
AS ASSETS**

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**MAY 21-22, 2012**

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**BUSINESS PROCESS  
MODELING,  
ANALYSIS,  
AND DESIGN**

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**MAY 23-24, 2012**

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VISCONTI PALACE HOTEL - VIA FEDERICO CESI, 37  
ROME (ITALY)



info@technologytransfer.it – www.technologytransfer.it

## ABOUT THIS SEMINAR

Almost every organization around the globe is now moving beyond processes solely as a way of synchronizing change and is attempting to transform the way their Enterprise plans, manages, monitors and aligns capabilities and motivation using a process-managed baseline. The bad news is that most organizations have little ability to make it happen in a consistent or reliable way and most managers do not really understand what it will take to succeed. This seminar provides a comprehensive examination of the state of the art in Enterprise-level Business Process Management (BPM). It addresses innovations in ways of managing processes as assets of the Enterprise. It focuses on maintaining the critical role that processes play in the alignment of the strategic objectives of the organization with what people do every day. It is geared to those with or without process experience seeking to learn a set of pragmatic practices packaged into a reusable BPM way of working strategically and tactically. The facilitated workshop sessions are highly interactive and ensure experience-sharing with other delegates. Built on lessons learnt, both good and bad, from real companies, this seminar provides you practices to deal with the real and tough challenges you will face. Delegates will benefit from the experience and wisdom of the world leader on the topic. Roger Burlton's book, **Business Process Management: Profiting from Process** will also be provided to all who attend.

### WHAT YOU WILL LEARN

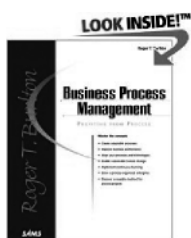
- Understand what's new in BPM practices and how these may work for you strategically
- Be able to apply Enterprise and process level techniques that are practical
- How to set up an internal pragmatic BPM Centre of Expertise
- Learn how to sell the Enterprise BPM value proposition and gain cross-organization acceptance
- Be able to develop a process architecture that is the foundation for planning, budgeting, organization design, compliance, change management, SOA and the introduction of breakthrough BPMS technologies
- See how to institute day-to-day Process Management and governance for continued progress

### WHO SHOULD ATTEND

This BPM seminar is the global benchmark for Enterprise BPM from the leader in the field. It is a must for Business and IT Strategists, Executives, Managers and Professionals involved in process-managed organizations, process-based change, and automation of process solutions.

- Business and IT Architects
- Business and Systems Analysts
- Systems Managers
- Systems Developers
- Management and IT Consultants
- Business and IT Strategists
- Change Management Teams
- Business Process Management Teams
- Line of Business Managers and Executives
- Project and Programme Managers
- Quality Programme Professionals

### DOCUMENTATION



Along with the seminar materials, delegates will receive a copy of the book **“Business Process Management: Profiting from Process”** by Roger Burlton.

## 1. The Foundation of BPM

- Business performance pressures, Time, Cost and Agility
- Integrity, Alignment and Traceability through BPM
- Strategy, Stakeholders and Process Architecture
- BPM technologies
- An Enterprise BPM methodology framework
- The fit of Six Sigma and Lean

## 2. Enterprise Strategic Intent and Stakeholder Analysis: The Why of BPM

- Using Business Objectives to aligning processes
- Stakeholder Analysis (Who Cares?)
- Vision, Goals, KPIs and Strategic Objectives (The Enterprise Criteria)
- Alignment and Change Criteria

**Workshop:** *What are your strategic and stakeholder criteria?*

## 3. Process Architecture: The foundation for Enterprise Governance and Process Management

- A lifecycle approach for developing your process architecture
- Using Frameworks and industry reference models
- Process scoping and Enterprise Process Modeling
- Process/stakeholder mapping
- Using the architecture to handle governance requirements (SOX, Basel, COBIT etc.)

