10.10   Appendix 10: Semi-structured interview questions using BPM-CF

Strategic Alignment

Process Improvement Plan

How does the implementation of the BPMS fit with the enterprise-wide process improvement plan?

Do you expect this strategy to change as the BPMS matures?

Strategy and Process Capability Linkage

How does the implementation of the BPMS fit with the enterprise's strategy? Does it change process capabilities from the pre-BPMS situation? If so, how?
Is there an effect on the link between processes and the enterprise's strategy, caused by the BPMS? If so, how?

Process Architecture

How does the implementation of the BPMS contribute to the Enterprise Process Architecture? E.g. Identification, Documentation/Design, Model/map, Localization/variants, execution/deployment.

Process Output Measurement

How does the implementation of the BPMS contribute to the understanding of process outputs and related KPI's?

Process Customers and Stakeholders

How did the implementation of the BPMS affect the process stakeholders? Did the implementation contribute to inter-company linkage (Customer and Supplier processes)? If so, how?

Governance

Process Management Decision Making

Did the implementation have an impact on the decision making process? If so, how? E.g. speed, agility, influence organizational reaction to process change.

Process Roles and Responsibilities

Did the implementation of the BPMS affect the definition of Process Roles and Responsibilities? If so, could you indicate how?

Process Metrics and Performance Linkage

How did the implementation of the BPMS affect the process for collecting the required metrics?
How did the implementation of the BPMS affect the link between these metrics and process criteria?

Process Management Standards

Did the implementation of the BPMS affect the management of process measures, issue resolution, reward and remuneration structures? If so, how?

Process Management Controls

How will the control of the process management standards be secured after the implementation of the BPMS?

Methods

Process Design and Modeling

Which methods are used to identify and conceptualize processes, (i.e. as-is and to-be business processes)? Is there a standard approach that is used to model the processes? Has this changed due to the implementation project of the BPMS?

Process Implementation and Execution

How are these processes implemented and converted into executed executable processes in the BPMS? How does the BPMS facilitate the methods that adhere to these principles? What role does the BPMS play in communication during the implementation phase?

Process Control and Measurement

How did the implementation of the BPMS change the way processes are controlled and measured, related to the methods of measurement, regardless of IT?

Process Improvement and Innovation

Do you think the current process improvement methods are an enabler or a constraint for the BPMS implementation project? If so, why? What is the overall satisfaction with the existing methods? Will the methods change after the BPMS is implemented? If so, in what sense?

Process Project and Program Management

In what sense does the BPMS implementation project differ from other implementation projects that run currently and from those in the past? In what sense will this implementation project influence future projects?

Information Technology

Process Design and Modeling

What process modeling tools are being used to model processes? (e.g. Visio, ARIS, etc.)

Once the BPMS is in a mature state, what will be done with process animation and process simulation? (e.g. Disco and simulation software)

Process Implementation and Execution

Regarding IT, how was the transition made from process models towards executable specifications and the subsequent workflow-based process execution?

Process Control and Measurement

Could you explain what the BPMS is able to facilitate with respect things like (semi-)automated process escalation management, exception handling, workflow mining, performance visualization, controlling based on process log files?

Process Improvement and Innovation

What is the influence of the implementation of the BPMS on the tools that are used for process improvement and innovation? E.g. agile/self-learning tools

Process Project and Program Management

Does the implementation of the BPMS have an influence on the software tools that are used for Process Projects and Process Programs Management?

People

Process Skills and Expertise

Does the implementation of the BPMS have an effect on the departmental/enterprise view on process roles and its definitions?

Does the implementation of the BPMS have an effect on the development of process-oriented skills of process performers? And of managers? If so, how?

Process Management Knowledge

Does the implementation of the BPMS lead to a better understanding of the effects that process performers have on the outcomes of the process?

Does the implementation of the BPMS lead to a better understanding of thinking in terms of customer satisfaction?

Process Education and Learning

Are there any changes in the way process-related education and learning is provided? If so, were they caused by the implementation of the BPMS?

(e.g. for individuals on their and other's process roles; individuals on their own and interfacing processes; individuals on customer and other stakeholder expectations; stakeholder groups on process outcomes)

Process Collaboration and Communication

Do you think the BPMS contributes to the collaboration between process stakeholders? If so, could you briefly describe how this will look like?

Process Management Leaders

Do you think the implementation of the BPMS has an influence on the way people take lead, responsibility and accountability of enterprise processes? If so, could you explain why?

Culture

Responsiveness to Process Change

How did the organization react to the changes of daily business processes and activities as a consequence of the implementation of the BPMS?

Will there be an effect on the speed of successful process change after the implementation of the BPMS? If so, could you indicate an example that clearly depicts the difference?

Do you think the implementation of the BPMS will have an effect on the amount of process innovation and improvement recommendations made, accepted and successfully? If so, could you explain how and why you think this?

Process Values and Beliefs

Does the implementation of the BPMS contribute towards process thinking (see processes as the way things get done)? If so, how?

Does the implementation of the BPMS add to the enterprise's extent to which vision, mission and value statement reflect process thinking? If so, how?

Process Attitudes and Behaviors

Does the BPMS implementation project help Process Performers towards the acceptance of process-orientation? If so, how?
Does the BPMS implementation project help the business to raise the level of trust and empowerment to achieve process outcomes? If so, how?

Does the (implementation of the) BPMS have an effect on "open and honest process communication"? If so, how?

Leadership Attention to Process

What does the company's leadership think of process thinking?

How does the company's senior executives see the implementation of the BPMS in relation to process thinking?

Process Management Social Networks

Does the implementation of the BPMS have an added value to Process Management Social Networks? If so, how?

10.11 Appendix 11: Transcriptions of the interviews

10.11.1 Change Manager

Strategic Alignment

Interviewer: How does the implementation of the BPMS fit with the enterprise-wide process improvement plan?

Change Manager: I think it already fits quite well. Some 6 years ago we did not do this at all, so operationally is was quite detached, and steering was done based on targets. Nowadays you see an increasing presence of steering based on strategic plans that eventually should have a linkage. But we are still at the beginning of cascading the strategic goals towards operational goals. With that we should also be able to arrange how we are going to steer on performance goals. When the performance differs, you should be able to link it better to a strategic level.

Interviewer: And do you think the BPMS implementation project could have a contribution on this aspect?

Change Manager: Apart from the project contributing to the strategic goals as of this moment, I think the BPMS can provide a better insight in the processes, its execution and the process performance. Next to that, it will provide an easier access from an analysis point-of-view, if we use the BPMS correctly.

Interviewer: Do you think because of the BPMS implementation project the strategy itself might change?

Change Manager: The strategy towards we are going is to lower operational cost, a higher level of automation; the BPMS will contribute for a 100%. I think the strategy will shift towards a shared-service setting, with self-service components, so yes, I think it will have an impact.

Interviewer: Does the BPMS implementation change process capabilities from the pre-BPMS situation?

Change Manager: Yes, for sure. I think we are looking much more to our processes and its optimization. Apart from that we focus on harmonization, so all countries are converging towards comparable processes because of our project. However, what is going to be hard and what you already can see during our implementation, is that we bring our message including the "process design" plus standardization and optimization efforts. In practice, the business -especially in the less mature countries- is not used to "process thinking" and try to develop their own ways and find it hard to work with the solutions we provide to them. We are working on this, but it is mainly part of the Change component. What you see is that the technique how you determine your processes, your standardization and optimization to define processes that the developers implement in the system; that part by itself will not contribute to work in process oriented way. To add, the Change component -to elevate adoption rates, to drive standardization, how we can stimulate process optimization and harmonization- will have a contribution towards process oriented thinking.

Interviewer: How does the implementation of the BPMS contribute to the enterprise process architecture?

Change Manager: Our process-oriented approach helps us to create a higher level of awareness of our processes and their execution, but the hard thing about our implementation project is that there are lot of smaller processes. The process itself could be stated as "updating or maintenance of contracts", with all kinds of tasks like an address change, so the level of 'a process' is also a bit disputable. However,

it does help to focus customer to customer. Currently, sometimes we are still looking from an internal point to and internal point within our processes.

If you look to The Netherlands, they were already used to think in terms of processes. If I look towards the UK and Belgium my first impression is that they are less used to a process-oriented approach; there they think in terms of activities and optimization of activities. In those countries it will have a bigger contribution. Whereas in The Netherlands we already made many steps to start thinking from customer to customer and we are now again implementing "the BlueLean Way of Working" (operational & visual management) that just fulfills a part of the end-to-end process.

Interviewer: How did the implementation of the BPMS affect the process stakeholders?

Change Manager: It certainly has an influence on the way of working. Both in a positive and a negative way. The negative impact is that Team Leads and end-users currently have many systems to work with in parallel and we are adding even another system to it. This is partly because not every part can be done via the BPMS yet; so it is quite unclear when it can be and when it cannot be used. Also, caused by the fact that we do not sufficiently steer on this yet, people sometimes can't see the wood for the trees since the working items are not gathered in one place. Also people might do this twice, so both in the BPMS as manually in the underlying systems, or that there might be errors or a lack of trust? That will require some investigation. Eventually, when we start using the system the way we should use it, it will have a positive contribution to the improvement of our execution of processes. Then we will be able to manage our work load better, we will be providing better insights to act upon. A lot better vision from end-to-end, and much more reliable measurements.

Interviewer: Does the implementation of the BPMS contribute towards intercompany-linkage?

Change Manager: I do think that with a system we are developing, you are able to connect to processes or systems of others, to align with the process execution of others. Whether this will actually happen; I think our company always focused on the process execution of our vendors. I do not think it will contribute to process execution of vendors themselves, but it will towards their customers. I see possibilities, but I am not certain if we will actually use them, but who knows. Especially because you're are dealing with Contract Management. In the past we tried to align with our vendors and partners and now those processes seem to be the most complex ones, resulting in the highest amount of problems and with the highest cost, where we might/should have done things differently.

Governance

Interviewer: Did the implementation of the BPMS have an impact on the decision making process?

Change Manager: Not yet, I think. Eventually this will happen, because it will provide a lot more insight and it will enable a lot of possibilities to use data, so with those things it will help a lot. Your processes will be a lot clearer and described in a better way. I think the BPMS implementation project in a broader sense will contribute to the strategic plan (and the possibilities) to use data.

Interviewer: Did the implementation of the BPMS affect the definition of Process Roles and Responsibilities?

Change Manager: I think in the future this will happen, yes. I also think that the current roles and how they have been defined will already changes with the appearance of the BPMS. I think it will lead to a setting like "operational" and "expert" use of the system. Having everything as one activity will be a bit disordered, so I expect some changes.

However, I foresee a need for the governance. Of course we have the governance per process in all countries, but I do not know how we will arrange the governance of the BPMS for all countries together, or the total set of standard processes.

Interviewer: How will the Process Management Controls and Standards be secured after the implementation of the BPMS?

Change Manager: That is where we have a lot to improve within our organization. In the past this was tried in a global team, but it was dismantled, also from a cost-perspective. I think we can indirectly save by doing this properly. I think it is something we have to do, but we also have to keep supporting, maintaining and investing in as an organization. Currently there is no urgency.

Within our organization you do see a central IT-authority, that evaluates the impact on the different countries when requesting a change, but with respect to processes this has not been established. The current tendency within the company is to empower the local parts, so in that sense it would not fit with having a central authority deciding on BPMS processes.

Interviewer: Personally I see a role for the "BPMS" Center of Excellence, to decide which implementation to focus on, regarding budget and timeframe.

Change Manager: I agree on that, and those things we handle quite well. So the role or the Center of Excellence will be to manage budgets with respect to BPMS implementation and to make impact analysis, for instance "If I change something in Germany, would it have an impact in the US as well?'. This is arranged properly, but I do not yet see a process-related view on this. Thus far, the focus has been mostly on (the use of) the system and sometimes we forget the process-design and "the design that I want somewhere, does it really fit with the standard processes, does it really fit with the 80% development and does it really fit with the philosophy that we offer with our project". During the previous implementation of a Contract Management system, there was an actual Process Office that focused on all the gaps and nice-to-haves and other possibilities, to ensure that the Dutch and US processes would be converged. There was no actual need for process-orientation, since they basically focused on the development of the system and it was guided by change-requests. As a consequence, this Process Office was dismantled which led to the fact that making sure whether the requirements fit within the standard process execution was no longer a priority. That is one of my concerns.

Interviewer: Without answering the question on behalf of you, I think the added value of such a BPMS is that it can show the business how the IT-part works and shows IT how the business works, by sowing the process as a layer on the system.

Change Manager: yes, but what you already see now, is that is can be multi-interpretable and this can lead to confusions. On top of that, people come with all kinds of requests that solve local problems, but do not contribute to a global harmonization. What you need is people that can identify where do we need to change or where can we maintain our standard processes. My experience is that people recognize the need, so they tried to setup these kind of bodies, but these bodies also get dismantled quite soon afterwards, because it does not work, or does not contribute or is too expensive, so for all kinds of reasons. So should develop it, but also be able to maintain it. With the new approach of this system and the implementation project of working process-oriented, this body also needs to see everything from a process perspective.

Methods
Interviewer: Do you think the current process improvement methods are an enabler or a constraint for the BPMS implementation project?

Change Manager: An enabler, clearly. Well, the entire process methodology of CPI and the continuous improvement paradigm, so start small, do not want to be perfect at once, making all kinds of small improvements really fits with the Scrum methodology; developing some functionality, continue to build on this. But also the focus on developing things that contribute to either the "business" or the "customer", rather than continuing the things we always did, including all the waste.

Interviewer: And do you think the approach will change as the BPMS gets more mature?

Change Manager: No, what I see in practice is that people really embrace this approach, becoming more and more part of our DNA. Also the managers start to steer based on things that are useful for the customer and eliminate things that don't. So I think this will remain after the implementation of the BPMS.

Interviewer: And in what way does is differ from other implementation projects that run currently or those from the past?

Change Manager: There is a big difference because of the Scrum approach, so bringing small parts of functionalities at a time. A big difference is the business-involvement, which we really try to understand them. And a big component is that we offer after-care.

Information Technology
Interviewer: What is the influence of the implementation of the BPMS on the tools that are used for process improvement and innovation?

Change Manager: I think the way this BPMS has been designed will strengthen the methodologies that we use for process improvements, although we do not get the full use out of those possibilities yet. For instance, by thinking in terms of Value Streams together with the business, instead of setting up all kinds of requirements, but much more process-oriented thinking by focusing on value and waste identification. I think this BPMS contributes to a better use of those tooling within the business. So all kinds of activities you use to optimize your processes.

People
Interviewer: People is more about the 'hard facts', whereas the next factor 'Culture' is more on the soft aspects.

Does the implementation of the BPMS have an effect on the departmental/enterprise view on process roles and its definitions?

Change Manager: Not yet, but I do think it will have in the future.

Interviewer: just like we discussed a bit earlier.

