

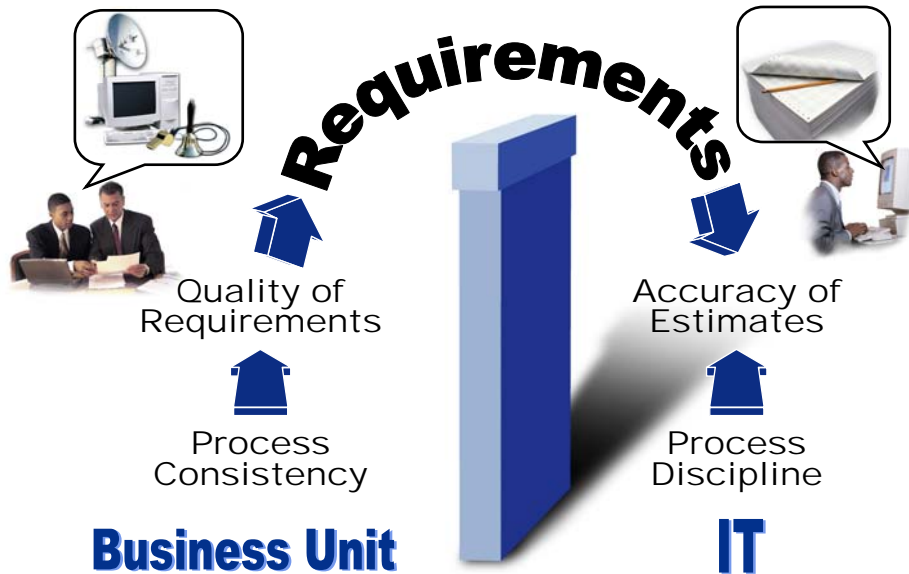


# Overview of the Business Process Maturity Model (BPMM)

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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

