

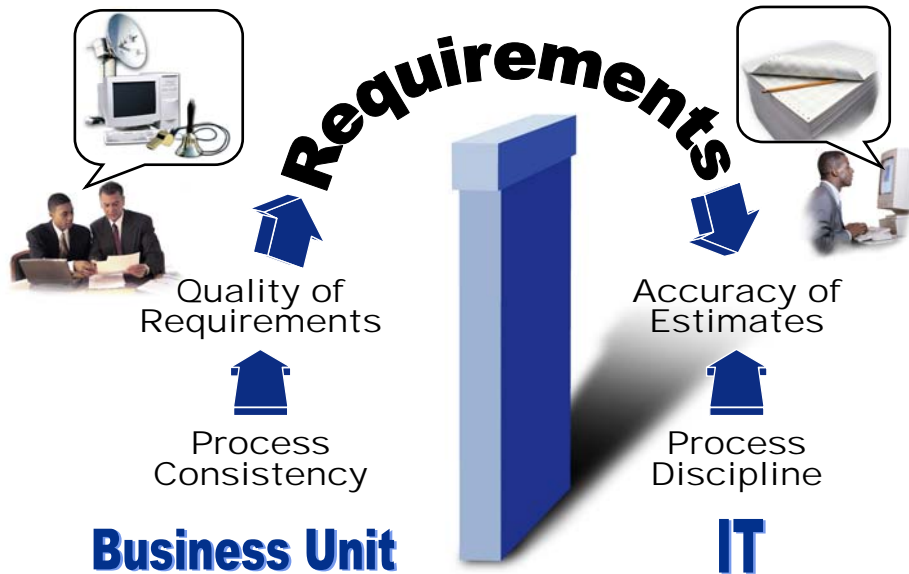


Overview of the Business Process Maturity Model (BPMM)

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Co-Founder & Chief Scientist



The Business IT Divide



On the Way to Level 3

Level	The Business	IT
3	"We're now the problem"	"We know"
2	"Non-responsive"	"No, it will take longer!"
1	"You're not a reliable partner"	"We know"