**Workshop:** *What is your processes architecture?*

## 4. Process Organization, Measurement Systems and Governance

- A Process Governance Framework
- Ongoing Process Management up and down the org chart
- Mixing process and functional structures (Business Services)

- Responsibilities and incentives for stewardship/ownership/management
- Process-Managed Balanced Scorecard, Alignment and Traceability
- Measurement and Management Scorecards

## 5. Incorporating Information, Knowledge and Business Rules

- Cross-referencing Information to the Process Architecture
- Combining knowledge learning and process feedback
- Separating the Rules from the Process

## 6. Aligning Enterprise Capabilities (Technological, Human and Facility)

- Process-Driven Enterprise Architecture, Zachman and the Adaptive Reference Model
- The Process Architecture as the foundation for Service Oriented Architecture (SOA)
- Business Process Management Systems (BPMS)
- Business Activity Monitoring (BAM)
- Technology Standards
- Human competency alignment
- Facility requirements

## 7. Prioritizing Changes and Establishing a Program of Change

- Alignment-driven process prioritization
- Rationalizing existing initiatives
- Re-aligning budgets and resources
- Technologies for Managing Process and Program Knowledge

**Workshop:** *What are your priority processes for renewal?*

## 8. Human Change Management: Perceptions and Politics

- Understanding concerns and fears of Executives and Staff

- A method and tools for navigating fear
- Incentives and evaluation systems
- A Communications strategy

**Workshop:** *What are your Stakeholders' Concerns and how will you communicate to mitigate them?*

## 9. Building a BPM Centre of Expertise

- BPM Support Services Catalog
- BPM support roles and required competencies?
- Gaining credibility and trust
- COE versus Governance

## 10. Summary

- Comparing your status to a Multi-dimensional BPM Maturity Model
- Critical Factors revisited

## ABOUT THIS SEMINAR

This seminar delivers the foundational skills and techniques required to analyze and improve existing processes. It focuses on identifying opportunities for process change and presents the analysis, modeling and design techniques and tools required to improve performance. Participants will learn to scope specific processes using graphical models to document results. And, they will learn how to define measurement techniques for evaluating outcomes. They will also learn how to model As-Is and To-Be process workflows using industry standard notations. The class is organized around a case study that will be developed by attendees working in teams along with the instructor. The approach is practical and business oriented and attendees will be able to immediately apply what they learn within their own organization. It naturally follows on from the lessons in the preceding class “Business Process Management” to provide a complete methodology.

### LEARNING OBJECTIVES

- Discover how to appropriately analyze and scope a business process problem
- Create Scoping Charts and core-BPMN process flow diagrams
- Be able to select and apply the proper tools and techniques to model, analyze, manage, measure and improve processes
- Apply creative thinking approaches and design techniques to process improvement
- Develop critical measures for evaluating business process performance
- Learn how to develop and apply testing, and validating methods to new process designs

### BENEFITS TO YOUR COMPANY

- Delivering visible performance improvements consistently
- Become better equipped to ensure a common approach
- Reduce the aggravation and resistance to change internally
- Develop better models and clearer communications
- Reduce the time for change
- Use a method that scales for both small and large projects
- Understand the roles and responsibilities of the people in the process
- Know when to use the right tools for the job (e.g. process value analysis, Lean, Six Sigma)

### WHOU SHOUL ATTEND

This course is designed for business analysts and practitioners and provides a comprehensive introduction to the skills and techniques used in analyzing business processes and redesigning or improving processes.

- Business and IT Architects,
- Business Analysts
- Designers involved in process-managed organizations and process-based change
- Process automation developers
- TQM, Lean and Six Sigma team members
- Requirements specialists
- Project Managers, HR competency professionals and change agents

**1. Course Organization & Basic Concepts**

- Analysis and Redesign Methodology
- Business Process Projects
- Business Process Principles

**Workshop**

*What Are Your Redesign Problems?*

**2. Understand: Stakeholders & Vision**

- Activities in the Understand Phase
- Identify Stakeholders
- Create a Process Vision Statement
- Identify Process Project Objectives and Success Criteria

**Workshop**

*Develop the Process Vision and Objectives*

**3. Understand: Process Scope**

- The Process-in-Scope
- The Process Scope Diagram
- Identify the Process/Subprocess in Scope
- Identify Outputs, Customers, Measures & Problems
- Identify Inputs, Suppliers, Measures & Problems
- Identify Guides & Controls, Measures & Problems
- Identify Enablers, Support Processes, Measures & Problems
- Determine What Will be the Scope of the Project

**Workshop**

*Develop the Process Project Scope Diagram*

**4. Understand: Gap Model & Business Case**

- Determining Process Measures and Performance
- The Gap Model
- Modeling alternatives
- Identifying the right tools and techniques