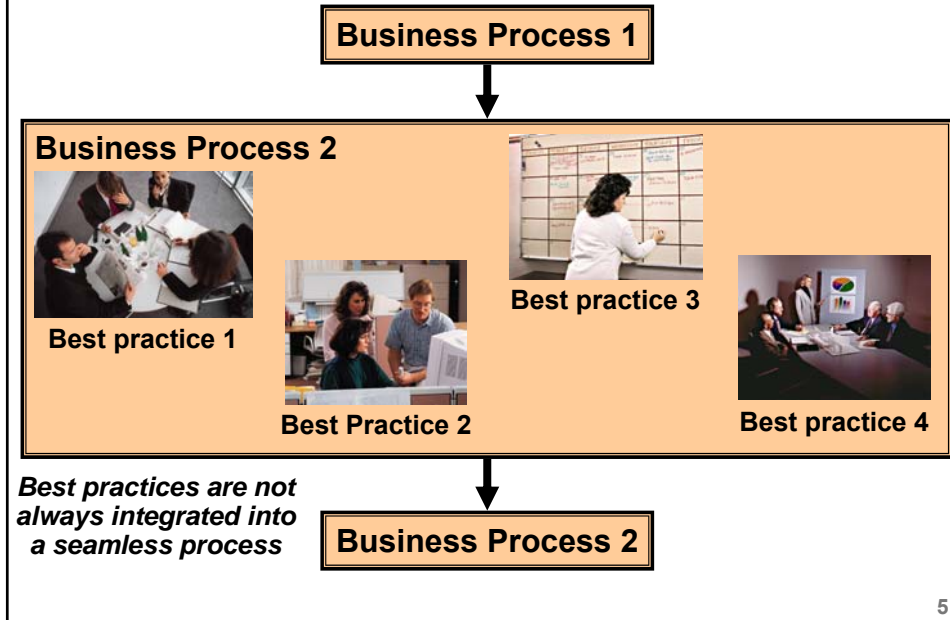


Finance

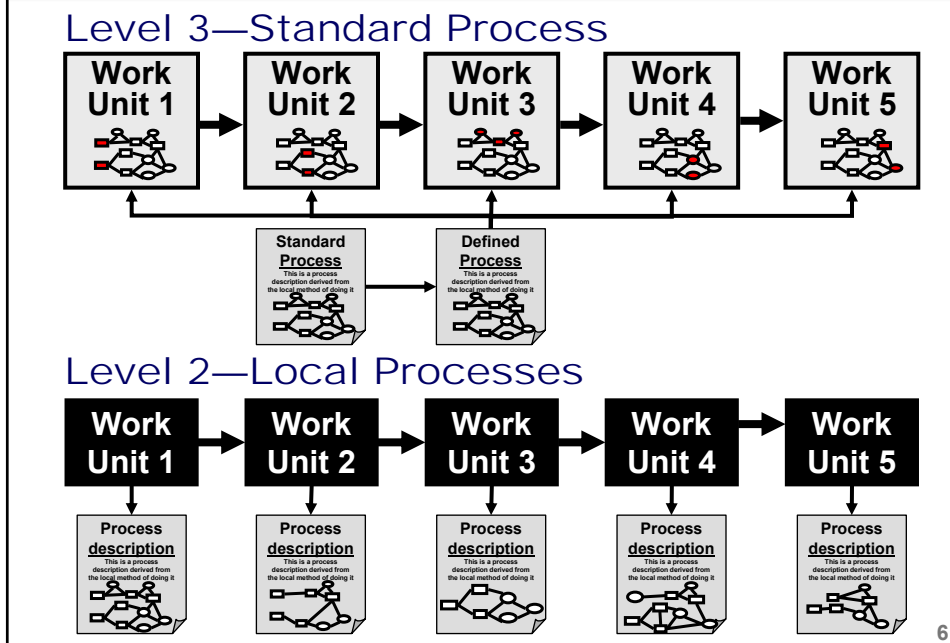


**YP**

## 2) Best Practitis



## 3) Process Obesity

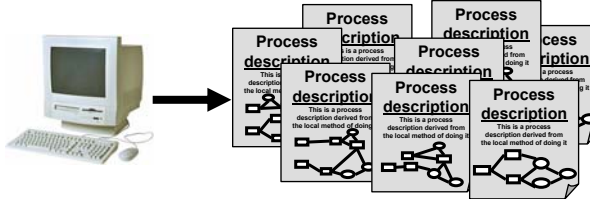


## 4) Technology Envy

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*

=



*Process maps*

=



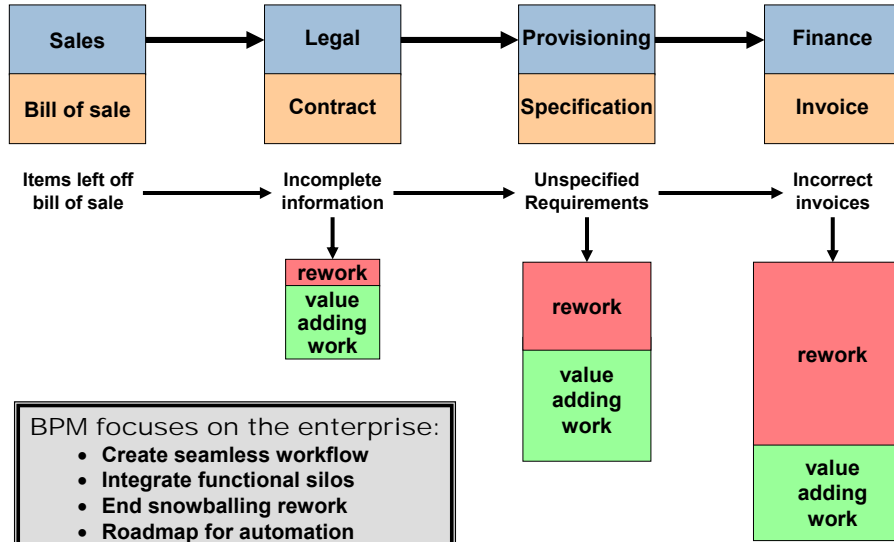
*Forms*

=



*Systems*

## 6) \*\*\*\*flow



## Reasons for Adopting-1

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