Change Manager: yes

Interviewer: Does the implementation of the BPMS has an effect on the development of process-oriented skills of process performers?

Change Manager: In the future certainly yes, since we will go towards "standard" and "expert users". We try to incorporate it into the Change, by realizing which parts of a process can be executed best in which part of the organization; this is also related to skills. When focusing on The Netherlands, there is a far-reaching strategy to become more customer-focus oriented through a different organizational structure, to which the BPMS will have a big contribution. I do not think the BPMS project is the trigger of this change of strategy, but it will certainly have a big contribution to enable this path, on a higher pace than without this BPMS.

Interviewer: and with respect to the process-oriented skills of managers?

Change Manager: Yes, I think so. Especially if we start using the dashboard capabilities of the BPMS we really have to think about how to steer the process and to get an end-to-end insight of the processes. I think a lot of those people are still task-oriented and are busy with 'fire-fighting', partly because they do not have insight in the process-execution and the use of the system and the total execution of the trajectory. I think the BPMS implementation will provide them with this insight, so in our Change efforts we have to focus on steering towards this way of working.

Interviewer: Does the implementation of the BPMS lead to a better understanding of the effects that process performers have on the outcomes of the process?

Change Manager: That totally depends on the way we design it, but according to my vision I would say yes. The way I would like to see it is to discuss on a departmental level which are the main objectives. Those objectives have to be clearly related to the strategy of the department or the organization as a whole. As a next step, you should translate these objectives into current performance, clearly showing the individual contribution of people. I think this BPMS will help us to provide this current performance, since the link to your objectives will be a lot clearer.

Interviewer: Do you think the implementation of the BPMS will lead to a better understanding of thinking in terms of customer satisfaction?

Change Manager: I don't know, preferably yes, since we are still focused on intervals within our own company. My opinion is that we also should consider customer satisfaction, which will be a part of the Change efforts. So defining the objectives and what you should know of the customer, so that people can see a link between delivering within time and having satisfied customers. This should lead to the knowledge what actions have to be taken to improve customer satisfaction. I think this would not be a merit of the BPMS; it will certainly contribute to this point, but specifically improving of "thinking in terms of customer satisfaction" I cannot say. I would not consider it as an achievement of the BPMS implementation project. Maybe enabling the possibilities to provide self-service capabilities could be seen as a direct contribution of the BPMS implementation.

Interviewer: Do you think the BPMS implementation will lead to a different way of process learning and education?

Change Manager: Yes, though it won't be originated by the BPMS itself. The system is easy to use, therefore training will be limited. However, the system creates insight in process performance. I think this will result in more demand for process training.

Interviewer: Do you think the BPMS contributes to the collaboration between process stakeholders? If so, could you briefly describe how this will look like?

Change Manager: Yes. It will give a lot more insight, and there will be a higher need of collaboration.

Interviewer: Do you think the implementation of the BPMS has an impact on the way people take lead, responsibility and accountability for the process?

Change Manager: I think the dashboards will provide insight in individual performance and how it contributes to the strategy and maybe trends that you can recognize. Those things will contribute to initiatives. This will not be an achievement of the BPMS implementation project only, because the BlueLean Way of Working also focuses on this, but the collaboration between these two things is very close, so I am sure the BPMS will contribute to this aspect. So not only from a technical perspective, but also the way we want to design our dashboards and how we challenge the strategy, by seeing

things not from a system-perspective but from a project-perspective, and I think that will be an important contribution.

Interviewer: How did the organization react to the changes of daily business processes and activities as a consequence of the implementation of the BPMS?

Change Manager: At first you saw a clear resistance, because that is always the case when things are changing. Currently we still have to do with resistance, but I also see that people are willing to cooperate. And I think we are getting better and better at communicating and creating better conditions to communicate, which causes people to experience a more transparent way. This is caused by an early involvement of people, explaining certain choices and specifically explaining the way we measured things, because we never explained the importance of having proper measurements. So currently people are much more acting within their responsibilities and roles, by clearly stating expectations and creating objectives. Together we create an environment in which we discuss these objectives, on a strategic and operational level, and try to create an approachability which makes it easier to have conversations on the things they do and don't like, or do not agree. We take them seriously in this and they are experiencing this as well.

Interviewer: So that clearly is about the applied approach within the project. With respect to technology, do you think it is also related to that or is it not connected to it anyhow?

Change Manager: Eventually yes. Currently we are still in an adoption phase; it is still not fully accepted. People see it as "yet another system to work with" or "yet another change". Not per se an improvement.

Interviewer: Based on my observation, the biggest contribution to this aspect is the intuitive nature of the BPMS.

Change Manager: This certainly is a huge advantage yes, but on the other hand some people do not yet know how to use it correctly and also have their own interpretation on how they should use it. Now you see people start to use the same system also for other things, just to use a part of the functionality. People do not think on it process-oriented in that sense, so your measurements get biased, your workbaskets get filled with obsolete cases. Preferably we would have a better collaboration on this.

Interviewer: Once the BPMS is up and running, do you expect there to be an increase of the speed of successful process change?

Change Manager: Yes. It will give you a lot more insights, so the entire measurement and analysis part will get so much easier. So we will be much better able to identify the bottlenecks in your process. I think we are quite skilled at thinking in improvement possibilities, but we are basically 'fire-fighting' so the effect will not be as evident, or we are not focusing on the right fires to fight. With the use of the BPMS you will be much better able to identify the performance of different stages in your process, which will enable the analysis of your measurement data way easier, so you can zoom in on the root cause. In that way, you can start a lot earlier with the improvement part, in which we are well-skilled.

Interviewer: Do you think the implementation of the BPMS will lead improve the amount and speed at which successful process implementations are identified, implemented and accepted by the business?

Change Manager: Yes, I think this is again related to the collaboration between the BlueLean Way of Working and the BPMS implementation project. This will have a big impact on this. So not just the BPMS, but certainly the BlueLean Way of Working as well.

Interviewer: Does the implementation of the BPMS have an effect on 'process thinking' (regard to processes as the way to do business)?

Change Manager: Yes, I think so. I think it will contribute to the understanding of end-to-end processes with the beginning and starting points. On the other hand, the business thinks in terms of activities; you have the "process-layer" and one level of abstraction lower you got the activities, so I think we should keep in mind that we consider the entire process.

Interviewer: Does the implementation of the BPMS project contribute to the enterprise's extent to which mission, vision and value statement reflect "process thinking"?

Change Manager: Yes, I think so. In our mission and vision we really focus on our customer and how we could serve our customers best, to find a better alignment with the market and its expectations. I think the BPMS makes it easier to execute your processes, which eventually might lead to self-service components when the customer wants to. In our values we state we do everything for our customer and I think the BPMS implementation project has a clear contribution to this aspect.

Interviewer: Does the implementation of the BPMS projects help Process Performers towards the acceptance of process-orientation?

Change Manager: Yes, the combination with BlueLean Way of Working is really strong. It provides a tool to make everything visible and understandable and this perfectly supports the BlueLean Way of Working.

Interviewer: Does the implementation project help the business to raise the level of trust and empowerment to achieve process outcomes?

Change Manager: I think it will definitely make it easier. Due to process management tools, due to knowing what your individual contribution is and people will get an insight in what is expected from them. It is insightful and again this really fits with the BlueLean Way of Working, in which we will discuss what someone's goals are and how people can contribute to the strategy. The empowerment will be a lot closer to the people.

Interviewer: When all bugs have been fixed, people will get confidence that the BPMS always does what it should do.

Change Manager: Well yes, but I think they already have this trust to a certain extent, but we also benefit from the fact that the business does not have a high expectation of new software based on their experience from previous software implementations, so that actually helps us to gain their trust with functioning software fast.

Interviewer: Related to that, in one of the current systems you have to check a certain box on a different screen for some sets of addresses.

Change Manager: Yes, those kind of things will make the BPMS it a lot easier to use.

Interviewer: Do you think the BPMS implementation project contributes to "open and honest process communication"?

Change Manager: Yes, again together with the BlueLean Way of Working. You are triggered to have the conversation about things. There is also a Cultural aspect, so to what extent are you really assessed on your performance. This is something we cannot fully influence, since it also depends on the manager. And in some countries this is not even allowed, based on legislation for instance. But on a departmental scale you can steer upon your data, to see to what extent the department contributes to the strategy.

Interviewer: How do the company's senior executives see the implementation of the BPMS in relation to "process thinking"?

Change Manager: That is a hard question for me to answer, since I cannot answer for them. But still, I think they see a big relation to it, because they want us to have a much better linkage of our way of working with the IT-systems. I know that the Executive Board recognizes a clear need to measure the performance in terms of benchmarks. So I think they see it that way, but I do not know for sure.

Does the BPMS implementation project contribute to these Process Management Social Networks?

Change Manager: No, I see this more as a task for the CPI department. I do not think we will have a clear contribution to this. Of course, in an informal way with our improvement project. We might serve as an example for other projects. The improvements we will achieve will trigger other people and there the BPMS implementation is a part of our approach of course.

Strategic Alignment

Interviewer: How does the implementation of the BPMS fit with the enterprise-wide process improvement plan?

Developer: As BPMS project is concerned, one of the important strategic points for the company is to empower the customers to do some of the processes by themselves via their own portals and web applications. So removing all these manual processes to the best extent. So I think this BPMS implementation is half-way there. It is that necessary step, like optimizing the processes for Contract Management. And then create this platform, this layer on the old/traditional IT-structure, so that all these processes of empowerment can be implemented in the future. So I think, that is where the BPMS implementation stands in this whole strategy. But, I am not that into the high-level strategy is my perception

Interviewer: How does the implementation of the BPMS contribute to the Enterprise Process Architecture?

Developer: It contributes to a part of this harmonization process, because I think now there are many systems/many boxes working in a separate way, also working differently per country. So what the BPMS is doing is putting everything in the same box by creating a layer on top of it. So that the data model will be the same for all processes and countries, within a series of configurations that will be standard for all the countries. And things will still be a bit different, but everything tends to harmonize to a menu that people can select, so it contributes to that. So from that common layer, customization by country happens, so it is more like putting everything for Contract Management in the same box or at least control everything from the same box. And once it harmonized there, you can customize per process per country or whatever you need. That is the contribution of the BPMS.

Interviewer: How does the implementation of the BPMS contribute to the understanding of process outputs and related KPI's?

Developer: Related to the previous question I think, once you have a framework for all the processes and countries, you can design a proper way of measuring, things that can be measured in every process, like touch time, timeliness and these kind of things. That allows to understand the quality of the service given to the customers. And with the BPMS we can handle things that are all spread in different back-end systems. Before it, it was hard to find an answer in one of these systems and now there is a layer on top of all these systems with which you have a more consistent way of getting this output. So I would say that it would give you a better understanding of all the processes, like a more holistic view of all the processes and data.

Interviewer: How did the implementation of the BPMS affect the process stakeholders?

Developer: For customers and business users there will be an impact on the time of processing, so the time to do a quote for example. This is going to be introduced for all the processes they are doing, so for the standard processes, like 80% of the processes variants that are "simple" it will be a reduction of processing time and also reducing the training time (note: since not all -exotic- process variants will be implemented), so it will lead to a higher quality for the end-customer and it will make the life easier for the process performers. Their expertise will be used in the 20% of the cases that are not standard that will not become an automated process. So they are going to use that time better in those aspects. And for Team Leads, they will get a more holistic view on the process, with better reporting, more awareness of what is done by their team.

Interviewer: Do you think the implementation of the BPMS will lead to (more) inter-company linkage?

Developer: As a middle-step between self-service portal and internal application, the step to allow another company's user to manage their own contracts, that is a small step. It is a matter of access configuration. So the answer is yes, it is a needed step. A completely needed step if you want to empower them to manage their own contracts.

Interviewer: And that is also a think that brings a lot of chances and challenges I think

Developer: Yes, and you could also sell that. To manage your stuff, to access your application. That you don't need to call or to send a mail. You don't even need training, since it will be a very easy, intuitive application. For the 20% of things that are not common, you can always call to the experts and they will solve it.

Governance
Interviewer: Did the implementation have an impact on the decision making process?

Developer: It is not mature enough to already be the main source to cover the decisions, since only a few processes have been implemented, but I think it will be an interesting to know what happens. Because you can see problems before it is completely clear they are occurring, checking touch times, timeliness, that will improve decision making.

Interviewer: and would it have an impact on the decision making of process change?

Developer: I think it is creating awareness of how processes are made. Because when I came in last year, I would say for most of the processes, even the most experienced users did their work just because of their expertise. However, there was not a proper design. It is bringing awareness, so that will also bring opportunities to change in the right direction. So completely yes. So now were are deciding whether we have to automate and optimize processes and now we are getting to know how this was done in the past. So yes.

Interviewer: Did the implementation of the BPMS affect the definition of Process Roles and Responsibilities?

Developer: I am not that into the Team Leads of the department, so I would relate it to the previous question. It is bringing more awareness, so it will be easier to be specialized in roles, to getting to know who is needed for which action. But for me it is hard to foresee, for now at least.

Interviewer: How will the controls of Process Management Standards be secured after the implementation of the BPMS?

Developer: One year ago, the "BPMS Vendor" Center of Excellence did not exist yet, and now it does exist, because of the BPMS implementation, and it is creating the baseline for all the feature and current processes that are going to be implemented. So it is creating a baseline/framework and quality standards. So, it is growing together with the BPMS.

Methods
Interviewer: Do you think the current process improvement methods are an enabler or a constraint for the BPMS implementation project?

Developer: That is a trick question. Usually they are both at the same time. But mainly they are enablers. I would say Sales is a constraint for creating a quick process, because Sales want to give the customer what he wants. And what he wants is probably not always aligned with how our processes

would be, so that is a constraint. But there is also an enabling role, because you can create a baseline and new opportunities. It is also an opportunity to sell, so usually it is working in both ways.

Interviewer: And do you think the methods that will be used for process improvements will change when the BPMS is fully implemented?

Developer: Yes, mainly related to optimizing methodologies. Because there is a lot of documentation, and approvals that are duplicate. So these duplications happen and sometimes they happen in parallel in different departments, so why does this happen. Or sometimes you even see two ways of doing the same. And for the Program Agreement, you see 2,3 or 5 ways of selling the same. So the harmonization we apply can be used in all these methods.

Interviewer: How did the implementation of the BPMS change the way processes are controlled and measured, related to the methods of measurement, regardless of IT?

Developer: There the framework of measurements that can be exported to different processes and countries, so then you can compare. And then you have the framework with which you can trustworthy measure the processes.

Information Technology
Interviewer: What is the influence of the BPMS implementation project on the tools that are used for process improvement and innovation?

Developer: The BPMS provides you a tool/window to access all the information, all the boxes on one screen, with only one log-in or UI. You can have everything somehow connected, and you have a layer that all IT projects can be seen.

Interviewer: Do you expect there to be a change in the tools being used for improving processes?