1) Functional Fractures

Bill of sale



Sales



YP

Contract



Legal



YP

System



Product



YP

Invoice

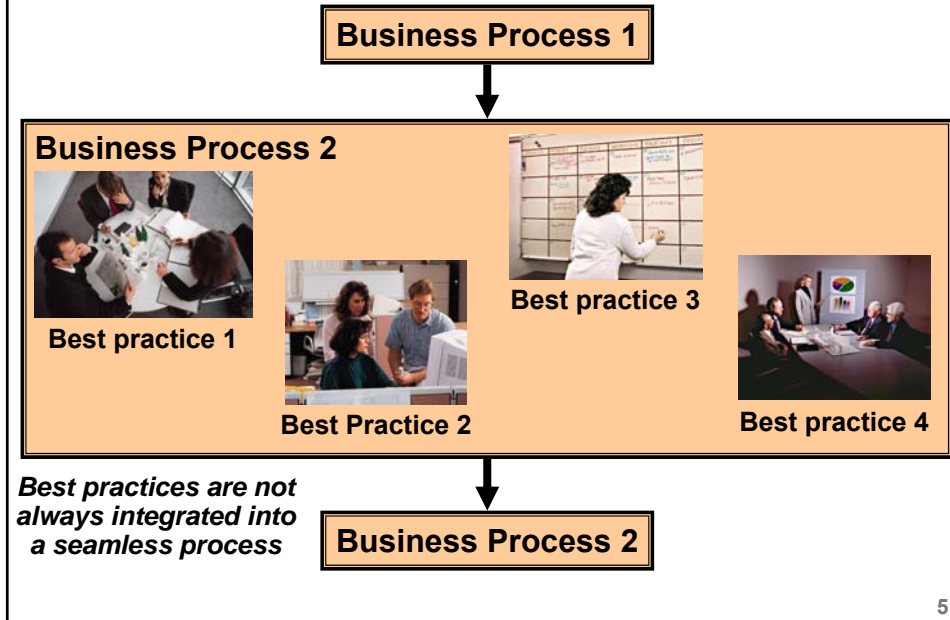


Finance

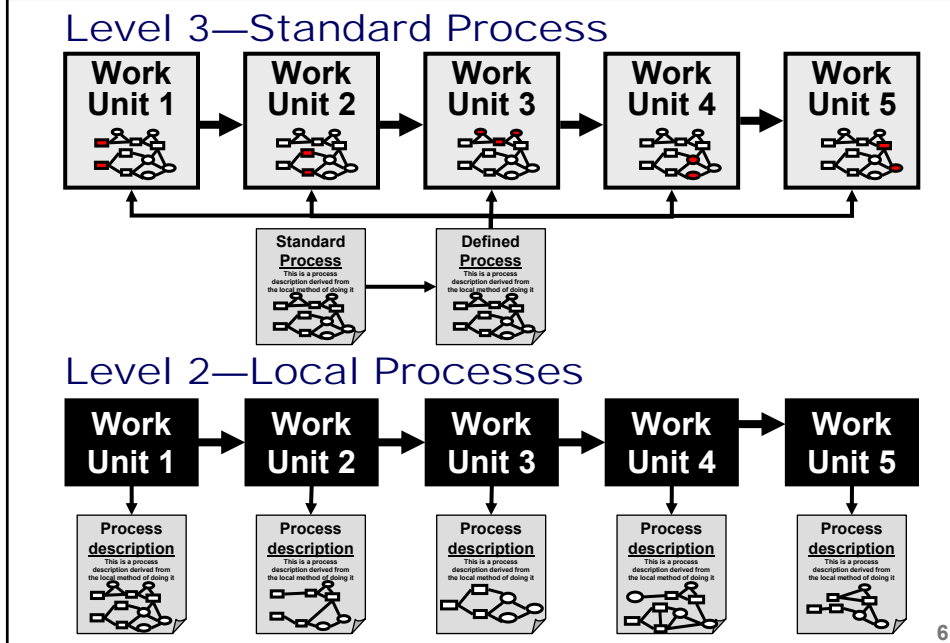


YP

2) Best Practitis



3) Process Obesity

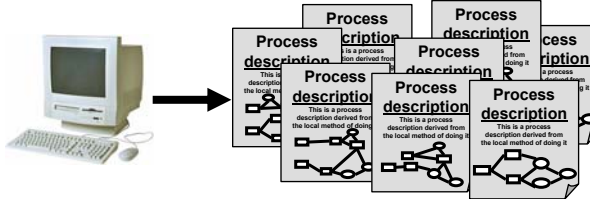


4) Technology Envy

Level 3



Level 2



Level 1



5) Configuration Conflagration

The materials that support your work must be consistent with each other



Materials whose current states are tightly linked must be controlled



Training

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Process maps

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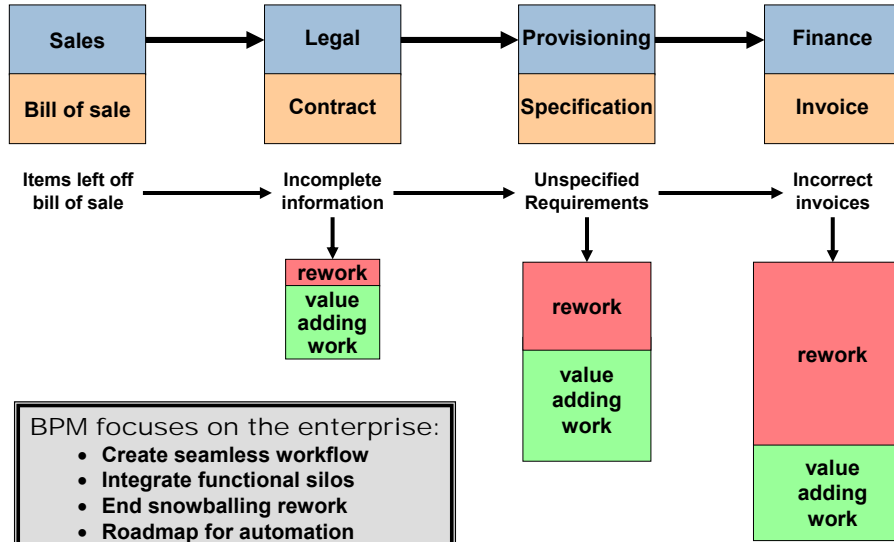
Forms