## Reasons for Adopting—2

### Client 3: Semiconductor Equipment Supplier

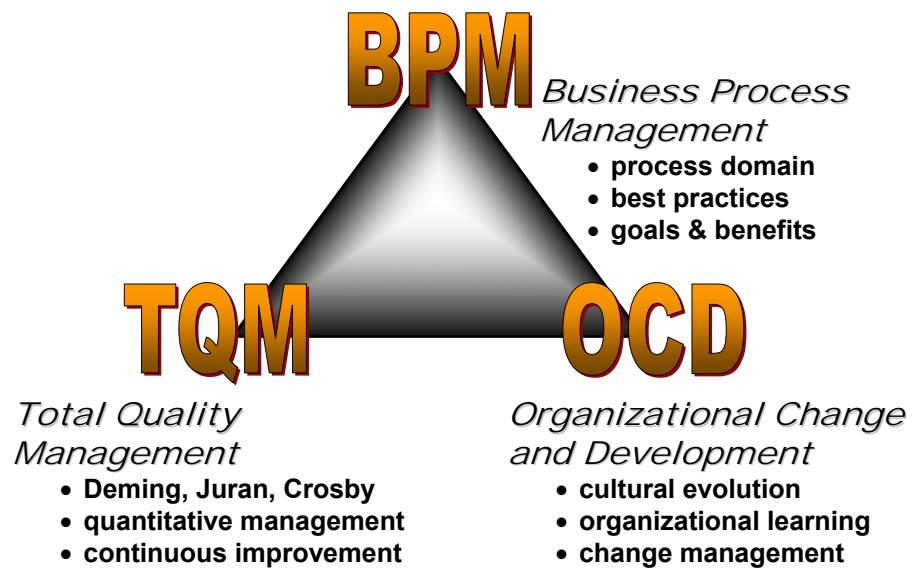
**Objectives:**

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

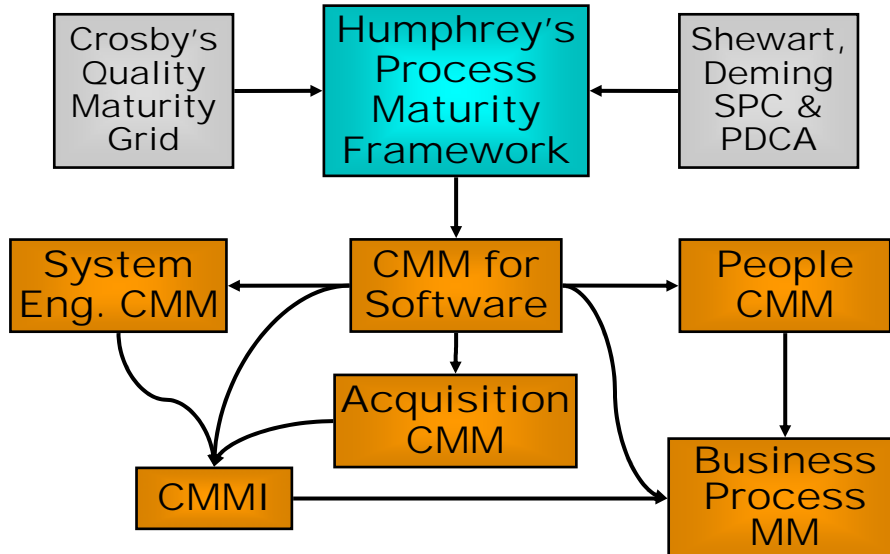
**Barriers:**

- Multiple improvement frameworks
- Best practices rather than processes

## Process Maturity Foundations

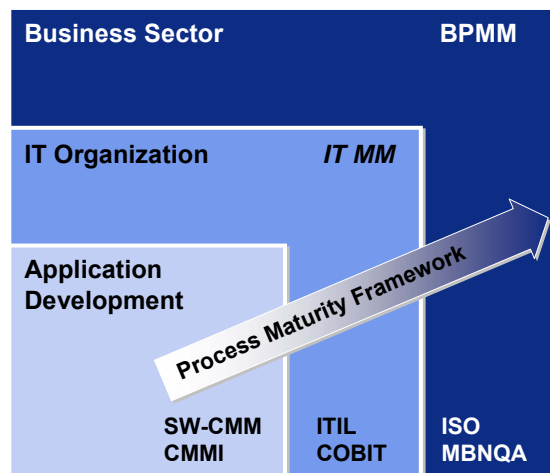