Developer: Well, there is DCO which is related to the working methodology. So, DCO is more like a tool or working methodology to develop, so DCO would be useful because it allows a better connection between the business users and the developers. It will give you more feedback in both ways, it will become more useful in a later shape.

People
Interviewer: This factor mainly is about the hard facts of people, whereas the next factor "Culture" is more on the soft side of people.

Does the implementation of the BPMS have an effect on the departmental/enterprise view on process roles and its definitions?

(also answered: Does the implementation of the BPMS have an effect on the development of process-oriented skills of process performers?)

Developer: Internal vision you mean? That is a bit difficult for me to understand, because it is all behind the scenes, let's say. I would say it has an impact and I would say the BPMS implementation is a trigger of those changes. All of these kind of things are being reorganized I think, because new tools also bring new opportunities, so now everything is being reorganized because of these new tools. They try to cover all the opportunities of these new things. We will need people to be experts in certain things. It can be the same people, but there will be more focus on different. And now I am thinking about Perry Bax, like with the program agreement he is now very focused on, or Bart Philippa about the letters. Those were two things that were very distributed among the countries, the letters and the program

agreement, and now there is one person who is really becoming an expert on harmonizing this. That is the main fact.

Interviewer: Does the implementation of the BPMS lead to a better understanding of the effects that process performers have on the outcomes of the process?

Developer: It will have, yes. It is not going to be evident from the beginning, but it will have. You have reporting tools that you are working on as well, which will make everything more transparent and visible.

Interviewer: Does the implementation of the BPMS lead to a better understanding of thinking in terms of customer satisfaction?

Developer: Yes, sure. Everything is focused on that way. You have the Product Owner (Daan) always asking "why are doing this, why are we doing that?" and coming back to the business users with the question "we have been doing this for twenty years, but why? Just, why?". So now we are implementing ways that fulfill better the needs of the customer.

Interviewer: Are there any changes in the way process-related education and learning is provided?

Developer: That is not a question for me to answer I think. I can give you my opinion, "are there changes" Yes, but I don't know the details.

Interviewer: And if you would base it on other BPMS projects you have worked in?

Developer: Especially when there wasn't a BPMS project, because here at this company there wasn't developed focus on BPM, and now there is. So you can see the impact in everything related to this. So then I am thinking about communication, training and even culture. In other projects I have worked on, I would say this way of working was already there. So the way you see it here is different, because there you already saw the whole company going in that direction. Now it is changing everything, because it also depends on the starting point.

Interviewer: Do you think the BPMS contributes to the collaboration between process stakeholders?

Developer: Absolutely. I think that is the main source of improvement, and I am not sure how to say that because I am a developer, but the tool we are developing is going to help a lot. However, the best thing we brought is the collaborative methodology in which all the stakeholders are not only aware, but also involved in the process. This is one thing that really would influence all the projects in the future.

Interviewer: As just described, the methodology that includes everyone, in the design:

Developer: Well, yes, we came from a situation where it was more like "I want this kind of thing" in a traditional waterfall model, that somebody wants something and tells a designer to design it and then it goes to the developers to develop. The problem with this is that when that comes to life in this way, there is a whole distance between what we need, what we want, what we said we want, what we understand they want, what we develop and so on. This distance is getting narrower, so now we are involving everyone into the process, not just the business process or the IT-department process. But the project of everybody.

Interviewer: And do you think this is because of Agile/scrum, or are there also others aspects involved?

Developer: I think it is mainly the Agile way that is the biggest benefit. This BPMS is developed with those standards in order to work that way. You have seen some of the examples. I would say if you

want in that Agile/scrum way, this BPMS is one of the best ways to work that way, better than other BPMS or other software. Because it is very agile-enabled, and it is very easy to change things in front of the user.

Interviewer: Do you think the implementation of the BPMS has an influence on the way people take lead, responsibility and accountability of enterprise processes? If so, could you explain why?

Developer: I cannot compare with other projects within this company, but I just see that not only for this project I see that it brings a clear distinction between "people managers" and "project managers" and teams that work in parallel. And also these teams are split in teams that work in parallel. That comes to a more horizontal way of working. In that way, everyone is responsible for his work, so that is the change I see. I am not sure how people used to work in the company before our project, but I know it has changed. Because of all the troubles we saw at the first project, which was the pilot project last year.

Interviewer: And do you also think this can be translated to the daily business itself?

Developer: I think so, they are no longer users of the tools: they help to build it. They are involved directly, so now it's not like you go to the shop and buy Windows 10. No, they contributed daily to the application, to create the process, to understand the process, everything that changes also has to be translated into the way of working. I think we can see that in the Ready Team, in which there are many business people. And now, in the aftercare BPMS standup meetings we perform every week now, and that is a very agile way of working, now it starts with the business.

Culture
Interviewer: How did the organization react to the changes of daily business processes and activities as a consequence of the implementation of the BPMS?

Developer: With great difficulty at the start, but that's also a bit logical when you have been doing things for 20-30 years it is difficult, because you expect you could do the same. But we are completely changing the process and that is what is difficult. But now, what we did also was first a couple of guys trying to fight over the phone with other countries and departments and now many people are involved to allow that change. The difference is in that change, you had to gain their trust or something.

Interviewer: Will there be an effect on the speed of successful process change after the implementation of the BPMS?

Developer: Yes, there is. There will be a lot of lessons learned, so this was during the pilot. There we learnt people will have to be involved from the beginning; you need the people, you need the stakeholders from the very beginning. The next project (the pilot was phase 1), the main goal was to get all this knowledge from the people.

Interviewer: Will there be an effect on the speed of successful process change after the implementation of the BPMS?

Developer: Yes, well this BPMS software helps you to develop really quickly, so it is a perfect tool for this way of working. I am completely sure about that; it's not the only one, but certainly the most adequate for working like this.

Interviewer: Do you think the implementation of the BPMS will have an effect on the amount of process innovation and improvement recommendations made, accepted and successfully?

Developer: I hope so, I hope that this project affects the quality and the opportunity to collect new needs for the business. I think everything is related: you are creating awareness of what you are doing, you are more aware of what you work with and it will create new opportunities, better opportunities to improve the process. Now you can see the whole thing from one screen.

Interviewer: Does the implementation of the BPMS contribute towards process thinking?

Developer: Yes, absolutely. So again, we pass from a "task-culture" to a "process-culture", from "the customer needs this, so I have to perform a task to fulfill that request" towards this process, that is optimizing, give the best service to the customer.

Interviewer: And if you would compare it to other BPMN projects you worked for, would it be the same things happening?

Developer: Well, the main difference I see with other projects, is that for this company it was the first time to address this topic. So everything is new, not everyone is sure what is the impact of the process, or whom they should contact to ask. Usually when you are working in this way for 2 or 5 years, you got these questions covered and also stakeholders are not afraid of change, because they are involved in the change. So I think those are two of the most important things. Attitude towards change and expected problems/awareness of the work.

Interviewer: Does the BPMS implementation project help the business to raise the level of trust and empowerment to achieve process outcomes?

Developer: I hope so, I do not know what was the feedback from the customers, whether we are giving a better service to them, but I think for sure it will have a positive impact on that. It is a bit hard to relate it to the business, because we did not yet get back this feedback so I don't know if we get this back from the customers, like a list of complaints and whether this has reduced. So maybe it is too soon to answer, but I hope in one or two years' time the quality and the perception of quality from the customer will get better.

Interviewer: Does the implementation of the BPMS have an effect on "open and honest process communication"?

Developer: Absolutely. As I said before, it is important for the transparency and visibility of who is working on what, or what is the real status of something. Or failed cases and successful cases. And I think this will lead to more transparency.

10.11.3   Program Manager

Strategic Alignment

Interviewer: How does the implementation of the BPMS fit with the enterprise-wide process improvement plan?

Program Manager: In fact, it fully fits with it. Two years ago we invested a lot in knowledge on Continuous Process Improvement (CPI) within our company. One part of this was the establishment of an organization with CPI Leaders who apply strategical themes in the different countries. Next to that, CPI Experts act on those concepts within the countries or regions. Basically with the idea to improve the processes continuously. The entire concept, including the concept of Lean/SixSigma as tools for CPI, formed the basis for the BPMS Program. So first have a look at your process before you start to automate things. From that point of view, the link is quite apparent.

Interviewer: Do you expect this strategy to change as the BPMS matures?

Program Manager: Yes, that could be the case. Now we start with a lot of new things, analyzing process by process, but once we have implemented a set of processes you will reach a situation in which the focus will change towards the 'regular' improvements and those improvements require a different approach. In the current state we start designing "from scratch", but as soon as you reach a state in which you have more and more process-oriented systems, the focus will be more on maintenance, refinement and some little improvements. Probably for this we will need some different ways of measuring and analyzing than what we do currently. Currently, we are often not able to measure it. This will require an increase of maturity for which a growth certainly is possible. Now our focus is more on the new processes, whereas we will gradually change towards optimizing existing processes.

Interviewer: How does the implementation of the BPMS fit with the enterprise's strategy? Does it change process capabilities from the pre-BPMS situation? If so, how?

Program Manager: Yes, because before the implementation we were acting really function-oriented and also our technical/system support is oriented functionally with a lot of manual steps. With our implementation we try to base our thoughts from a process perspective, by supporting the process with our BPMS. This is aimed at reducing manual tasks by automating those steps. So I recognize a big difference with the pre-BPMS situation.

Interviewer: Is there an effect on the link between processes and the enterprise's strategy, caused by the BPMS?

Program Manager: Yes, I think the strategy of the company is fully supported with the BPMS, and better than before the BPMS. In our Mid Term Plan it says "strengthen our processes and infrastructure to meet market demand"; if you talk about meeting market demand, in the pre-BPMS situation (in which we still are for most of the processes) we are not capable to meet "market demand". We do not have self-service capabilities and in some cases the customer has to wait long before receiving a quote or whatever is requested. So in that light it will cause a change, also in terms of quality. We will be better able to deliver the right thing the first time, instead of a slow-moving, laborious process with a lot of errors caused during manual tasks.

Interviewer: How does the implementation of the BPMS contribute to the Enterprise Process Architecture? e.g. Identification, Documentation/Design, Model/map, Localization/variants, execution/deployment.

Program Manager: If you talk about describing and identifying process architecture, we are in an immature state. We are making some first steps; we do not have a framework in which all of our

processes are being described, other than a high-level identification that possibly are required form a compliancy perspective. What I observe is that we are creating those descriptions, step-by-step, by making Value Stream Maps. If we do it correctly and we manage to archive them properly, there will be a repository of all kinds of processes, which can be consolidated in a process architecture. These processes together will form your process architecture, then. So, I regard to our initiative as a possible start for a future process architecture that is described concisely, designed according to standards and able to be maintained.

Interviewer: How does the implementation of the BPMS contribute to the understanding of process outputs and related KPI's?

Program Manager: It has a clear contribution to this topic in such a way that many people within the company do not think in those kind of terms yet. In the past, we have not been that strong at using KPI's for management purposes. If the customer expects to get an answer within two hours, firstly we did not ever ask them about this and secondly, if we ever established a norm, we do not use it to steer upon. I think there will be the biggest challenge to communicate the message to the business. First of all, we will have to convince both the employees and the managers that this is the way forward.

Interviewer: How did the implementation of the BPMS affect the process stakeholders? Did the implementation contribute to inter-company linkage (Customer and Supplier processes)? If so, how?

Program Manager: I think in its total width, all process stakeholders are affected by the implementation, since we will totally shift our approach of doing business. For a starter, the process performer will have a different application on his screen, which is a lot more intuitive and easier to use. The manager will get a dashboard with which the manager can oversee the work load, apart from being it a totally new thing for our managers to work as such this much, other than tallying what is in the mailbox and applying "day starts". From an IT-perspective, both stakeholders and managers, we were never able to step up against the business; IT should deliver whatever the business requested. Now you see we step up as the business towards the business to tell ourselves "let's focus on the things that really matter". For IT this was an eye-opener in such a way that you can achieve added value with limited budget and limited efforts as well. Towards the customers, I think at a certain moment in time they will experience an increased speed and quality. Eventually they will be able to do some of the processes themselves. Last week I heard a nice term "prosumption", which means the consumer (the customer) is being part of the production as well, via self-service. In the past, we had to do all kinds of things for the customer, but in the future we will enable the customer to do certain things themselves. By doing that, a share of the workload of our company will be relieved. Besides, in the current market companies actually also want to control certain things themselves.

Governance
Interviewer: Did the implementation of the BPMS have an impact on the decision making process?

Program Manager: In basis, I think it could have an impact, but that will be more with respect to the identification of "waste". This is typically the case when analyzing the processes from a "Lean" perspective. Checks, validations and reports are potential waste categories. Those are steps within your process for which the customer will never be willing to pay. Sometimes you actually have to include such steps, but in other cases we exaggerated the amount of checks, validations, approvals and reports. From that perspective, I expect the biggest savings in terms of thinking about the process and redesigning the process, rather than just automating the process itself. You could also just automate the current process, but then it still contain the waste.

Interviewer: Did the implementation of the BPMS affect the definition of Process Roles and Responsibilities?

Program Manager: Yes, eventually it will have. The thing I observe with respect to the first processes we implemented, is that you can see a shift towards the front-office with respect to the execution of the process. In that way, customers are being served by the people that hang on the phone with them. Whereas in the past, the calls were being logged by the front-office and further processed by the back-office. Towards the future I expect there to be more and more done by the people who are calling with the customers, or arranging it via self-service by the customers themselves. So I think the processes will gradually move towards the front office, away from the back-office. In that sense, it will have an impact on the way you are organized.

Interviewer: Did the implementation of the BPMS affect the management of process measures, issue resolution, reward and remuneration structures? If so, how?

Program Manager: With the creation of the Measurement Framework, we want to measure process performance. Based on that, we try to analyze and see how the process functions. From that perspective, there are certain points/milestones in the process on which you would like to see performance.

Methods
Interviewer: Do you think the current process improvement methods are an enabler or a constraint for the BPMS implementation project?

Program Manager: Clearly an enabler. Like I already said, our organization has invested in CPI, and we trained our people with respect to knowledge and its application. Without this CPI approach, we would never had been able to reach the current level of successful implementation of the BPMS.

Interviewer: And do you think the approach will change as the BPMS gets more mature?

Program Manager: I think the essence would not be different; of course there would be some different principles applicable in terms of Lean/SixSigma. The only thing I can imagine for now is based on that fact we currently apply some basic tools for developing the processes from scratch, like a Value Stream Map. When your BPMS matures and the focus changes to maintaining your processes it would shift towards an approach in which we apply SixSigma-like techniques for which you perform statistical analyses. Then it will get a bit more complex and there the number of people within our organization with the required capabilities (i.e. BlackBelt certified people) will be a lot lower than, for instance, the number of people with a BlueLean training, who are skilled at things like Value Stream Maps. The latter are more like the basic concepts that people possess. Within this company, BlueLean training has been provided to 1 out of every 25 employees, whereas BlackBelts we have 1 per 200 employees. So we have less people that are able to perform those more complex analyses, but quite some people who are able to contribute to the basics. For now, with the new processes, those basic skills are sufficient for sure.

