**BPM as a concept**

What comes at your mind when you hear BPM?

What is BPM?

In definition, it is the improvement and management of a firm’s end to end business processes in order to achieve three outcomes crucial to a performance-based customer-driven firm.

The goals are

1.- Clarity on strategic decision

2.- Alignment of the firm resources

3.- Increased discipline in daily operations

BPM is an operational management discipline that consists on a virtuous cycle composed of 5 stages:

-Design

-Model

-Execute

-Control

-Improve

**Design**

The design is a process that encompasses both, the identification of existing processes and the design of “to-be” processes. Areas of focus include representation of the process flow, the factors within it, alerts and notifications, escalations, standard operating procedures and service level agreements. Whether or not existing processes are considered, the aim of this step is to ensure a correct and efficient workflow.

**Model**

Then comes the Modeling stage, which takes the theoretical design and introduces combination of variables (for example: changes in rent or material costs, which determine how the process will operate under different circumstances. It may also involve running “what-if” analysis on the processes.

What if I have 75% of the resources to do the same task? What if I want to reduce costs on a specific area? How that could affect this other are?

**Execution**

Next, comes the execution. Business Processes execution is broadly about enacting a discovered and modeled business process. That could be performed manually or automatically or what happens in a most commonly basis in the current enterprises: A combination of both. There are several ways and tools to work around this step, with the BPMN being the most common and known.

A business rule engine can be used to drive process execution and resolution, for instance.

**Control**

After having a way to execute, you better have a way to keep track of the outcome. That includes monitoring individual processes, so that information on their state can be easily seen, and statistics on the performance of one or more processes can be provided as well.

An example is: How could you be able to determine the state of a customer order (evaluating the steps one by one: When the order arrived, the wait for the delivery, and the invoice of the payments). Here, the idea is that any problem that appears can be identified and then corrected.

**Improve**

At last, but not least, the improvement opportunities need to be covered. And this will serve me as a conclusion: Process optimization includes retrieving performance information from modelling and monitoring phases; identifying the potential or actual bottlenecks and opportunities for cost savings or time dedication for certain procedures, wrapping up and applying all of those ideas and enhancements in a new design stage, is the better way to create a greater business value.

Thank you very much for your attention!