## Begatting of Maturity Models

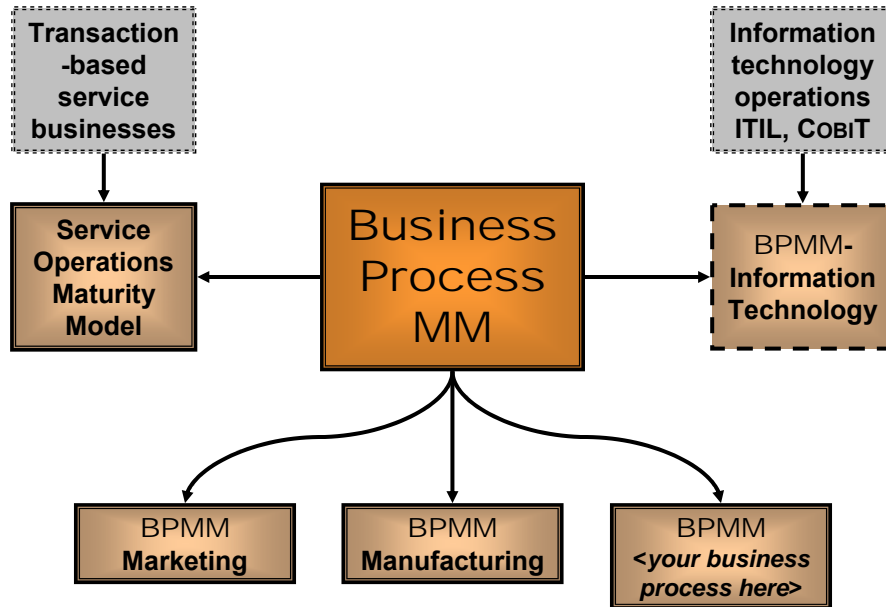


## Evolution of Maturity Models

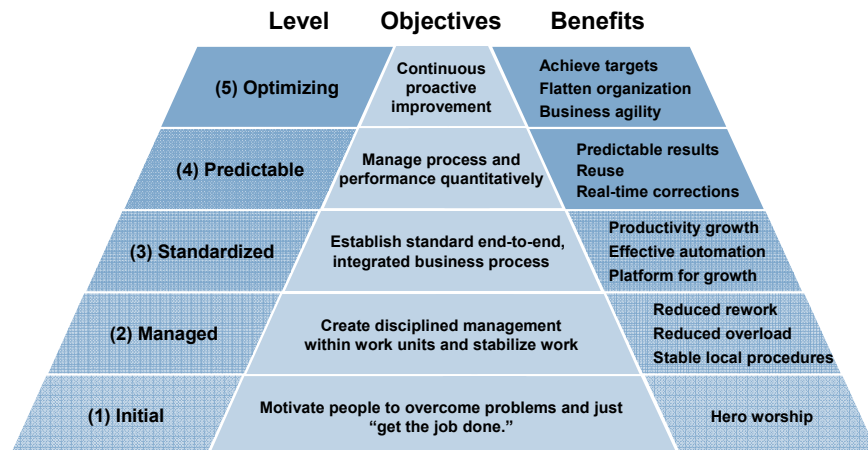
- Business Process MM
  - Built on CMM foundation
  - Early and continuing ROI
  - Aids business-IT fusion
- IT Maturity Model
  - IT Operations needs a CMM
  - ITIL/COBIT provide content
  - CMM provides roadmap
- CMM/CMMI
  - Project-based models
  - Understood principles
  - Proven successes