Interviewer: Yes, there is a lot to win with that approach for a starter.

Program Manager: The things we achieve by applying that knowledge will be the biggest win.

Interviewer: And by getting people to adopt the BlueLean concept, you will already achieve an increased level of acceptance towards this new approach of doing business.

Program Manager: Yes. Besides, Lean is a lot more accessible than SixSigma. In this company we choose not to call it Lean/SixSigma or CPI, but I think we really benefit from applying this BlueLean approach.

When we will become more mature with respect to our processes; we might have to apply SixSigma, but then the number of improvement opportunities will be a lot lower, because currently those are huge. Currently you do not have to search long before finding an improvement opportunity.

Interviewer: And in what way does is differ from other projects that run currently or those from the past?

Program Manager: If you look at our pitch, we got 5 core elements of what we think we do differently than other projects. One of those is the CPI approach, to make the processes more Lean. Secondly, we steer towards harmonization: the business asks 100%, but we will only deliver the 80% that really matters. The remaining 20% we do not support, also with the mindset that building 80% will cost 20% and the other 20% will cost 80%. With that story we focus on those variants that really make a difference. As a third aspect, we try to implement a continuous improvement cycle, working with short-cycle development by focusing on the minimum viable product, so the business gets what is needs to work with it as a minimum, and adding functionalities through continuous improvements. This seems to be a better approach then starting and strive to perfection, and doing it right the first time. With the latter approach you will be likely to spend a lot more time to get a first results, and will risk missing all kinds functionalities after all. The fourth thing would be collaboration: between business and IT, but also between the different countries. We have a dedicated team, with a mix from all kinds of disciplines, all together working as one team, whereas in the past we had to pass all kinds of documentation with respect to signing approvals, requirements, functional design, technical design, testing and so on and so forth. Now you see that an 'us-them' perspective changed into an 'ours' perspective. Lastly, we have a clear vision on architecture of processes and IT, which basically states we have to abandon those big black box systems. Instead of that, we should convert towards 'back-in-the-box', in which you support certain capabilities with IT-solutions. Preferably those IT-solutions should be market standards which we do not want to customize too much. I think these five elements are typical for our BPMS implementation Program and also quite new to our company. One or two years ago, none of these elements was a common thing within our company. Also with CPI, we started with the manual steps and which we can get rid of. Apart from that, I always said "within this company more than 50% are depending on IT-solutions, so you should also consider those processes when looking at your processes, by also applying CPI techniques at those fields." For some countries, it took some time to realize this, but with the Pilot study with our BPMS tool, we showed them that it worked and really adds value. So I really think these five point are things that are different compared to other projects, and also better I would say.

Information Technology
Interviewer: What is the influence of the implementation of the BPMS on the tools that are used for process improvement and innovation?

Program Manager: I think we are making certain steps there. We already talked about the Value Stream Mapping, but if you go one step further and talk about automating your process, you will get to the integration discussions. For instance, how you should make the integrations with the back-end systems. Recently, we added swimming lanes to our process flows, which we never did before, nor do other projects that are running currently. We come to the conclusion that those swimming lanes have added value in transferring the message. In this company we have some standard documentation guidelines, like the identification of a project starting architecture, but those never required an integration scheme, to show how different systems interact. In that sense, you really see those tools to be developing. Towards the future, I expect the use of those tooling applications to increase (both in terms of amount and quality). This leads to the fact that your project approach and project management will change as well. DCO is also a nice example. Despite the fact that I do not know it that

well yet, I see a big potential for organizing things like Demo's to show the business and ask "Do you mean this? Do you mean that?" in a very early stadium in which you can already have glimpse of what it is going to be. And going even further, you could continue to use the exact design that was made by the business analysts; in that way eliminating a step of transferring the message to the developers. By doing this, the development process will become more efficient. At the same time, the development process will become more and more something that is done by the business itself. For instance, in our team you see a group of business analysts, who are a mix of people from the business and people who work at the 'front-end' of IT, so being aware of 'the business' itself. What you see is that if you really use DCO, your development process will already start there.

Interviewer: In that way, your business logic that might be not that logical to external people might be easier to transfer?

Program Manager: Yes, a benefit would be that for the developers it will be a lot clearer from the start. Sometimes you see that certain elementary things that are considered to be self-evident, are not that obvious at all. At a previous employer, I had to work with a Belgian company with only French-speaking people and it was not easy to explain them how the Dutch payment system worked. Even on an input field level, which may sound quiet trivial, it went wrong. And with a tool like DCO, you are better able to prevent those kind of things.

Interviewer: Then we go to Process Project and Program Management, still within this IT-factor.

Program Manager: That is a pity (laughing). I always say Project and Program Management is too much of an IT thing. Often, people look to Project and Program Management from an IT-perspective, but I am fonder of placing the ownership of an IT-project at the business-side. If you want to change something as a business, you should manage and execute by the business itself. Usually people think "80% of projects is IT-related, so let's place Project and Program Management at IT". By doing that, the interaction and us versus them thinking starts there. Related to this, I think our BPMS Program is an example of having a big drive from the business itself and the Program Management is really part of the business. Within our Core-team, four people have a link with the business and two are linked to IT. So again, if you really want to achieve something as the business, you should take ownership.

Interviewer: Does the implementation of the BPMS have an influence on the tools that are being used for Process Project and Program Management.

Program Manager: To a certain extent, I do not want to relate this specifically to a BPMS. I think it is related to working in an agile-scrum way of working. So there you see a different use of software, but also with respect to our Project Management approach, we are not used to agile phases, since we used to apply an engagement phase, execution phase and a closeout phase. Whereas by working agile, you will remain in consecutive construction phases. In that sense there is a change with respect to tooling, but that is more related to the agile approach, than just the BPMS approach. On the other hand, I do not know any BPMS implementation that was done in a Waterfall approach, maybe there are some of course.

People
Interviewer: People is more about the 'hard facts', whereas the next factor 'Culture' is more on the soft aspects.

Does the implementation of the BPMS have an effect on the view of the department/enterprise on process roles and its definitions?

Program Manager: In a formal way not yet, but in an informal way already, yes. When we did our Pilot study one year ago, the management was done by a limited number of people. We created a clear structure, with a Business Analysis team with Business Analysts, a Delivery Team with Developers and Testers and a Change Management Team with people who are skilled at Business Change Management or have implementation or communication skills. And that is also how I would like to approach this question, because we have six or seven Business Analysts, but if you would look to their official function within our company, they are Solutions Design Consultants, CPI Experts or Operation Specialist. Thus far, there functional titles have not changed. They have been added to the Business Analysis Team, but kept their functions. However, within our Program the way I see them is being a Business Analyst.

I think the fragmentation of all kinds of functional titles should be reduced. Previously, within IT we had Solution Design Consultants, a Business Solutions Specialist, someone who was able to make a functional design; I think those things are closely related to Business Analysis. I would rather opt for a broader roles than specialized roles in this area. Formally it has no impact yet.

Interviewer: Does the implementation of the BPMS have an effect on the development of process-oriented skills of process performers? And of managers? If so, how?

Program Manager: Maybe not with respect to function titles, but I imagine that there will be a shift towards the front-office. Next to that, eventually we could do the job with less people because of our gain of efficiency. So if we shift our processes towards the front-office, those people have extra social skills, they really know how to communicate with the customers. In the back-office we got more administratively skilled people, who know better how to deal with numbers and such. So I think the numbers and proportions will change, mainly due to decreasing need of administrative people. This will be even more the case when we implement self-service portals. Then the number of both front- and back-office will decrease. Last week we had a guest-speaker who was talking about the expected decrease of administrative jobs due to automation, robotization and that this will lead to a decrease of almost 50% in five to ten years. And when I look what we are doing with our implementation project, you see that this will have a big impact on this as well, especially if the degree of utilization will raise. Also when we add more and more processes to the BPMS, this will have a big impact; let alone the self-service possibilities and scaling effects like a shared service center. This is directly caused to the BPMS, although the BPMS will enable us to go in such directions. What you see with another outsourcing pilot is that outsourcing/right-shoring one process for 9 countries with two business lines, actually means you outsourced 18 processes.

Interviewer: Does the implementation of the BPMS have an effect on the development of process-oriented skills of managers?

Program Manager: There will be more focus on steering on handling customer request within benchmark levels, what should have done in the past, but never did. In the past we focused on "complaints"; when a complaint arrived, we all jumped on it in order to solve it and to prevent them in the future. I consider it more like fire-fighting. Whereas now you will be able to do it right the first time within a timeframe that is agreed upon with customers. This will require a different way of management. On the other hand, if teams are self-managing, you will be better able to do it in the future. As an employee you also will be able to see the work queue and act upon it if, for example, someone is ill and there are some work items in his queue, that you take them over.

Interviewer: Do you think the implementation of the BPMS has an impact on the way people take lead, responsibility and credibility for the enterprise processes?

Program Manager: That is a hard one. When you changes things it will get attention; the manager wants to know what it means for the employee, the employee wants to know what it means for himself. From that perspective, you see that people take lead to be involved, to have some influence on the development et cetera. My comment would be, let's say once we are finished, and you do not do anything for two or three years, in what sense it will become weak; I do not know. I think this is really depending on the type of managers and employees you have. I think the important thing will be to spread the CPI awareness. The 1 out of 25 that did a BlueLean training, they have to be challenged to search for improvement; that will have a bigger impact than just the BPMS process. It would be an enabler of working in that way at least, but it will always depend on the way people behave themselves.

Interviewer: *Does the implementation of the BPMS lead to a better understanding of the effects that process performers have on the outcomes of the process?*

Program Manager: That is a hard question. With all due respect, some people are just pushing buttons in a certain order because they were told to do so, without realizing what they are doing. I hope that the implementation of the BPMS at least will show people which steps you are doing; that it makes sense to them, being intuitive etcetera. But the awareness of quality, now things are done incorrectly, but some people do not even realize it is going wrong. Once there is a complaint, they realize it. Generally spoken, a BPMS will always increase the quality, because you can eliminate manual steps and work process-oriented, rather than function-oriented, but I do not know if that will lead to a higher level of awareness. I cannot give a definite "yes" or "no".

Interviewer: *Do you think the implementation of the BPMS will lead to a better understanding of thinking in terms of customer satisfaction?*

Program Manager: I think that understanding what the customer wants, will lead to a better understanding of how the process goes. To a certain extent yes, but I think it is mostly related to the way how you see the logic of a process.

Interviewer: *Do you think the BPMS implementation will lead to a different way of process-related learning and education?*

Program Manager: Not yet, other than the normal CPI developments. The only thing is that we are going to shift towards Lean Operational Management. That is more about managing the processes, rather than the execution of the processes.

Interviewer: *Do you think the BPMS contributes to the collaboration between process stakeholders? If so, could you briefly describe how this will look like?*

Program Manager: Yes, for sure. Actually, we already see developments on this aspect. We are able to bond Germany and The Netherlands, and Belgium and The UK will follow soon. You see conversations being ignited. Also on a management level or organizational structure, our company is divided in several areas, but now you see the Operational Manager of the one area sitting together with the ones from other areas. I think the BPMS implementation project also contributed to the fact that this interaction increases.

Culture
Interviewer: *How did the organization react to the changes of daily business processes and activities as a consequence of the implementation of the BPMS?*

Program Manager: In a general sense, positively, in such a way that people realize that these changes do have an actual impact. With this system people see that there are less errors, so the quality elevates.

The system support towards the end-user is better. Despite the effect that this implementation could lead to doing the same job with less people, the employees do not see this as a threat. In the contrary, they perceive the system as "wow, this is what we needed", because the way they were doing their jobs was not the best way to do it.

Interviewer: So, the fact that they immediately can see how intuitive and insightful the system is, gives them a good felling?

Program Manager: Yes, the fact that is an improvement, supported by the numbers.

Interviewer: Will there be an effect on the speed of successful process change after the implementation of the BPMS?

Program Manager: I think it can definitely function like an accelerator. Currently you see other things being triggered, and you get some sort of cross-fertilization on more aspects. People get enthusiastic because they see all kinds of opportunities to do their jobs even better. In that sense, it could definitely like a catalyst. Another thing though, is that the absorption capacity of employees is not inexhaustible. At a certain point, more and more changes will cause an overflow. So you should really ensure that changes settle within the business. It should not be too much, because that will drive people crazy. That could be a pitfall. Especially if you have something that has verifiable results, people want more of it, but there we have to be aware we will not lose our self.

Interviewer: and there the BPMS could help to make choices.

Program Manager: I would rather say, CPI will help you to make choices, because based on your data-analysis you make a decision on what has the highest added value. And if you can keep focusing on the minimum viable product, and making choices based on the highest added value, you will always make the right choice. Then you will also have to accept that some things will be done later or even never.

Interviewer: Does the implementation of the BPMS have an effect on 'process thinking' (regard processes as the way to do business)?

Program Manager: I think there is a really strong contribution to this aspect. The things we tell the business and the image we project, there is the added value. So there is a clear contribution to this. I think it is also easy to communicate among the employees about this. In the traditional world we are talking about screens and codes, but there everyone just drop out. I do not understand how all those people can work in that way. Of course, it is just a matter of learning it, but it is much more natural to work based on a process, ==instead of talking about a bunch of functions that eventually should deliver the same result.==

Interviewer: so instead of gluing all kinds of tricks into one string, converting it into a process

Program Manager: Yes, exactly.

Interviewer: Does the BPMS implementation project add to the enterprise's extent in which vision, mission and value statement reflect process thinking?

Program Manager: Yes, I think so. In the mission statement of our BPMS program, we say "we enable our members to deliver the customer a perfect service", so we support our employees to achieve a perfect customer service delivery, which will lead to unburden our customers fully so they can focus on creating their own success. That last thing again is something the company rooted deeply in her own mission statement. We want to be financial partner that relieves the customer from the

financial complex aspects, so he can fully focus on his own business success. In that sense, the BPMS will contribute towards that.

Interviewer: Do you think the implementation of the BPMS will contribute towards the level of empowerment and trust to achieve process outcomes?

Program Manager: Yes. If I understand the question correctly, "to achieve process outcomes" is about delivering what should be delivered within the right time, with the right quality. And the BPMS will contribute to the trust that people have in achieving this. You also see this reflected by the adoption rate. Traditionally, you see that people are a bit concerned with new systems. But also with our pilot we launched last year, you saw that people did the calculation in Excel themselves to check whether the end-result was correct. Nowadays, you see the adoption rate is really high and people ask more of it, because they see what results are being delivered.

Interviewer: Do you think the implementation of the BPMS will have an effect on "open and honest process communication"?