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Systems

6) ****flow



Reasons for Adopting-1

Client 1: International Bank	
Objectives: <ul style="list-style-type: none"> • Achieve cost reductions • Recognition for efficiency 	Barriers: <ul style="list-style-type: none"> • Overload, rework • Multiple ways to do similar things • Disappointing automation results
Client 2: Health Care Services Company	
Objectives: <ul style="list-style-type: none"> • Reduce billing errors • Provide framework for 6σ and business process reengineering 	Barriers: <ul style="list-style-type: none"> • Workflow bottlenecks, errors • Difficulty selecting 6σ projects • Disappointing end-to-end solutions

Reasons for Adopting—2

Client 3: Semiconductor Equipment Supplier

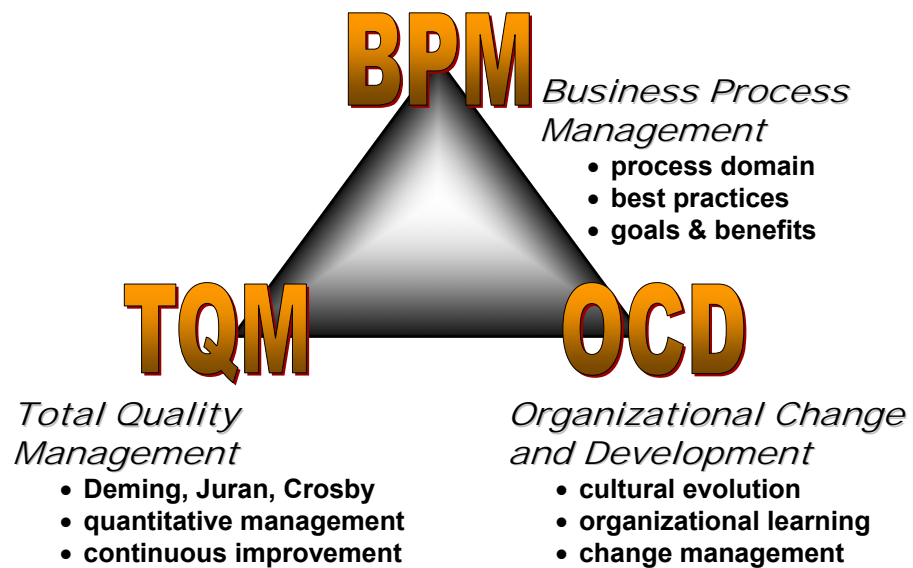
Objectives:

- Integrate improvement framework
- Extend process maturity benefits to every business process

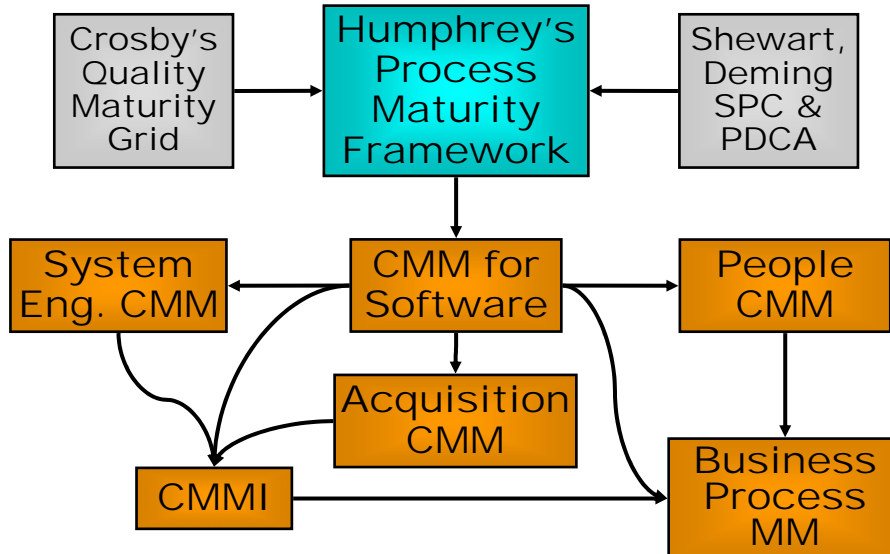
Barriers:

- Multiple improvement frameworks
- Best practices rather than processes

Process Maturity Foundations

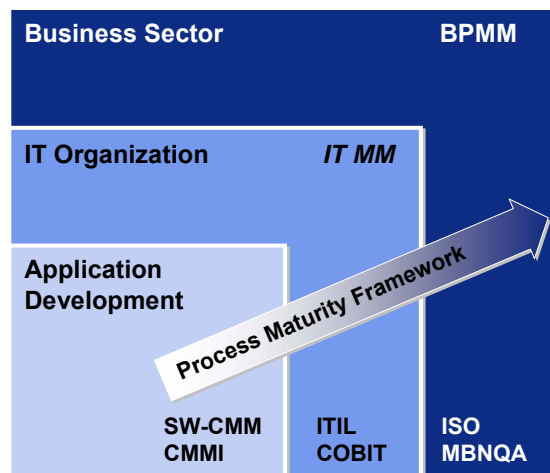


Begatting of Maturity Models

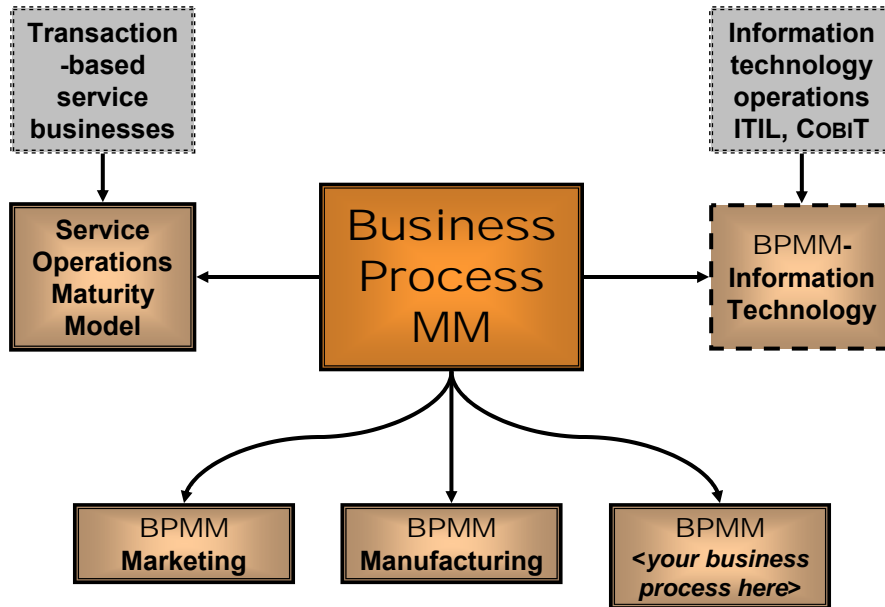


Evolution of Maturity Models

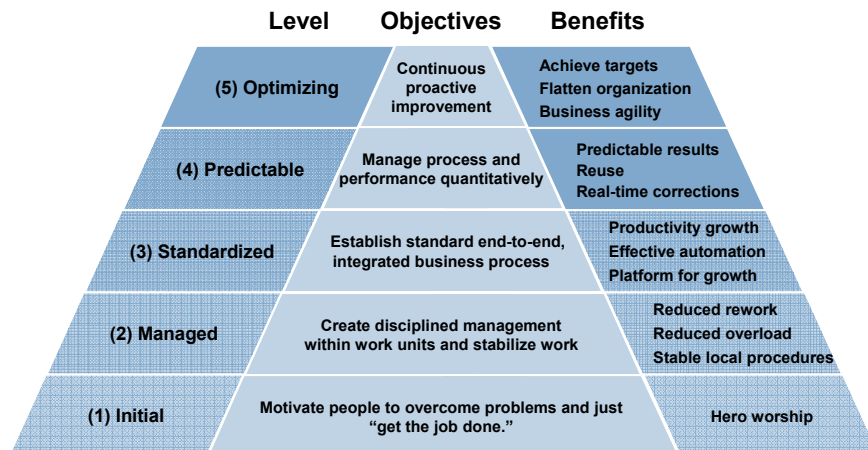
- Business Process MM
 - Built on CMM foundation
 - Early and continuing ROI
 - Aids business-IT fusion
- IT Maturity Model
 - IT Operations needs a CMM
 - ITIL/COBIT provide content
 - CMM provides roadmap
- CMM/CMMI
 - Project-based models
 - Understood principles
 - Proven successes