# A Family of BPMMs

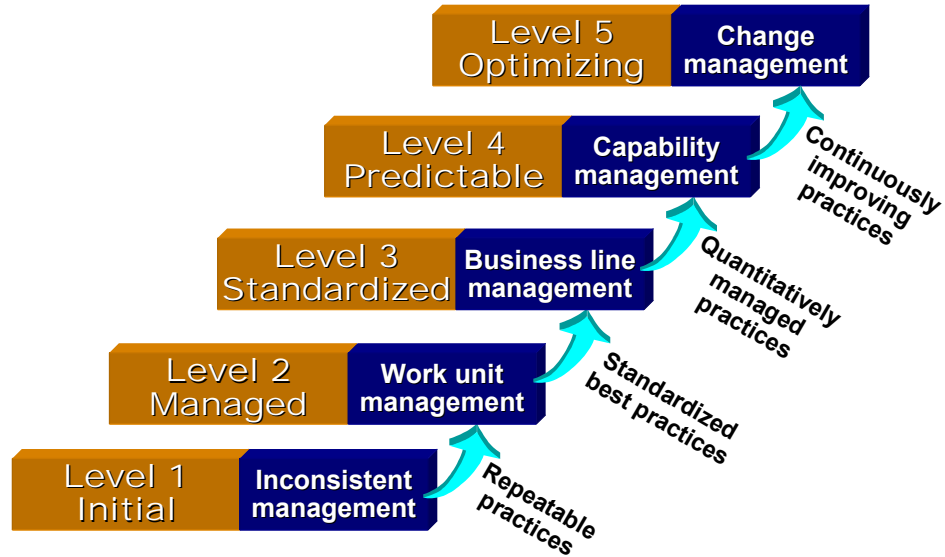


# Business Process Maturity Model





# 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

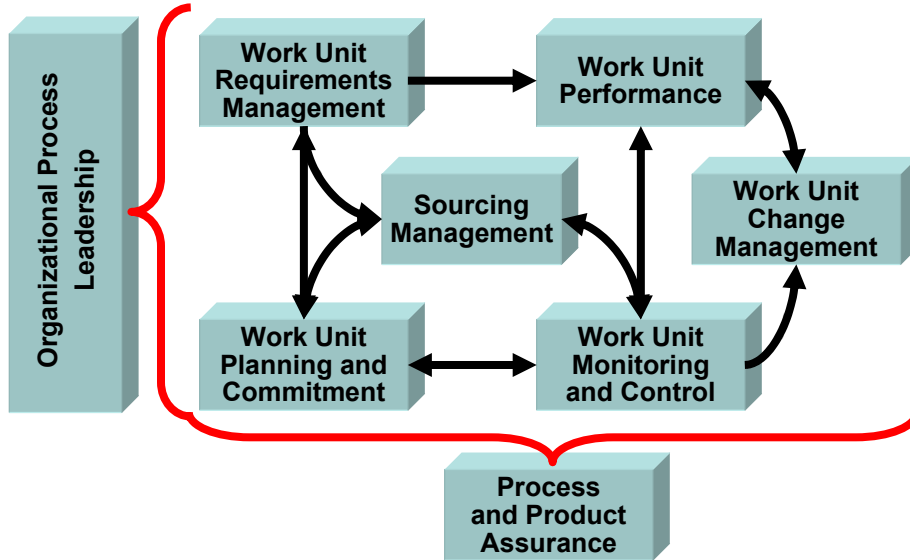
Repeatable

Work units use locally-defined practices that have proven effective

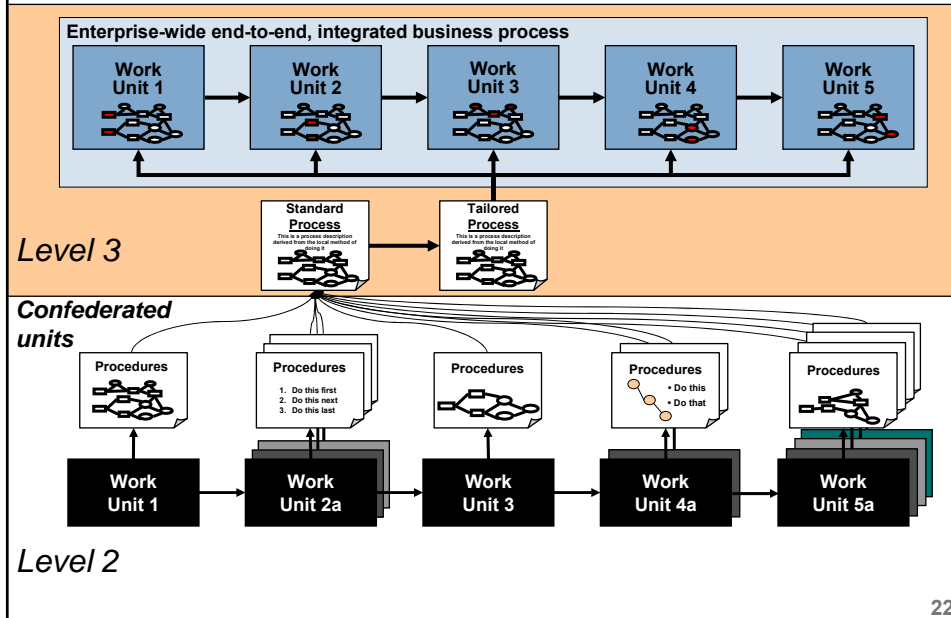