Program Manager: Yes, I think so. It could lead to certain sensitive matters though. In Germany, for instance, people really not want to see the names and that employees can see who is doing what. Apart from that we still have to make the first steps on dashboards and such. To be honest, I do not know where this will go in the end. However, I think there should be more open process communication, because eventually the customer will benefit from it. It does not have to lead to pointing fingers, it is mainly to know where to steer and it is not about judging. At a previous employer, at their call-center someone who was making the longest phone conversations appeared to have the highest sales-rate. So you should always be careful with numbers, but I would really advise to be open about them.

Interviewer: What does the company's leadership think of process thinking?

Program Manager: Then I would have to answer for other people, but let me state it this way: our seniors within IT and my supervisors see our BPMS implementation project as a very positive approach. They are really aware of our process-oriented approach and know we focus on harmonization and applying Lean to our processes, and I think the BPMS is being mentioned as an example of doing it differently, perhaps even doing it better. So I would think they would agree to this. But again, then I am answering on behalf of them.

Interviewer: Process Management Social Networks comprise the existence and influence of BPM communities, of practice, the use of social network techniques and the use and recognition of formal BPM Networks. Then the question:

Does the BPMS implementation project contribute to these Process Management Social Networks?

Program Manager: Yes, I do think so. That is one of the things on which we are actively steering. This also is an assignment for the Change Management Team to form a certain community within Europe, to have conversations about processes together. During the demos, we invite the countries to participate. There you see, we are discussing about the processes; in Belgium they are doing it in this way, in Germany they do it that way. Let's talk about those differences, to see what we can learn from each other, to do it differently or better. I think the BPMS implementation project acts as a booster for those kinds of communities. In the past, when a country had the opportunity to change something, usually it was something small, but now things are really changing and people see they are really forced to look outside of their own country borders and business area.

10.11.4 SME (NL)

Strategic Alignment

Interviewer: How does the implementation of the BPMS fit with the enterprise-wide process improvement plan?

SME (NL): If you ask me, when we talk about the strategic goals of the company, turnover is on the first spot. So that can be seen as the goal. I currently see hardly any or even no specific process-KPIs or measurements related to this goal. So the process and process improvement, with indicators towards reaching a certain state, is not really linked to the company's goal. However, what you do see, is that one wants to convert customer requests to real-time. What you see is that our current resources and architecture are not capable of handling this, and that would be the only link towards "being strategically ready for the future". What is said, is that "in order to reach that state, we will have to implement a BPMS platform". But those are other drivers than the process model. So the main driver is: "the cost level has to decrease". One way to do this is to return to a 30-year-old system, but one cannot work with this on a decent way. So the company said: let's put a BPMS on top of this system. Then, the costs will remain lower than our current cost level. So, in order to answer your question: partly yes, because the profits have to increase, the cost level has to decrease, so let's do this. So it is not from an enterprise-wide process improvement plan that states "cost cutting".

Interviewer: And do you expect this strategy to change as the BPMS matures?

SME (NL): Yes, I do think so, since you see a movement within the company that comes and goes, which is called Continuous Process Improvement (CPI). This is being supported on a strategic level, but then there are reorganizations, and then it's there, and not, and there again. So there is a subset of people, also on a tactical level, mainly within the Management of this Program, there are people that clearly are process-driven/process-minded. But also in the Steering Committee there are people who think in terms of processes and KPIs. And I think when we are able to perform process-specific measurements with the BPM System, which is step 1, I expect there to be developments towards a tight linkage to strategic goals. So yes, I certainly think the implementation of the BPMS and its implementation will have its contribution to these developments in the future.

Interviewer: How does the implementation of the BPMS contribute to the Enterprise Process Architecture?
An enterprise process architecture is the name given to the highest level of abstraction of the actual hierarchy of value-driving and enabling business processes.

SME (NL): Again, this will have a partial contribution. Mainly because "Architecture" recently defined certain domains in which the processes are carried out, or "where value is created", sometimes people refer to these as boxes. However, these domains are still quite "functional". For instance, there is Sales, there is Collection & Recovery; and that is a bit odd, since all perform Credit Scoring, and then people say "yes, that also is a box". In fact, Invoicing is value-adding, credit scoring is value-adding. The boundaries of boxes are functional/ team oriented therefore sometimes capabilities are not clearly defined. However, these areas are not regarded as separate boxes. So there are functional areas, and we stated that these had to be reusable and there will be an added value of such a BPM System, covering and connecting these boxes, able to retrieve the different information needs to execute process steps, so if you ask whether will it contribute to the Enterprise Process Architecture strategy? Yes, but it could contribute much more. For instance if we would really think in terms of reusable components, like "Invoicing", "Credit Calculation" et cetera.

Interviewer: How does the implementation of the BPMS contribute to the understanding of process outputs and related KPI's?

SME (NL): It is a first step, I think this will be the first real opportunity to actually measure it, and I think people also would like to use these. It is a first step; to know what you want to measure and to start measuring it. In parallel, there is an initiative, "Blue Lean way of working", related to operational management, by applying visual management. With such a BPM System, you see that, now the data is there it becomes a lot easier to retrieve this data. Especially if you would compare this with the 30-year-old system, which would have led to completely manual measurements, and making those visible does not work that well. And to this, it will have a clear contribution.

Interviewer: How did the implementation of the BPMS affect the process stakeholders?

SME (NL): In short, it has a significant contribution. To start with the managers: they will get a process that is a lot of times more efficient, and will be satisfied by the decreasing cost of ownership. The customers will be directly affected by less errors, which will lead to a higher satisfaction, since you cannot make typing error. And the people themselves do not require a 6 to 9 month training period, on the contrary, within four minutes people will master the process, because the system will lead them the way. For instance, if the manual contains 36 pages regarding the legacy-systems, and now you get only two screens, then you see that it returns to: what does really add value during the change of an address. You search the contract, then you validate it in order to prevent errors and then you submit it to the system. So you only need two screens. In the future it might get a slight enhancement with respect to UI, and in the future I see our customers performing the changes themselves. So yes, all stakeholder groups will benefit from this implementation. And it is demonstrable, since we measure it upfront and afterwards. For some processes you will see a big, significant difference. And for other processes, you will see a decrease from three to one minute, but it occurs only 500 times per year, so it will not make a big difference in terms of fte, because a small amount times a small amount will still be a small amount, so sometimes it is not only about efficiency, but also quality and ease-of-doing business, so it will have a contribution anyhow.

Governance

Interviewer: Did the implementation have an impact on the decision making process?

The clear definition and consistent execution of related BPM decision-making processes that guide action in both anticipated and unanticipated circumstances is seen to be critical. In addition to who can make what decision, the speed of decision making and the ability to influence resource allocation and organizational reaction to process change is also important.

SME (NL): Not yet. If you would know the Work-In-Progress for instance. But I think it has to do with the current status of the implementation project; we only finished two processes, so two out of fifty, or two of the ten most occurring processes. So, real-time decision making about workforce is not yet visible. But the capability of BPMSs, and the fact that you can learn working with it so fast, is a trigger to the strategic level to start investigating the next step, which might be a shared service center. So on a Macro-level, yes. But per process, there is not a shift with respect to shifting resources, at least as of this moment.

Interviewer: Did the implementation of the BPMS affect the definition of Process Roles and Responsibilities?

SME (NL): Not yet, but I do think so in the future. For example: the amount for an approval was at €X, but since there are no mistakes being made anymore, people think of raising this to a higher amount,

which would be a direct influence of the BPMS on approval levels. So in that sense, <mark>if you would ask the same question in 6 months or after a year</mark>, I think the approval levels will be higher and that there have been some processes that shifted to the "front-side", so address change first went through "the second line", but then will go to the "first line", by means of shifting responsibilities. This can be regarded as a direct consequence of the BPMS implementation.

Methods

Interviewer: Do you think the current process improvement methods are an enabler or a constraint for the BPMS implementation project?

SME (NL): Well, I think neither. From theory you could see it as a constraint, you rather improve your process before supporting it. In practice, however, this is harder, so in that case you would see it as an enabler, because by supporting the process you force countries to think of their own strategy. But it is hard to say to a country, "Why don't you convert to direct debit? Because now we are able to support it, you should convert all your customers to direct debit". It envelops so much more, like culture, is it technically possible, are the customers in the particular country ready for this change, what does Risk think of this. And in that sense, you could see it much more as an enabler, so before developing the process you should do all those efforts, because otherwise you will never reach the full speed of development; it is way more important on the "critical path". So in that sense, it is an enabler of the CPI methods, because it is easily configurable. And it is not all required to happen instantly, since you are able to configure it quite flexible. So you could still support the "old way of working", and with a proper conversation you could prepare the new way of working, and when they are ready for the transition, you convert to the new way of working.

Interviewer: And do you think the methods that will be used for process improvements will change when the BPMS is fully implemented?

SME (NL): I think the changes will be rather in the way we "develop", so that will ask a certain change of the mindset of the IT-department. From thinking in terms of systems and their screens, but changing towards thinking in terms of customers. So I hope our business and the people that will work with the BPMS will realize that this is also a way to look at it, which will elevate their expectations. An example: there are 5 or 8 different address types, depending on a new case or an update, so without going into further detail, those are considerations that an operator has to make every time. But now we incorporated this logic into the BPMS, so now they do not need to have those considerations anymore, also since there isn't any added value to them, whether it is a new or an updated one, because it is just a matter of waste. It is the same thing every time, so performing a trick again and again. And now, we put this logic in the BPM-layer, so I hope in the future they will see like "I want to have one screen with address update, and whatever happens behind the scenes, just do what you need to do". So, I hope this will have an influence on the way we look to our processes.

Interviewer: In what sense does the BPMS implementation project differ from other implementation projects that run currently and from those in the past?

SME (NL): What I really think is different, is that the business drives the decisions. In the past they provided a big list of want-to-haves, and the IT acted in a kind of supplier-role like "You ask, we deliver", whereas we really look to the business value. So primarily, we put the business value. Secondarily, the project is driven by the business. Thirdly, the agile/scrum way of working is different, we are applying it for the first time and I think the BPMS platform we are using supports this way of working, because we can focus on a first country, to put one process live in a proper way and then the next country or the next process, so that combination of those things, is what I think what makes this project unique.

Interviewer: so if I interpret this correctly, the BPMS platform that is being used really supports you in working in an agile/scrum way.

SME (NL): Well, it's basically the way of development, the ownership is at the business, and the technical capabilities to work agile/scrum. And I think this combination, so far, is successful.

There is one disadvantage though: it is expensive. I think I have been quite positive so far, but one should not underestimate the cost, in terms of the total business case, and that is hard to quantify. To get agile/scrum in a solid pace per week, that will cost X euro per sprint, and that has to be put in a business case whether it's worth the investment for a certain process. For some processes it will be clear, since they are high volume processes, but for others it might be a bit harder and then you have to see for which processes will get too expensive in terms of project/program structure. Then we would have to look what would be a proper way to do it.

Interviewer: So, for every process you would make some sort of cost-benefit analysis if I understand it correctly?

SME (NL): Yes, well if you would not have a driver to lower the Total Cost of Ownership, as one system has to be phased out now, then you would have to make a decision purely based on the business value of the process and then you see the numbers of customer request going down, there not big chunks left of hours of processing time, and then manual processing as an alternative will remain the cheapest. However, the disadvantage is the long training period which is hard to quantify, but one ideally should do that in a business case.

People

Interviewer: This factor mainly is about the hard facts of people, whereas the next factor "Culture" is more on the soft side of people.

Does the implementation of the BPMS have an effect on the departmental/enterprise view on process roles and its definitions?

SME (NL): I do not know whether the implementation of the BPMS has a contribution to it, but it think it is more the general shift within the financial services sector. It is getting more and more important to have skills instead of "knowledge", it is more about thinking in terms of processes, it is all about being analytical, data-driven and if you possess those "hard facts" then you could work in the financial services sector ten years from now, but if you perform some sort of trick and need time to adapt then it will be hard to maintain your spot in the financial services sector. It is a bit of a chicken-and-egg situation; is it caused by the BPMS implementation or is it a "fact of life" because the entire environment is going into that direction. Because it is a screen with processes "behind it", but in passed time it was the same, but now there is a pressure on margins, there is competition and we have to do the job with less people. But maybe that is rather a bit of my personal vision. If we would treat our people the same way as they do at petrochemical industry, and you don't have the same expensive investments, since you only need a building and some desktops, that's it.

So, it's a hard question, and I would say: partly, since the BPMS also forces you to think in terms process steps, start and endpoint, goal, output. Anyway, there are two computers that talk to one another, so data-driven in any case; so partly, but not only. But you recognize it: if you pick last year's plan and this year's plan, and you pick the HR component "exercising, development, improving your skills" have gained importance, because the people acknowledge the capabilities of this platform.

Interviewer: So, the next question is related to this: Does the implementation of the BPMS have an effect on the development of process-oriented skills of process performers? And of managers?

SME (NL): Well, you can see it within our Program, because we are data-driven by taking decisions based on small business cases and those skills are being extended. The managers that have to steer and control get more and more things like what is your lead time, so that will require adaptation yes. So for both roles you see that the process performers start to realize like "first, I was the person that had to do this, and now some of those things have been automated. What will be the effect on my own position then?". So I think that the employee, their development and the managers will require changes in this context.

Interviewer: You mentioned HR also is currently thinking about these kind of things?

SME (NL): it is more the managers who are the drivers behind this, like "everyone within the department should clearly describe his/her skills to develop in their individual development plan". And those things are mostly about the things I just mentioned, like data-driven process, analytical, those kind of skills.

Interviewer: Does the implementation of the BPMS lead to a better understanding of the effects that process performers have on the outcomes of the process?

SME (NL): People will only see the information they require to execute their process, so there is a reduced possibility of making errors. For example: we will show them how things will be presented on an invoice. Before, this was never possible. So if you could see this draft upfront, then you will also see what will happen if you change something. In that case, you can tell the customer like "with these 10 contracts we will do this and this", whereas with the old system you would not have seen that. So I think the answer is yes.

Secondly, we perform a check before, whether we already have the required information. In the old situation, the process performers had to think of this themselves. This caused all kinds of errors, and you could see them by having duplicates, or multiple addresses, or bank accounts or names. So by making representing things visually, which is done by the BPMS-layer like "show me everything about this customer", or a drop-down box with all possible addresses, you prevent an addition of a second or third address, so yes indeed.

Interviewer: Does the implementation of the BPMS lead to a better understanding of thinking in terms of customer satisfaction?

SME (NL): I find it hard to already say it now, the NPS-scores are quite important, but I think those things are more a matter of the front-office of our company and to measure them there. Whether we can relate those things to the implementations of our system is yet hard to say, since we have not been live that long now. And with the NPS-score we focus too much at the "front-office" and not on the BPMS and old systems and its processes. So there is insufficient data to already say something about it.