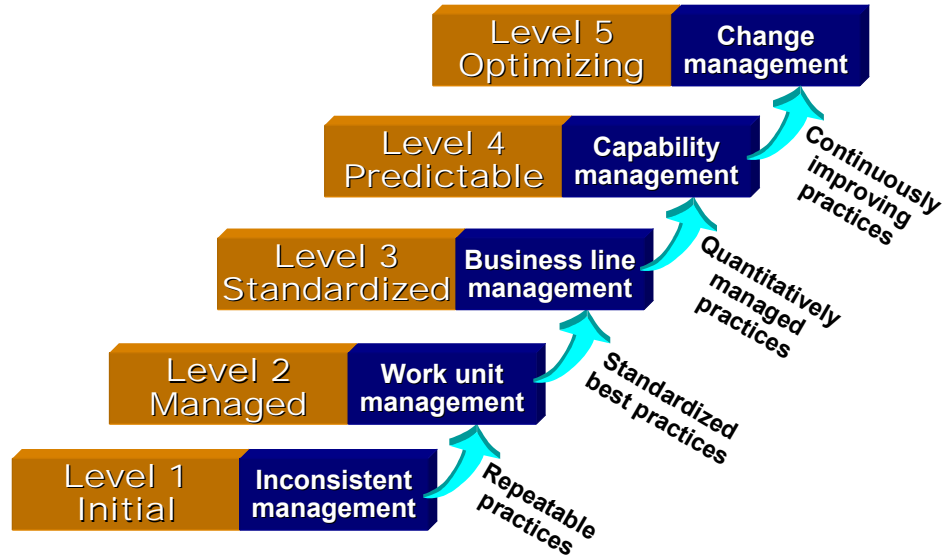
A Family of BPMMs



Business Process Maturity Model



Process Maturity Framework



Initial Organizations

Undisciplined	Few repeatable processes, often sacrificed under pressure
Individualistic	People rely on personal methods for accomplishing work
Inconsistent	Little preparation for managing a work unit
Inefficient	Few measures for analyzing effectiveness of practices
Stagnant	No foundation or commitment for improvement