Responsible

Work units are capable of meeting their commitments

## Level 2 Process Areas



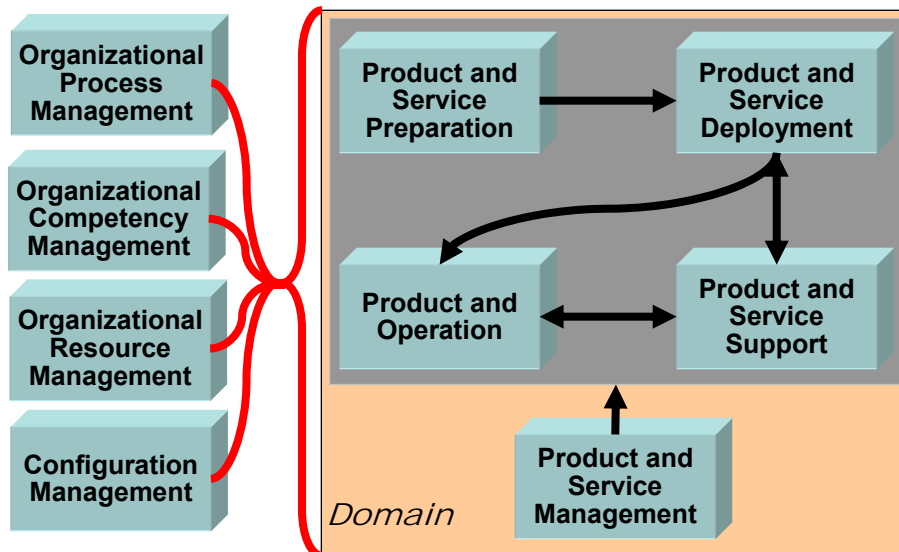
## Levels 2 to 3 Transition



## Standardized Organizations



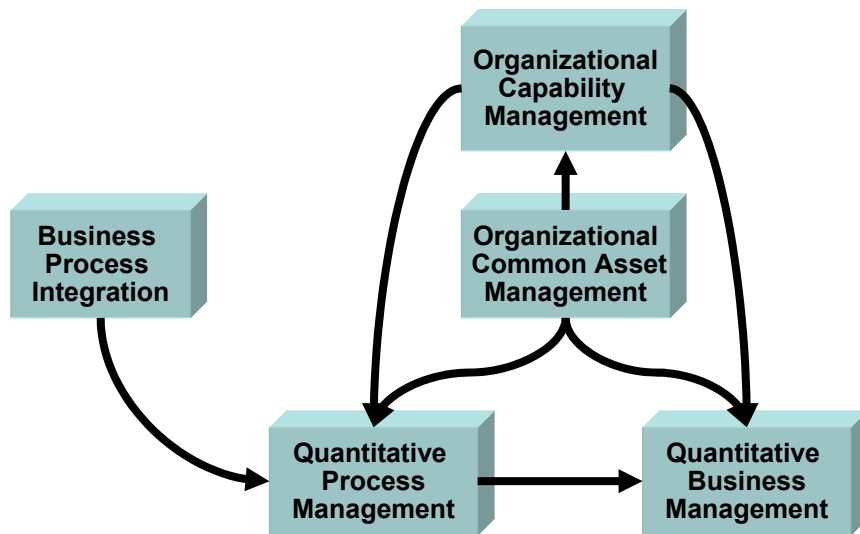
## Level 3 Relationships



## 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

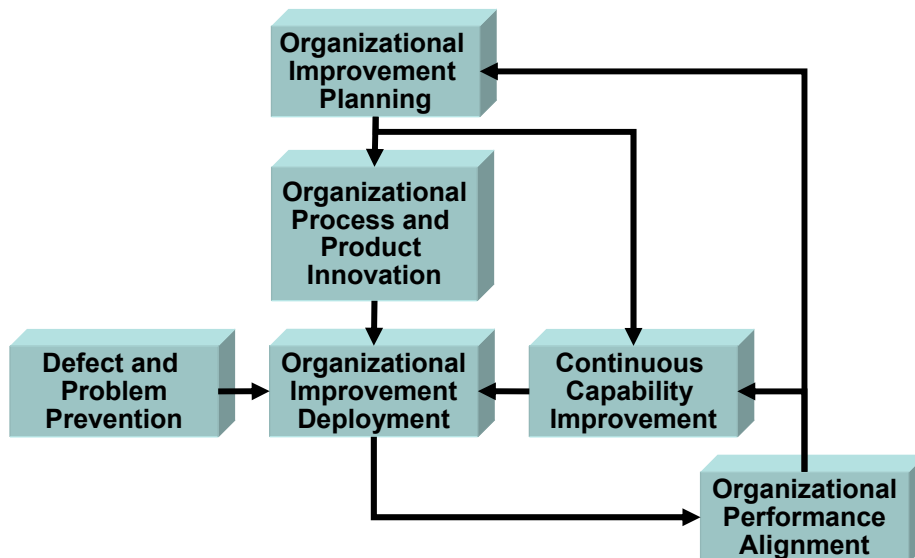