Interviewer: Are there any changes in the way process-related education and learning is provided?

SME (NL): yes, you see that there are developments with visual management and BlueLean Way of Working, and those kind of things. But again, this does not happen because of the existence of the BPMS, but it is more a development that happens in parallel and both initiatives help each other to make certain steps and to elevate both concepts. But the platform has a clear contribution to this.

Interviewer: yes, my next question indeed was: to what extent can you relate this to the BPMS implementation?

SME (NL): partly, yes. Yes, I do not think you can do those other things manually, or makeshift solutions. So now, for the first time we are able to say: all cases are being logged, because this will provide us with proper measurements. It will help each other, it is intertwined.

Interviewer: Do you think the BPMS contributes to the collaboration between process stakeholders?

SME (NL): Well yes, we are currently in a "Program mode", and you can clearly see it now. Now the business process and the business value are being shared with the developers at an earlier stage, we cooperate with the actual end-users whom are being involved. So far, we did not incorporate customers, although we would like to do this, like how would you like to experience as a customer. The managers, and for instance those of new countries really cannot wait until the new processes are being rolled-out to them, so yes that certainly is thanks to the BPMS-platform implementation.

Interviewer: And do you also think there will be changes in terms of collaboration between process stakeholders in daily business, due to the BPMS or not?

SME (NL): Well, I think it will be more like "this is our system and we completely adopted it", but if you can really steer on things like SLA's, people will not relate it to the BPMS. However, you will use those things, to fulfill your customer goals.

Interviewer: Do you think the implementation of the BPMS has an influence on the way people take lead, responsibility and accountability of enterprise processes? If so, could you explain why?

SME (NL): I do really believe that providing insights will create the "compelling need" for people to improve. So, if you see you do not reach your 48-hour goal, and you all said you wanted to reach this 48-goal, then you will try to improve. What I do not expect at first, is to question the 48-hour goal. At Wehkamp, if you order something before 22.00h, you will receive it the day after, so that would be 12 hours on average for instance, or even less. So why should a "simple computation" take 48 hours. For the real improvements, from 48 hours to 12 hours, there I do not think there will be a contribution. That is more a thing that should come from the market, or the NPS or the senior management that we want those things. In that case there is a possibility to apply a BPMS to enable those 12 hours and that will steer on it. But it is not the case that implementing the BPMS itself will tell you to do it in 12 hours, it's more important to ask yourself, "why 48 hours?", because now we build 48 hours. So the system won't do this, unless you start to benchmark over different companies or industries, but then it will be more based on literature or the external environment that triggers you to think, you could also do it within 4 hours. Macro-wise it could help you, but within our company I do not see those discussions being triggered.

Culture
Interviewer: How did the organization react to the changes of daily business processes and activities as a consequence of the implementation of the BPMS?

SME (NL): What you see, is that the different countries and their managers are really enthusiastic about it. Surprisingly, the employees are also happy and they would like to do basically everything with the new process. They do not have to perform that many steps, they do not have to check other people's work that much, so the ease-of-doing-business is a lot bigger. The down-side, of course, is that it will cause a cause a reduction of the workforce, but luckily we have a quite big flexible shell. That has been a constant factor at our company, having reorganizations all the time, so on that part it will not be a major risk, or pushback or friction. And the numbers point in the same direction; we have carried out a survey about the old system and the new system, and I do not know the exact numbers, but from a

scale of 5 it went from 3.something towards a 4.3, so what you see is a 8 out of 10, whereas it used to be like a 6, so this indicates that the people received it in a positive way.

Interviewer: Will there be an effect on the speed of successful process change after the implementation of the BPMS?

SME (NL): In a certain sense, yes, like I miss some information here or there, to which you will have a fast access. But on the other hand, if you see the entire process and want to convert it from a to z, it will take just as long, because you have to work with people who have to perform the work or have to make the decision. There you still see the decision making terms, the required analyses and the effort to get the final decision. So there I do not expect an increase of speed.

But what I mean with the first part, like "if there is an idle case for 30 days, can you automatically close it", those are small improvements that can be done within the decision making authority of the product owner that can be easily accepted, or the changing the name of a certain field that will prevent errors, those are the sort of requests that you can solve quickly, but those are not the big improvements.

Do you think the implementation of the BPMS will have an effect on the amount of process innovation and improvement recommendations made, accepted and successfully?

SME (NL): This thing I certainly do think is applicable. Because what you see is a big spin-off to other projects. Because in another part of the company, they also decided to apply a BPMS platform. What you see, the self-service-portals get a big boost because of it: do you want to see all the contracts, here you get all the contracts. Do you want to do an address change, here you can do an address change, do you want an early termination, one of the biggest processes in our company, here it is. So, the spin-off of such a platform will lead to more improvement initiatives. On an operational level, no. On a tactical level, yes. And on a strategic level it already had a contribution.

Interviewer: Does the implementation of the BPMS contribute towards process thinking?

SME (NL): Yes, for sure. Without any doubt. Again, a simple example: there is the old system-thinking, with a 36 pages manual, 25 screens on 4 different places, because it is just the way it technically works. And to convert this into 2 screens, not only from a screen perspective, but the customer arrives with a request and you just apply the process-thought behind it. This will also help reducing "yes, but the system requires this or that", because now we are going to solve those questions. Hopefully we will reach a situation that not only within the BPMS Project team people will think this way, but that our own IT and Business will not accept the old system-thinking.

Interviewer: Does the implementation of the BPMS add to the enterprise's extent to which vision, mission and value statement reflect process thinking?

SME (NL): Yes, I hope so at least. At this moment I would say it does not, but I hope within a couple of years the words "process", "customer" and "customer value" will be present in our mission, vision and strategy.

Interviewer: And do you think the BPMS can have a certain influence on this?

SME (NL): Then it will have its influence, yes. I am confident it will, but that might be my personal opinion, rather than having an example now. Because the driver is "Total Cost of Ownership down", which is not really present in the mission, vision and strategy. In those things, it is way more about "why do we exist, how do we do business and what makes me special" and there is no such thing as "process".

Interviewer: Does the BPMS implementation project help Process Performers towards the acceptance of process-orientation?

SME (NL): Yes, we do have to overcome some resistance, but I think it will contribute towards acceptance process-orientation, customer-orientation et cetera. So, like we already said: it is the input of visual management, it provides you the tools to actually do it.

Interviewer: Does the BPMS implementation project help the business to raise the level of trust and empowerment to achieve process outcomes?

Also addressed, without asking: Does the (implementation of the) BPMS have an effect on "open and honest process communication"?

SME (NL): Yes, although the process is slow and patchy. So if you see after the first process is launched, and it is only being used for 20% of the cases, followed by an "old-fashioned" reaction like "how is this ever possible" and similar things. In that case the other party will not have enough trust to report on this in an open, collaborative manner. But eventually you see that everyone conforms to the customer-value and that people say "the customers benefit from us working in the BPMS-situation, so let's start using it then" and now you that see the percentage increases. So, yes it has contributed to the communication. If you have a fact-based answers, you can use those facts to answer the question "why" it is like the facts say it is. And time will tell us whether it will be that open, or that people will decide not to show a certain report because results are not that well. However, I do not think that it will go that way, because at the end our goal is to serve our end-customer, and we want the NPS to go up.

Interviewer: What does the company's leadership think of process thinking?

SME (NL): We do not have a sponsor/champion on that level. They do not really take our efforts into account into their considerations. This is partly recognizable in the fact that they reorganize the CPI-group over and over again. To them, processes are more like: just do what you have to do, and I doubt they even know something about our throughput times, or volumes, or most occurring processes.

Interviewer: And if you would look to a country-level

SME (NL): Then you would talk about a number of individuals on the level below, like Program Management level, that there are some proponents. In the countries themselves, there are certain departments that are really process-driven and client-oriented and those also achieve the biggest successes. So sooner or later, people will realize this.

Interviewer: and do you think this or other BPMS implementations within the company will contribute on this aspect?

SME (NL): Yes, but the challenge will be to control the costs. Because if we keep building and building, eventually it will have a negative effect. So just put it where it has an added value.

Interviewer: Does the implementation of the BPMS have an added value to Process Management Social Networks?

SME (NL): No, for now I don't think so. Because, now we really do not consider any capabilities like Whatsapp, or Facebook. Within the company there is a group of people with similar views on this matters, but we did not give them a demo yet. So no, not directly.

I do see some opportunities which came from our BPMS supplier like: the BPM-layer can be connected to your webpage, or can track Facebook and Whatsapp and based on his/her preferences you can steer

the process, so in that case I would say yes. In that situation, you would be capable of using the social networks and to draw them to your web page. But we focus on the back-office processes, so we do not focus on new customers, but on existing ones. We even mainly work with B2B, so there is a lot to be overcome before social networks gain importance for our system. Maybe on the long term.

10.11.5 SME (DE)

Interviewer: How does the implementation of the BPMS fit with the enterprise-wide process improvement plan?

SME (DE): The BPMS implementation project fits well with the enterprise strategy, since it is focused on improving our speed, which is one of the main goals within the company globally. Also we would like to have a tailor-made business, but on the other hand to automate as much as possible, not spending our quote in quote "limited time" with the same stuff over and over again. The BPMS is going to take over the more flow-business things, the people from our business can use that time for tailor-made solutions for the customers that do not have standard requests. I think this is one of the main goals we are striving for with our BPMS implementation.

Interviewer: Do you think because of the BPMS implementation project the strategy itself might change?

SME (DE): I think the vision that our managers already had two or three years ago are exactly matching what we are doing with the BPMS implementation. So again, getting things as much automated as possible to enable people to spend more time on the complex cases. I think this BPMS is the fitting puzzle piece which is helping the managers to achieve their ideas.

Interviewer: How does the implementation of the BPMS fit with the enterprise's process capabilities?

SME (DE): I think we still need to get used to this new kind of help the BPMS is offering us. I think we have to change our strategy there, as the people are not used to get this help from a system. They are not relying on the information it is showing, spending more time in checking in what has already has been checked. So there is still some work to do for us and for processes we need to start recognizing whether there is waste or not. From our perspective, as a team, we do not want to automate this waste, so we first have to check those processes and implement whatever is necessary. But as little as possible; so enabling as much as possible, but with the smallest amount of waste.

Interviewer: How does the implementation of the BPMS contribute to the enterprise process architecture?

SME (DE): I think with the resources we have within the project, in terms of people and money, we have the possibility to go to every country to request how THEY are doing their business. This project is set-up as a European-wide project and not just for The Netherlands and Germany or Belgium, but every country. I think it is very good that the processes are compared with each other, from every country and then search for the best solution. This on its turn, can be brought to the other countries. I also think this will be contributing to make the company more open to switch between countries. This is fitting very well together. Now people see it is possible to share knowledge, to exchange and analyze it and eventually putting the best solution into the BPMS.

Interviewer: How does the implementation of the BPMS contribute to the understanding of process outputs and related KPI's?

SME (DE): At the moment it is pretty hard to measure what is actually the performance at the department, the BPMS can measure the Process Lead Time or also the amount of tickets we are handling in the system easily. This will help the users as well as their Team Leads and Managers to organize their business. Then they can get insights like "every 15th of a month there are more requests for Copy Invoices", just as an example. With that knowledge they can decide to have more people available on the phone for instance. Hopefully we can get reports like this, so people can organize their

business better. The more blocks we build in the BPMS, the better, or even more than better! I think this is really supporting the people at the floor.

Interviewer: How did the implementation of the BPMS affect the process stakeholders?

SME (DE): Let's start with the managers, I think the managers now are challenged to make quick decisions, but also detailed and good ones in a very short time. Because the project speed is so high that, and this is new for our company, that they are really challenged to reach the same speed as the project does. I think there still is some room for improvement, but the more information we are spreading, accompanied with our vision, the better it gets. We had a meeting with all Team Leads and people who might be affected in the upcoming weeks, and I am really interested to see what kind of thoughts they have that we triggered, and I am really curious to see what happens there. Managers really have to get used to that speed. Team Leads as well, and they are somewhat between the chairs, because they have to deliver things, they have to give us the required resources for testing and also they are responsible for daily business. And it is not that they are sitting around waiting for a project to come around the corner. They are supporting us, but they have other stuff to do as well. And the same holds for the business users and the Subject Matter Experts. They are not sitting around, waiting for a phone call; they always have something to do. And now there is a project coming around, asking them to test a new bank account change model in two weeks on a full-day basis. They have to get used to that as well. Also with respect to priority. I think it is set clear now, but still there is some discussion on what is their higher priority: supporting the project, or is it the daily business? I think there should be a mindset that they support us, so we can support them. Whatever they are telling us in a more detailed version, we can build a part that is supporting them even better. On every spot, there is still some work to do, but is affecting them all together, on different levels maybe, but everyone is affected by this implementation.

Governance
Interviewer: Did the implementation of the BPMS have an impact on the decision making process?

SME (DE): Yes, they have to be very fast. Whenever the project is coming up with a question, or a request for data, it would be nice if they deliver it on the spot. But since I am from that office, I also know how difficult it can be to get numbers out of our systems or to get an estimation of our colleagues. It like they remember their one or two bad customers from last week, but they don't remember the hundreds of happy customers they had in the last week. They are just focusing on the two bad, and they are like "Oh, I had a bad customer as well", so the numbers are pretty hard to get. Maybe we are solving this with the BPMS itself, but the business must be able to answer very quickly, and again this is new for our company.

Interviewer: So as far as I understand, "Process X" in the BPMS only supports certain process variants, but Address Change is almost fully supported. Do you see a difference with respect to the Governance and measurement of these processes as well?

SME (DE): Yes, although this also depends on number of customer requests and we did not have much Address Changes in Germany yet. Although the numbers are not that high yet, they have processes every address change in the BPMS and the colleague got very keen on challenging the system and they are trying to enter really extraordinary stuff although it is just fake, they are trying to do it, and this is nice to see they are so supportive with improving the system. There the speed can also still increase, because they are interested in every detail on the screen and wonder things like "what can I do here, and what can I do there?", but as soon as it is more 'relaxed', I think we are getting to a higher speed there. Also the quality will raise, because you can change one address in three different

vendors/lessors. And in the legacy system we had to think of this manually, so quality and speed are the targets at stake.

Interviewer: Did the implementation of the BPMS affect the definition of Process Roles and Responsibilities?

SME (DE): Yes. This is also something that is still part of discussion, like who is responsible for creating letters, or texts. Now we are sending out an email to a part of the SMEs, part of the Team Leads, Managers, Legal or us as a project team. With the Change Management meetings we have every three weeks, this is getting clearer and clearer, but this has again to do with the fact that the whole organization is not used to quick, on the spot decisions. Normally with projects, you have like a month to deliver stuff and we are on a higher speed. Still they have to get used to that, and also to the new responsibilities, to the new roles. In the beginning, there was an Operations Specialist before, but not connected to the business. Now, everyone has to learn their and other's responsibilities. So, there is a lot to learn, but we will get there.