**5. Analysis: Modeling the Process**

- Gathering Information
- Core BPMN Notation and Diagramming
- Creating a Flow/Swimlane Diagram

**Workshop**

*Model the Existing Process*

**6. Analysis: Analyzing the Process**

- Analysis & Measurement
- Developing a Detailed Analysis Plan
- Applying Analytic Tools and Techniques
- Lean/ Six Sigma
- Finding Root Causes
- Quick Wins

**Workshop**

*Analyze the Existing Process*

**7. Redesign the Process**

- From As-Is to To-Be
- The Scope of the Redesign Effort
- Business Model Changes or Discontinuous Innovation
- Process Change or Architectural Innovation
- Creative Thinking Tools and Techniques

**Workshop**

*Redesign the Existing Process*

**8. Implementation & Roll-Out**

- Implementation
- Roll-Out

**Roger Burlton** is a founder of the Process Renewal Group. He is considered an industry leader, recognized internationally for his pioneering contributions in Business Process Management since 1991. Roger has conceived and chaired several high profile BPM conferences in North and South America, Europe, Middle East and Australia including Knowledge and Process Management Europe and the BPM Conferences for Shared Insights in the US. Mr. Burlton highly acclaimed book "**Business Process Management: Profiting from Process**" is regarded as the reference book for process Professionals who want to conduct process architecture initiatives, process renewal projects as well as those who wish to entrench process governance across the Enterprise.

<p><b>PARTICIPATION FEE</b></p> <p><b>Business Process Management</b> € 1200</p> <p><b>Business Process Modeling, Analysis, and Design</b> € 1200</p> <p><b>Special price for the delegates who attend both seminars</b> <b>€ 2250</b></p> <p>The fee includes all seminar documentation, luncheon and coffee breaks.</p> <p><b>VENUE</b></p> <p>Visconti Palace Hotel Via Federico Cesi, 37 Rome (Italy)</p>	<p><b>SEMINAR TIMETABLE</b></p> <p>9.30 am - 1.00 pm 2.00 pm - 5.00 pm</p> <p><b>HOW TO REGISTER</b></p> <p>You must send the registration form with the receipt of the payment to: TECHNOLOGY TRANSFER S.r.l. Piazza Cavour, 3 - 00193 Rome (Italy) Fax +39-06-6871102</p> <p><b>within</b> <b>May 7, 2012</b></p> <p><b>PAYMENT</b></p> <p>Wire transfer to: Technology Transfer S.r.l. Banca: Cariparma Agenzia 1 di Roma IBAN Code: IT 03 W 06230 03202 000057031348 BIC/SWIFT: CRPPIT2P546</p>	<p><b>GENERAL CONDITIONS</b></p> <p><b>GROUP DISCOUNT</b></p> <p>If a company registers 5 participants to the same seminar, it will pay only for 4. Those who benefit of this discount are not entitled to other discounts for the same seminar.</p> <p><b>EARLY REGISTRATION</b></p> <p>The participants who will register 30 days before the seminar are entitled to a 5% discount.</p> <p><b>CANCELLATION POLICY</b></p> <p>A full refund is given for any cancellation received more than 15 days before the seminar starts. Cancellations less than 15 days prior the event are liable for 50% of the fee. Cancellations less than one week prior to the event date will be liable for the full fee.</p> <p><b>CANCELLATION LIABILITY</b></p> <p>In the case of cancellation of an event for any reason, Technology Transfer's liability is limited to the return of the registration fee only.</p>
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## ROGER BURLTON

**BUSINESS PROCESS MANAGEMENT**

Rome May 21-22, 2012  
Visconti Palace Hotel - Via Federico Cesi, 37  
Registration fee: € 1200

**BUSINESS PROCESS MODELING, ANALYSIS, AND DESIGN**

Rome May 23-24, 2012  
Visconti Palace Hotel - Via Federico Cesi, 37  
Registration fee: € 1200

**BOTH SEMINARS**

**Special price for the delegates who attend both seminars: € 2250**

If registered participants are unable to attend, or in case of cancellation of the seminar, the general conditions mentioned before are applicable.

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surname .....

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organisation .....

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city .....

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Stamp and signature

Send your registration form with the receipt of the payment to:  
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