Initial Organizations



Rework
Rework

Firefighting

Heros

Managed Organizations

Committed

Executives commit organization to improving operations

Proactive

Managers take responsibility for work unit operations & performance

Managed

Commitments are balanced with resources

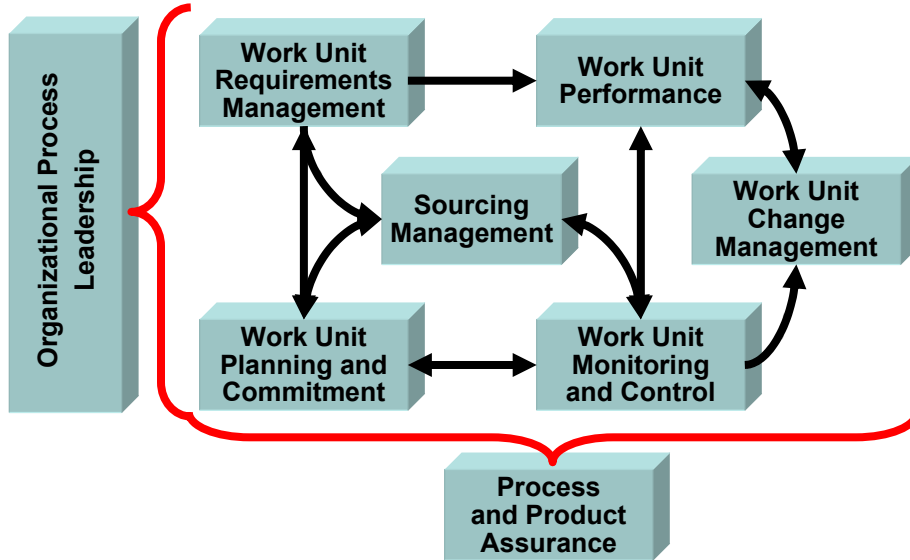
Repeatable

Work units use locally-defined practices that have proven effective

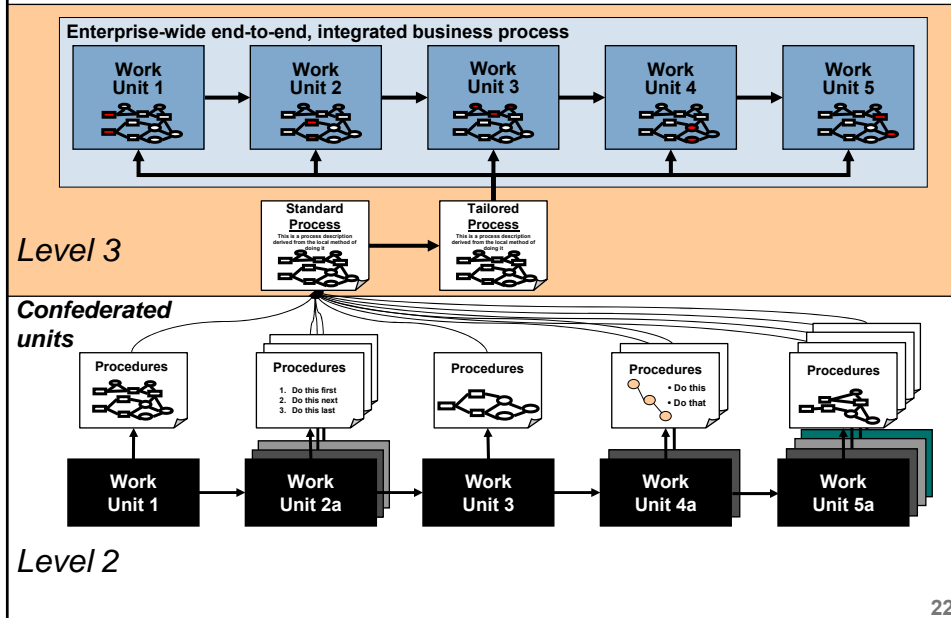
Responsible

Work units are capable of meeting their commitments

Level 2 Process Areas



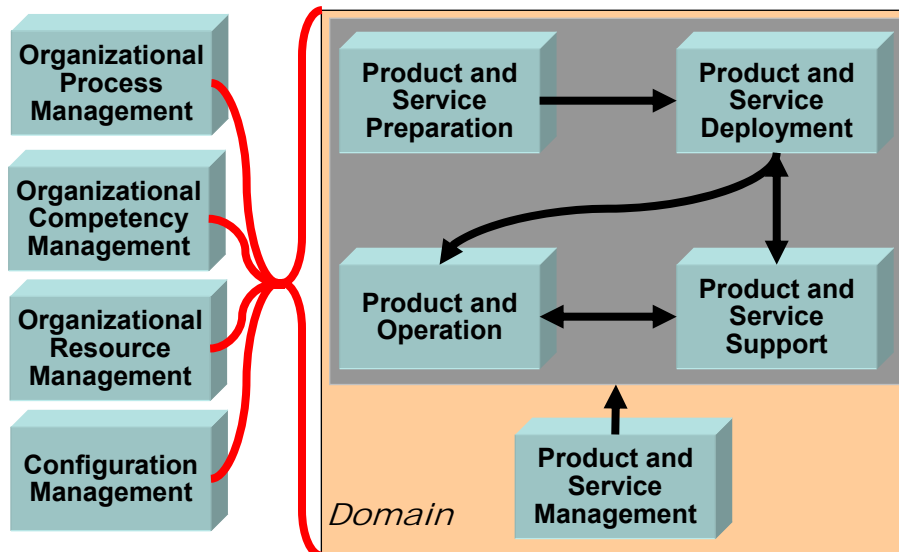
Levels 2 to 3 Transition



Standardized Organizations

Strategic	Focuses on end-to-end integration of business processes
Organizational	Integrate best practices from work units into standard processes
Tailored	Processes defined for use tailored from standard processes
Leveraged	Common measures and processes promote organizational learning
Professional	Organizational culture emerges from common practices