Methods
Interviewer: Do you think the current process improvement methods are an enabler or a constraint for the BPMS implementation project?

SME (DE): Again, there are two sides. On the one hand, there is the question regarding CPI is really valid. Sometimes we are just doing things because we are told so, and we do not know whether there is an added value, or that there is a legal reason so it is important to have a different view on the things we are doing. The colleagues who had those trainings on CPI topics are looking to the business with different eyes and I think it is really important not to automate things that are just not needed. On the other hand it takes more time, because you have to discuss things on a very detailed level, to identify where there are things you can skip etcetera, but as we are all addicted to have the best solution for the business, it is a necessary point so it is worth spending the time looking on every detail and measure things. Of course, you might as well say that you need to be less specific, because this is a con of that method as well. But I think it is a valid point to spend time to get all those details.

Interviewer: And do you think the approach will change as the BPMS gets more mature?

SME (DE): Maybe they can change because of our reporting, that there is more data available. But I think the main criteria are not fully implemented yet, so you should use continuously do that part and those analyses.

Interviewer: And in what way does is differ from other projects that run currently or those from the past?

SME (DE): We are very fast. There were other projects, I don't know when they started, but you would never get a solution out of them. The company spent a lot of money and time, but the solutions that were delivered after a year of two did not fit the requirements we wanted. I like this picture of a dolphin and a submarine. We are this agile dolphin coming up every week, showing what we have developed so far and the company was more used to projects staying under the waterline, coming up one year later or two. This is one of the biggest differences between our project and everything else what happened in the company in the last years.

Interviewer: So it is mainly the agility of this project?

SME (DE): Yes, although "Agile" is a word we all cannot hear anymore, because is it so much used. But that is the way we are doing stuff.

Interviewer: So Agile, Lean, SixSigma and those kind of terms.

SME (DE): Yes, those are all kind of phrases. But I think this need to spread throughout the company.

Interviewer: In what sense will this BPMS implementation project influence future projects?

SME (DE): Hopefully we can learn to change quicker, so I think this must be the topic for all projects goiong on within the company. We have to be quicker, more focused. I like the idea of dedicated people, working together. Then you can really focus and concentrate on the things you are doing. If you are shifting by working four hours daily business, four hours project, for both sides it will not be the best solution there. I think that could be one of the main topics for the upcoming projects as well.

Information Technology
Interviewer: What is the influence of the implementation of the BPMS on the tools that are used for process improvement and innovation?

SME (DE): If I am looking to our Legacy System, we do not really have big innovations with that system. But if you look at the BPMS, which requires the legacy system to be up-to-speed, so there is a connection between those two. The BPMS influences the speed of the change, because the two systems need to communicate with each other, but the legacy-system was not able to do that. Now there is a whole team taking care of that. The BPMS was the triggering project there.

Interviewer: The thing I see, is that the BPMS allows you to align the actual process with the IT-process. In that sense there is no difference anymore in theory, in practice it will be.

SME (DE): Yes, yes. The thing is, with the BPMS we have more options. The options of the legacy-system were limited; on the one hand limited by the system itself, on the other hand also by the knowledge of the users. I am not sure how many hundreds of screens the legacy-system has, but it is so complex and we have some experts, but if you are go to a country and ask "who is an expert on the legacy-system?", no one would raise their hand, I am pretty sure, since it is so complex. So the answer "we are not able to deliver" could be based on the knowledge of the user of the legacy system, or it is really a limitation of the legacy system and maybe the company did not think of those options twenty years back from now. I think this could be the case as well.

People
Interviewer: People is more about the 'hard facts', whereas the next factor 'Culture' is more on the soft aspects.

Does the implementation of the BPMS have an effect on the view of the department on process roles and its definitions?

SME (DE): If there would be new employees at the company, they would have to spend six months on training to work with the legacy system. By using the BPMS they are really able to learn process related skills within a day or two, so we do not need to spend so much time on training. Also we can build some security checks so that the new users are not deleting a whole portfolio by pressing one wrong button. This is something the business needs to get used to as well and on the other hand it is also important that for those things we cannot automate with the BPMS there are still people available to who can do it in the legacy systems. By now there is an idea to form a new team or department called "legacy system experts", so on the business floor everyone is working with the BPMS and whenever there is an exception or something that is not supported by the BPMS, then it will go to that department. So we might want to create a new department then and then we also have to define a clear structure who is responsible for what kind of business case. Apart from that, people are always a

bit afraid of automation, because of thoughts like "if everything is automated, I am not needed anymore" or even outsourced or whatever, so I think we really have to be careful with those things, to not stress the people more than needed.

Interviewer: Does the implementation of the BPMS have an effect on the development of process-oriented skills of managers?

SME (DE): I think the BPMS is less technical than the legacy system, because it is guiding you through the process. I am a fan of having managers that are more or less able to do the things their teams are doing, so that they have a better understanding like when there is an issue popping up, that they can easily relate it to what is going on, whose responsibility it is. So we have to also train the managers, so they get used to it as well. I now there are managers that are not familiar with the legacy system, because maybe they just stepped in or switched from another department. I think with the BPMS it is easier to step into the world of the employees and we have to take them along, so not only the users.

Interviewer: Does the implementation of the BPMS lead to a better understanding of the effects that process performers have on the outcomes of the process?

SME (DE): Yes, they have a better understanding. But maybe the new users are not learning to work with the legacy system anymore. So they do not know the connection between our old system and the new one. I am not sure if this is really needed, but I see that there are those discussions going on the German floor. If a new person should learn to work with the legacy system. On the one hand I think, when the BPMS supports almost every business case, why should a person learn the legacy system then? Unless that person would like to become an expert on the legacy system... But the understanding of a process is very easy with the BPMS, because the system is leading you. I think it will help people to understand the meaning and the logic behind it earlier than if they would have to learn it by using the legacy system.

Interviewer: Do you think the implementation of the BPMS will lead to a better understanding of thinking in terms of customer satisfaction?

SME (DE): I think when it comes to customer satisfaction, it depends more or less on the individual person which is sitting in front of the system. To give an example: when the customer is calling and asking "when does this contract end?". One person would answer March 1, next year. And the conversation would end, and the question has been solved. But a more experienced user might do more. If I relate it to myself: I try to "read the subtitles", if the customer asks the same question I also think of things like "what is the term of the contract, what things do I need to get it canceled, what happens to the object, is the customer able to buy it or not, will it be returned to the dealer, do we need to return the object or will there be a transport company to do that?" There are more and more questions behind this "what is the end date of the contract?". I think this is something you can more or less provide with a system if you are building up a screen on which those informative things are presented on one spot, so that the person who is answering the phone could just easily read those things out loud to the customer, but on the other hand it is a kind of individual thing. We can support it on a technical side, like a screen on which everything is visible with one view, but is the person reading it out or not? This is an individual thing whether you do it or not.

Interviewer: so you could consider the BPMS as an enabler of this thing, but…

SME (DE): If it is really used that depends on the individual. You can achieve this with training, or with a good selection of new employees which are joining the department and you can make it easier: if you would like to answer those questions now (with the legacy system), you would have to spend ten

minutes going to ten screens. That is why I can understand if people are not searching for all those details and just answer the quick question as it raised. On the other hand, you could be over processing as well, because you got one question and gave 10 answers. There we still need to find the right mixture of answering the questions that are in the subtitles and on the other hand do not over process. The BPMS can be supportive there, but it also depends on the people.

Interviewer: Are there any changes in the way process-related education and learning is provided?

SME (DE): I have the experience that some colleagues are more interested in having some kind of manual as in written stuff, on the other hand we are trying to explain them that a manual is not needed if the system is so logical as we would like the BPMS to be. But there are still some requesting a thing they can have in their hands. I am not sure who is reading a manual when they are buying a new car. Do people do that? I am interested in it because I am interested in them, but some things are just coming naturally, by experience. I think we are able to build the BPMS like that, but the people have to learn to rely on those things and have to get used to that intuitive behavior in systems. I think this needs to be changed there; it could also be a cultural thing, but let's see where this is leading to.

Interviewer: Do you think the BPMS contributes to the collaboration between process stakeholders? If so, could you briefly describe how this will look like?

SME (DE): Yes, they really have to get in touch to get all the requirements we are asking for. When I am requesting we would like to send out by email, this must be discussed with legal as well and with the business and if it is not on the Contract Administration it could be Collections and Recovery as well, because a customer may be changing between the responsibilities from Contract Management and Collections and Recovery for different weeks, that could be the case. So they really have to get in touch with each other and decide what the thing we would like to send out is and what kind of process we would like to have in place. I think we are, again, challenging them to collaborate and to discuss a lot. I have always hoped for some kind of "unique answer" for those discussions, sometimes this is possible, but there are also cases where there are different opinions of doing things. At least we are starting these kind of conversations by raising still many questions on processes and those kind of things.

Interviewer: Do you think, when the system is being fully used in the business, it will enhance the collaboration?

SME (DE): With the old system sometimes there are screens or fields I cannot work on because it is not my responsibility and I do not have the required role in the system, because I did not have the training on that background, so that is not a bad thing. But there are also processes for which it is not really separated between departments, so that you really have to work closely with each other. And I think with the BPMS, once we have more processes available there, it would be clearer where a process would start and where it would end. On the other hand the system is leading towards the process, so that even new people could do complex things, because there is a guidance and maybe a security control in the background. Then, this could be really helpful, but again we have to be really careful to see where this is leading to.

Interviewer: Do you think the implementation of the BPMS has an influence on the way people take lead, responsibility and accountability of enterprise processes? If so, could you explain why?

SME (DE): I am always a fan of people "taking the lead", because I easily for responsible for many things even if it is not my business. But this again depends on the type of the employee. But I feel that the people who are supporting the testing for example, are really feeling responsible: they are interested,

they are not fighting our message, but they are spreading the visions we have. They feel that they contribute to something really big, something that will change the company's way of doing business. I think the BPMS project is so fast and delivering solutions or things that are visible that they really can feel proud. If people are proud of what they are doing, I think it is just a very small step to also feel responsible for the success. I think this is already visible at the floor, and they are happy with that. I think the BPMS implementation project is a nice platform to communicate. They are using it to think about so many things. It is really nice to see that they are really supportive, so that is nice!

Culture

Interviewer: How did the organization react to the changes of daily business processes and activities as a consequence of the implementation of the BPMS?

SME (DE): Again I think this is something cultural. If I compare the German people to the Dutch they are more hesitant, not trusting that much in new stuff. Also the people that have been working at this company for a longer period have experienced projects starting up very enthusiastic and then they have never heard from it again. But on the other hand, especially the new people are interested in how they can influence and contribute to the project. I think this really is a cultural thing; when it comes to different countries, people act different. I think Germany is a country where you really have to convince people with facts and numbers then they are jumping on the train. But before, they would like to have more distance there.

Interviewer: Once the BPMS is up and running, do you expect there to be an increase of the speed of successful process change?

SME (DE): Hopefully it is. I hope we will have the IT-support there when the BPMS is up and running, so that you can easily change things that we develop this year or next year or whatever. I think this also relates to the IT-side and if we have the possibility there, the people will be requesting more changes. At the moment there are like some 150 requests for changes in the legacy system and they were sent in months and years ago, so some people are a bit frustrated because they have raised a question or an incident but they never get an answer. Simply because there is no money or resources available or there is a reason why we cannot handle. If we can show the people it is easy to change something in our systems then they would be more interested and would feel more responsible for getting changes done.

Interviewer: Does the implementation of the BPMS have an effect on 'process thinking' (regard to processes as the way to do business)?

SME (DE): Yes, I think this is the mindset our company is requesting from our employees, but if it is so difficult to get a change, people are balancing the effort versus the improvement and just think "it is not worth it". They are trying to handle the task with the possibilities that are there, because they would spend for instance a hundred hours to get a tiny little thing solved. They are not putting it on a higher priority to get this solved but they can handle it differently by creating work-arounds there. Hopefully this can be improved by making this easier for them.

Interviewer: Does the BPMS implementation project help the business to raise the level of trust and empowerment to achieve process outcomes?

SME (DE): As mentioned before, I think is something growing slowly. At the moment people are checking what the BPMS does in the legacy system. As soon as we are in delivering a stable platform the people are trusting us or the system more and more. But this is something that will take a lot of time, also depending on the culture. Maybe this will be easier with new people, because they do not

compare it. But the people that worked with the legacy system will be comparing those systems against each other. This is natural maybe, I also think they need to open up and start to trust in what we are doing. That we are there to help them.

Interviewer: Do you think the implementation of the BPMS will have an effect on "open and honest process communication"?

SME (DE): Hopefully. Sometimes there are people who are just knowing parts of processes. There are processes that cover different departments, so everyone knows their part. But not only themselves but in general it is very important to know what something is leading towards to. If I would not know the goal of the company I could do a good job, but I am looking on just one puzzle piece instead of the whole picture. It is like working between those lines, but without seeing the bigger picture I think you do not get it then.

Interviewer: And do you think the BPMS will help people to see the bigger picture?

SME (DE): I think it starts earlier, by raising the questions about the processes when we are collecting the requirements. Then we are showing them how broad the field is to get an answer. It is the same here with us on the floor (the BPMS team, red.); you could give an easy answer "yes" or "no", but with answering with yes or no, mentioning exceptions and other things stepping into your discussion and then you are ending up somewhere far, far away. And this is good, because you are exchanging more information then, and triggering discussions but it is also making the scope bigger and bigger. But I think it is really necessary to understand what other departments are doing, what other colleagues are doing and that you learn from each other. It is causing more costs maybe, or you need to spend more time, but I think it is worth it to understand the whole picture.

Interviewer: What does the company's leadership think of process thinking? (i.e. the German leadership)

SME (DE): I know that our Operations Manager is very interested in those kind of things. He recently gave a very interesting presentation. He is foresaw those things like three years ago, and now he has the BPMS platform to achieve his thoughts. This was amazing to see, I loved his presentation. Because then it was 2013 and he had a vision and now three years later there is a tool in place to achieve all those things. Then the BPMS implementation project came up and he was the first one to jump onto this project. Like now, they are giving up one full time employee to the project. I am really happy and proud that they are supporting this project so good. I think they have read the sign and they see how important it is to make this change possible. Also thinking about those processes to get them changed and this on a very high speed level.

Interviewer: Process Management Social Networks comprise the existence and influence of BPM communities, practice, the use of social network techniques and the use and recognition of formal BPM Networks, you could relate this to CPI within the company. Then the question:

Does the BPMS implementation project contribute to these Process Management Social Networks?

