

BPM Think Tank 2006 Executive Roundtable Arlington, Virginia

Global vs. Local Processes, Tools, and Techniques

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Roundtable Challenge

- Which processes, tools, and techniques should be standardized across the enterprise and which can be left to a local flavor?
- What is needed to integrate/standardize processes across the enterprise?
- How does the process architecture find a balance between global and local control?

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Goals of Standardization Include...

- **Real time agility** to react to changing business needs
- **Optimize** operational performance
- **Reuse** to minimize investment
- **Ability to manage the inter-relationships** between people, systems, information and business events at the boundaries between process and technology
- **Common language** to enable clear top to bottom communication
- **Ability to outsource** more fine-grained business processes
- **Simplify merger/acquisition** integration

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Complicating Factors Driving Complexity

- **Culture** (the sum of “what we know works”)
- **Language** (describes our reality and is always evolving)
- **Time** to implement change
- Different **key success factors**
- Different **legacy** processes and IT
- **Organizational structure**
- **New/emerging technologies** (which ones enable a new level of commonization?)

Questions to Ponder

- What do we mean by global/local?
- Are there any global processes today? (CRM? HR? banking, financial, logistics?)
- What can we govern?
- Should we manage global processes/technology differently?
- What are the barriers to migrating from local to global?

Current Situation

(What is keeping you up at night?)

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Ideal Future State

(What will the world look like after the problems are solved?
What Is the Magic required to create this new reality?)

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