## Level 4 Process Areas



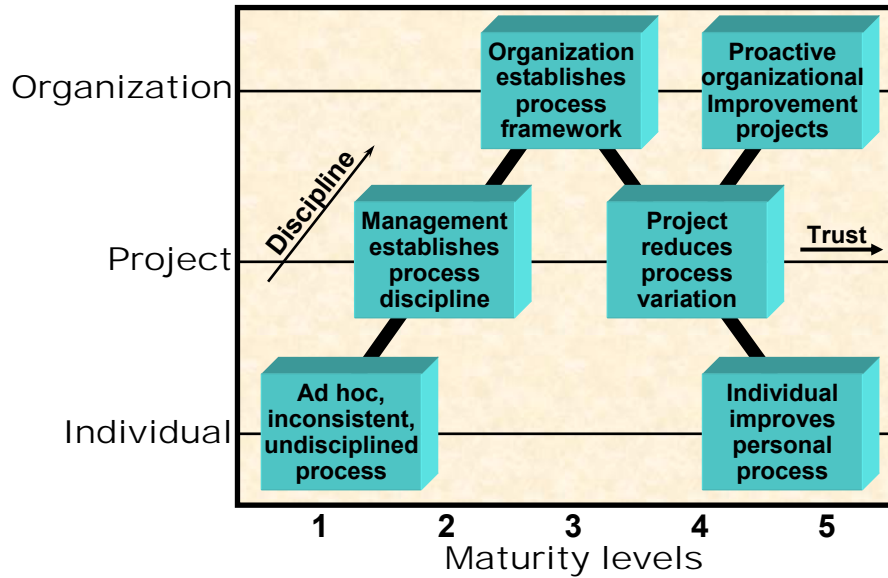
## Optimizing Organizations

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



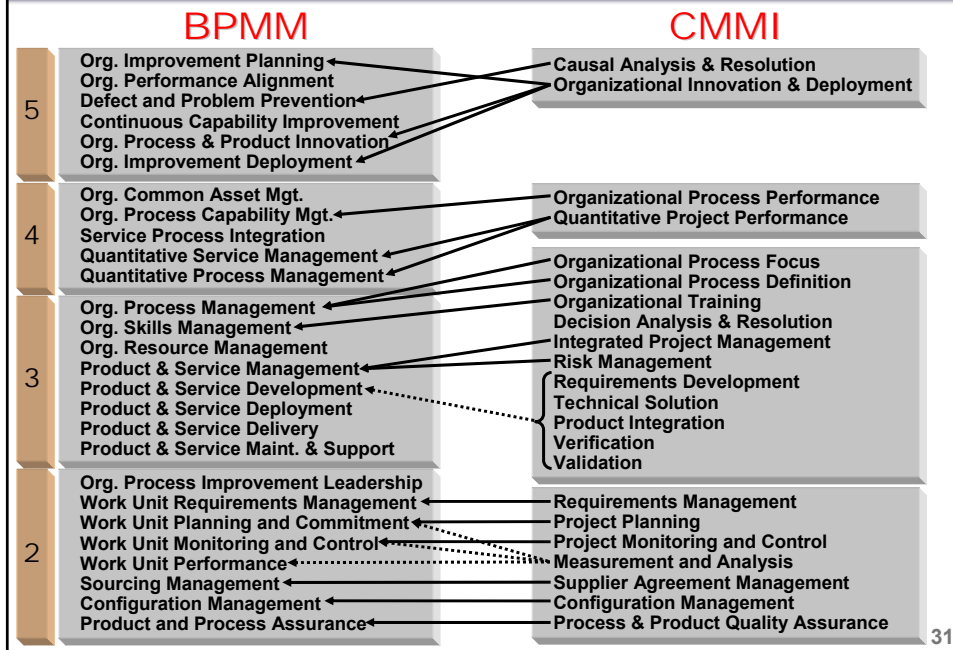
## Changing the Organization



## 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**