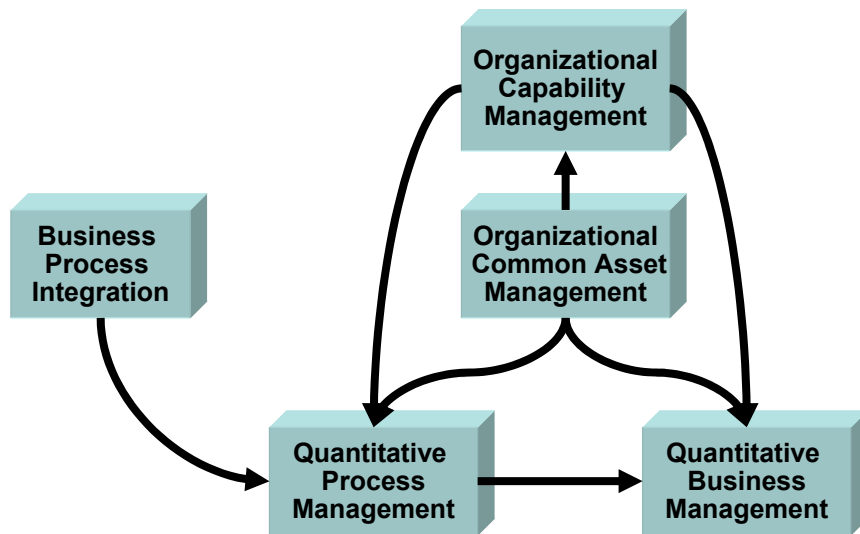
Level 3 Relationships



Predictable Organizations

Quantitative	Process variation, performance, and capability understood quantitatively
Stable	Variation reduced through reuse, mentoring, & statistical mgt.
Empowered	Corrective action taken at the point of performance
Integrated	Processes integrated across participating disciplines
Predictable	Outcomes predictable from sub-process capability & performance

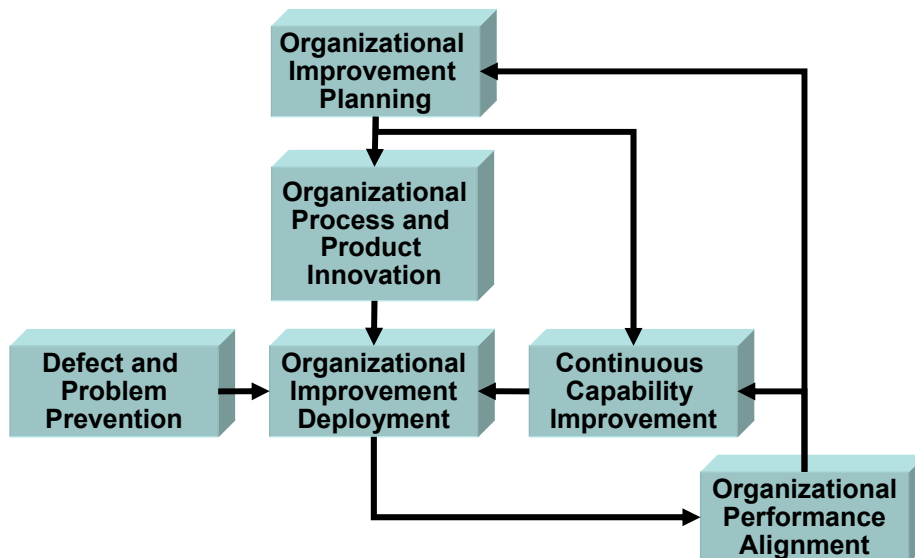
Level 4 Process Areas



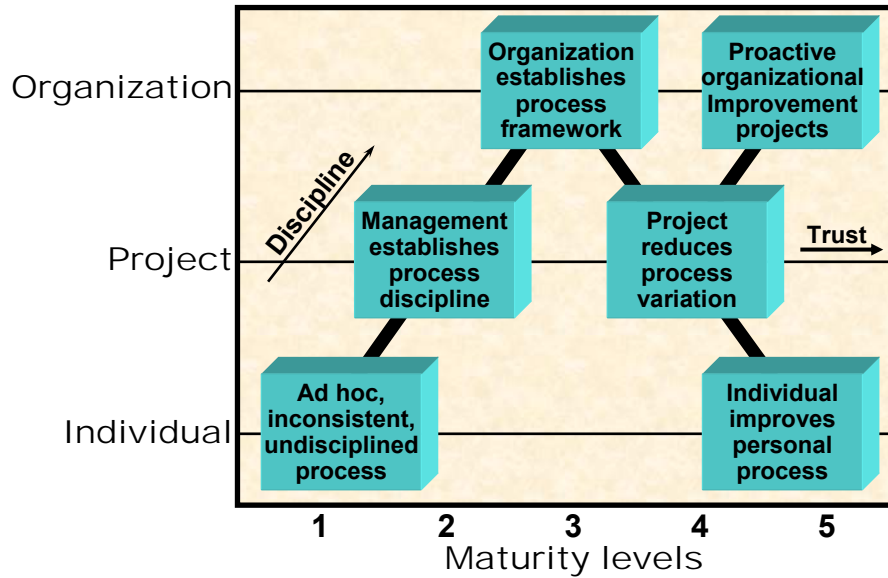
Optimizing Organizations

Strategic	Improvements planned to achieve business strategies & objectives
Systematic	Improvements evaluated and deployed using orderly methods
Dedicated	Individuals and workgroups continuously improve capability
Aligned	Performance aligned across the organization
Preventative	Defects and problem causes systematically eliminated

Level 5 Process Areas



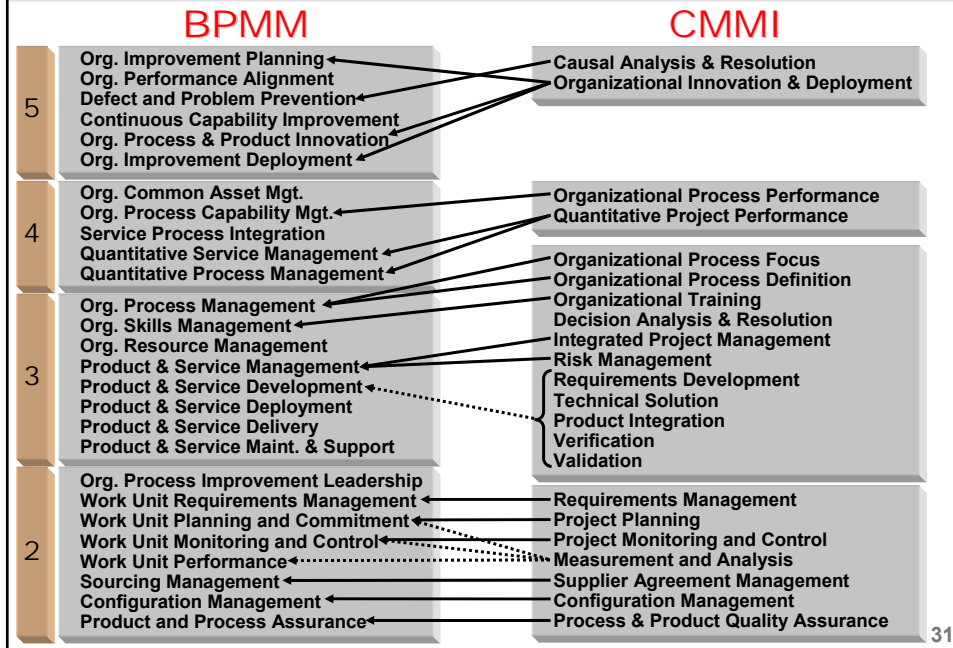
Changing the Organization



Process Area Linkage

Level	Process Areas Linked by Role Responsibilities				
	Organizational Management	Organizational Process Improvement	Service Operations Management	Service Operations Work Performance	Service Operations Support
5	Org. Improvement Planning Org. Performance Alignment	Org. Product and Process Innovation Org. Improvement Deployment		Continuous Capability Improvement Defect & Problem Prevention	
4		Org. Process Capability Mgt. Org. Common Assets Mgt.	Quantitative Service Management	Quantitative Process Mgt. Service Process Integration	
3	Organizational Resource Management	Organizational Process Management	Service Management	Service Development Service Deployment Service Delivery Service Maintenance and Support	Organizational Competency Management
2	Organizational Process Improvement Leadership		WU Reqs. Mgt. WU Plan. & Commit. WU Monitor. & Control Sourcing Mgt.	Work Unit Performance	Configuration Management Process & Product Assurance

BPMM to CMMI Mapping



BPMM and Six Sigma

Level	Expected benefits
5 Optimizing	Continuous, proactive, data-driven improvement; Design of experiments
4 Predictable	Statistical process control; Understand and control sources of variation
3 Standardized	Standardize process to enable organization-wide benefits from Six Sigma projects
2 Managed	Stabilize process to achieve meaningful data and establish foundation for Six Sigma

Conclusions

BPMM provides a framework to improve end-to-end business processes

- **Improvements done when the organization is ready for them**
- **Approach based on proven maturity model concepts (developed by original authors of SW-CMM, CMMI and People CMM)**
- **Leverages industry experience with maturity model-based improvement**
- **Targets improvements for manageable units to start**
- **Enables effective six sigma use at all levels of maturity**