SME (DE): I think we can learn from the behavior of people in those kind of networks, and I think it is also is not a shame to copy good solutions. I think there is a possibility to search for employees within the company that have a stronger connection with serving the customer, why not use something like LinkedIn or something the company is offering. Of course this has to be a company decision on a higher level, but if this is working with other platform, why not use it as well? I am not sure if every country is in favor of those self-service portals, but if we can make it quick and easy, why not use the benefits that are there from, I don't know, Facebook of LinkedIn or whatever they are called. I know that our

BPMS project's Communication Manager would have an open ear to those kind of directions, so hopefully we can bring them into our project as well there. I am not sure if we should copy everything that is in the market, but if there are facts speaking clearly to us copy them to our project.

10.11.6 User (NL)

Strategic Alignment

Interviewer: How does the implementation of the BPMS fit with the enterprise-wide process improvement plan?

User (NL): We just had two projects (processes), being Address Change and <PROCESS X>, and although I did not participate in the process X, what I see that people respond positively to it. Because, in terms of the system, it is a lot easier to process the requests. Do you mean an answer like this?

Interviewer: Well, yes, but also related to the approach.

User (NL): Okay, well, we started with some meetings on things like "How do we execute the processes in the existing situation?", gathering the requirements, how the business functions, how the system functions and they elaborated it in a certain way. With those things in mind, they started to build the BPMS and I think it was a well-thought approach. You could see that they learnt a lot from the pilot project with <PROCESS X>, so they involved the people from the start by discussing the existing situation and how it will be. The BPMS from this vendor is really able to work that way.

Interviewer: And does that really differ from other process improvement projects?

User (NL): The process improvements that I contributed to, never were with another software system; we have seen some improvements on our current system, when it was already there. We cooperated with the Quality Center, but never with an extra or new system.

Interviewer: So this project is a lot wider scope than with other project that ran the past years?

User (NL): Well, in the past they also tried to do the same things. But then the system limited the options to improve the system as it was, keeping in mind what the system could and could not do. But in this case, the BPMS is put on top of this system which will enable a lot of other things. And I have to say, the approach to determine what the BPMS has to be able to do and how it has to connect with the underlying systems was really balanced to my opinion.

Interviewer: Do you think this will be a step towards a new way of doing projects within the business?

User (NL): Yes, I do think so. Also because we regularly have those Sprints that include us as the users in an early stage, way before the actual testing. We also contribute to the definition of the workflow models and then you get a lot more involved yourself in an active role. And also with respect to the next process, you already know they have certain questions so they are already working on it which is a positive thing.

Interviewer: How did the implementation of the BPMS affect the process stakeholders?

User (NL): Well, I do not really think our customers are aware of the system we use for our processes as of this moment, because we execute those behind the scenes. And an Address Change via an online request we could already do quite fast. So the customer will not really experience that much of a difference, but here at the office it will affect us a lot. Step by step we introduced the system to the department and when we showed them what is possible with the system we really had a 'wow!' experience by seeing how intuitively the system works.

Governance

Interviewer: Did the implementation of the BPMS have an impact on the decision making process?

User (NL): With the BPMS project we realized that there already had been made certain choices for

things like the landing page (starting screen), before we got involved. So at the beginning, this could have been a little bit better by involving the right departments from the start. For instance, related to the options for searching for a certain customer; the first process focuses on a contract level, but our process is focused at account or customer level, so a level of abstraction higher. Upfront, we also told these kind of things, I cannot really give another example now. But those things which had already been decided, that is a pity when you realize something is missing in that way. Now we had to add it, before it went live for testing and acceptance. I do not know whether it would have been already possible by then, in a sense like "this is the basis and we will have to manage it with that". But that is something we discussed with the Team Leads already.

Interviewer: Yes, well I was not involved yet by then, but I think it will have something to do with it being a pilot project, focused at proving the technical capabilities and from that point onwards continue with other processes, but this clearly is a nice example of a lesson learned.

User (NL): Yes, a basis was made, but the thing was whether the right people have been consulted, in order to say "can everyone work with this?". So, the first team that started working with it, will they possess all the knowledge that is needed for future processes and sub departments.

Interviewer: Did the implementation of the BPMS affect the definition of Process Roles and Responsibilities?

User (NL): Within Address Change it is still possible to process the request by only one person, albeit by using only one system. In some cases we had to work in two systems and now the BPMS will process the changes in those systems for you. Previously you had to know where you had to check certain boxes and to fill in which particular fields and switch to other menus, but now that is not needed anymore. With respect to responsibilities you do not really experience differences compared to the previous situation, because everyone within our sub-department can do an address change. With a process like <PROCESS X> you have to go through all kinds of screens and there are certain validations required, but with Address Change this is not really the case if you talk about responsibilities.

Interviewer: Could you indicate how this has changed with respect to the Early Terminations process?

User (NL): I cannot really say anything about that particular process. With respect to authorization that process has several roles, but our Address Change only has one address. I know the other process has three or four roles, with different levels of authorization. I think this is not applicable to Address Change. Although you are changing customer data, these changes do not apply to financial components of the customer. So that does not hold for Address Changes.

10.11.7   Methods

Interviewer: Do you think the current process improvement methods are an enabler or a constraint for the BPMS implementation project?

User (NL): If I have to relate it to the moment we started with the project; how every person was given a certain task and who is responsible for what, I would definitely call it an enabler.

Interviewer: And do you think the approach will be used for other projects as well, that it could become like a standard approach?

User (NL): I think it should definitely be considered, because it makes it very clear where you are, what direction are we going, which information do we already have, whom do we still need. And with some of those things we also worked together with Germany, where they visited us or we visited them. Then you get an interesting interaction like "You are doing it this way, we do it that way", because they work

with one system and we mostly with another system. Then you become a real sparring partner, also because I worked with their system in the past. Then you get nice sparring conversations, discussions and you inspire one another in ways like "you could also do it this way". So this method is fine.

Interviewer: And in what way does is differ from other projects that run currently or those from the past?

User (NL): The implementation of our current/old system was very different. It was not done it that way. There were several improvements that you would like to achieve, but everything had to be built by a group of stakeholders and they ran some test cases by the Quality Center and that was the thing you had to use. And now I got the idea we have been involved in a much earlier stage.

Interviewer: And do you think there is also a difference in the sense that you could already see how it would look eventually?

User (NL): Well, yes we have a weekly meeting with the requirements and the relation with the IT and Business and there you get a clear idea of where we are, this is how we developed it so far, this is what we can show you.

Information Technology
Interviewer: What is the influence of the implementation of the BPMS on the tools that are used for process improvement and innovation?

User (NL): With this BPMS they can already show you what it looks like with the demos and that is a useful thing, but apart from that is hard to say.

With Bank Account changes, they are already asking us questions like "how does it work with the letters and the SEPA mandates". So there you can see they already started with the next process now.

Interviewer: but it is not visible yet.

User (NL): No, you cannot see it yet.

People
Interviewer: People is more about the 'hard facts', whereas the next factor 'Culture' is more on the soft aspects.

Does the implementation of the BPMS have an effect on the development of process-oriented skills of process performers?

User (NL): It has become a lot easier to focus on what you have to change. Previously, people really had to be aware on "never skipping any step", and now it became a lot easier, since you do not have to think of forgetting certain steps. Since we have not been working with the system for very long and we first want to get some confidence that the system does what it should do, also because it does not yet support all types of cases fully. We are still checking whether the BPMS changes all the fields in a proper way, so for now we want to be sure that the BPMS does not skip some steps; and so far it works as desired most of the times. But yes, it makes it easier for the employees and previously they had to change it there and there and there and there. Sometimes you even had to switch roles to process everything properly. The BPMS will guide you all the way and that will also help new people to learn new people what to do. And this process could be one of the things that they can learn immediately, so the training efforts will be a lot less because it gets easier.

Interviewer: Does the implementation of the BPMS has an influence on the process-related skills of process performers?

User (NL): It became so easy and intuitive, that you do not need to explain the entire structure of the system. Of course you will show the logic behind it, so people will not just do some trick. When you show it, people will see like you are now working on this data and by applying a change it will be processed in this system, but also in that system.

Interviewer: And related to the process skills of the managers/team leads?

User (NL): No, I do not think so. They are not the ones who have to work with the system themselves. At a certain point in time, they will realize that they can do all the work with less people, because the tasks take less time.

Interviewer: Does the implementation of the BPMS lead to a better understanding of the effects that process performers have on the outcomes of the process?

User (NL): For new people when they are trained, it is an important difference whether they learn "to perform a trick" or actually know what they are doing.

With Address Change you can immediately see whether you are doing it correctly, since you can easily see what the different steps of the process are, since it is a small process without financial data; it is only about comparing the address to what it should be. With the BPMS you change it from A to B; we check whether the BPMS did it correctly. If so, you're ready.

For <PROCESS X>this is harder, so I assume it will have a bigger effect on this. There you really have to understand how you compute such a termination and where those values are showed. That kind of knowledge or background is not required for an Address Change.

Interviewer: And also there it will be the case that you need to get some trust in the system first.

User (NL): Yes, exactly.

Interviewer: Do you think the implementation of the BPMS will lead to a better understanding of thinking in customer terms?

User (NL): I am not sure whether it will have a significant influence on this aspect. For Address Change at least it is not really related to the technology. But I cannot really call it a definite yes or no.

Interviewer: Are there any changes in the way process-related education and learning is provided?

User (NL): Yes, because the BPMS you almost immediately shows what you have changed. Next to that, it works very intuitively. With the old system you have to search where to apply the changes and you need to know the program's structure for that. The BPMS works really naturally, it shows you what the customer wants and nothing more, it is very intuitive. It is even used for other purposes, for instance to look up a customer's Chamber of Commerce number, we prefer to use the BPMS because it pops up immediately. With the old system, you had to go through a set of tabs to reach that information. So those are some small things where we think, we better use the BPMS, because it is way faster for this kind of information, so a nice bycatch of the BPMS implementation.

Interviewer: Do you think the BPMS contributes to the collaboration between process stakeholders? If so, could you briefly describe how this will look like?

User (NL): No, I do not think it will change in that sense. Here again, before you had to execute this process alone as well and there is not much discussion on an address change. For the other process it is hard to tell, because I have not worked with that process in the BPMS.

Interviewer: Do you think the implementation of the BPMS has an influence on the way people take lead, responsibility and accountability of enterprise processes? If so, could you explain why?

User (NL): Before the implementation of the BPMS, the company already started with Lean Operational Management training. As a result there have been several projects on process improvement. Sometimes it was something very simple, but with the new bank account change up-to-come we will use the BPMS. That process will be a lot more complex, with all the SEPA mandates, and I think there will be a big improvement potential. Because a customer preferably gets its bank account changed and informed on that change within a short period of time. In that process maybe there will be even more changes that we did not think of yet, and I think it will have an influence on those things. But at the moment, everyone starts to be more aware of those Lean concepts. People are actively coached to think about those things, either system-related or something relatively simple at our department, so the awareness is there for sure. But like I said, this was already developing before the BPMS, focusing on "waste". The BPMS could be a nice way to recognize the problems and to build a solution.

Culture

Interviewer: How did the organization react to the changes of daily business processes and activities as a consequence of the implementation of the BPMS?

User (NL): As far as I can tell for my department, when we taught our colleagues to work with the system one-by-one, there were really enthusiastic and said things like "this is what we want" or "this is what we need". One of the reasons were the batch-runs you had to work with, but also the fact that the BPMS already shows you the end-result really caused a "wow" reaction. Previously you had to wait for one of the runs to see whether the changes were made successfully, so that will have an impact on the flow of the requests with respect to speed and quality checks and such. In that way you can spread the load.

Interviewer: Does the implementation of the BPMS have an effect on 'process thinking' (regard to processes as the way to do business)?

User (NL): For Address Change it is a rather clear process, but for other processes it is hard to say. For Bank Account Change, linking all the different tasks of all the different stakeholders will become easier to oversee. It will still be important to ensure that people know what they are doing and what the consequences will be; if you are using direct debit at a customer, you really have to make sure you collect it from the right account, so the awareness should remain. People should not think too easy of what they are working; it is also important to have people who know what all the different parts of the process are. The fact that several screens will be reduced to one or two functional screens, which is a nice way of working. You only have to focus on the thing itself instead of finding the right screens.

Interviewer: Does the BPMS implementation project help the business to raise the level of trust and empowerment to achieve process outcomes?

User (NL): At the moment (one month after launch) we are still in the process of getting familiar with the BPMS and starting to rely on the BPMS. Eventually we should be able to trust that the system does what you think it will do, but for some special cases it does not at the moment. There we also realized the BPMS itself worked as it should work, but the underlying systems contained some problems.

With the old system you sometimes had to checkmark some boxes in order to change a certain address field in a correct way. Once the bugs have been solved, do you think people it will raise the level of trust?

User (NL): Yes, that will rise gradually then. In the future you will not know any better than this BPMS, so the trust will certainly be there.

Interviewer: What does the company's leadership think of process thinking?

User (NL): I think they will manage their subordinates in order to arrange the things that need to be done. But I cannot really say what they think. I know that there are lot of initiatives going on, led by people on management levels between the leadership and me. And they will present their results, but the company leadership will not really work on those things in their daily business. If the outcomes are as desired, they will regard to it as something positive I think. And with a project as big as this BPMS implementation they will definitely be aware of the progress I think.

10.11.8 User (NL)

Strategic Alignment

Interviewer: How does the implementation of the BPMS fit with the enterprise-wide process improvement plan?

User: I think it has a big impact. If I would relate it to the activities we have been doing recently, focusing on Address Change, it is already a big improvement for us. This means we can work much more efficient. Previously, we had to use different systems to process an Address Change and because of the BPMS it would work in such a way that we only have to press some buttons and then it is done. So with respect to process improvements I see some big advantages.

Interviewer: And do you think that because of the BPMS implementation the way of improving processes will change throughout the company?

User: I think so, yes. The thing is, with this implementation you have to analyze your processes first to improve them. First we analyze how it works in the current situation and then we start looking how the things have to run if you can use this BPMS. So, logically this will lead towards analyzing all of the departments so might improve all processes. And I think this could lead to big improvement possibilities, I am sure of that. And efficiency.

Interviewer: How does the implementation of the BPMS change process from the pre-BPMS situation?

User: When I would relate it to the process improvement, I would refer to the analysis that has to be done in advance, because that enables the process improvement. For us it will get a lot simpler with the system, but before this it is important that everything is analyzed to take it into account.

Interviewer: How does the implementation of the BPMS contribute to the understanding of process outputs and related KPI's?

User: A lot faster. The systems that we use for Address Changes will all become one system, and this will happen to other processes as well. It has been built in such a way that we start to trust the system in such a way that we do not have to wait anymore. Also because you do not need any batch-runs anymore to see certain changes in the system. In the future we do not have to wait for those things anymore, and then we can see the system processes the things correctly and we assume that things work properly. So, this will cause that things like throughput times will improve a lot. So it will become a lot faster and easier to execute.

Interviewer: And do you also think this will lead to a better understanding of the outputs, for instance for new people?

User: Yes, I think so. You will always have a link with the old systems, so that is something you would still have to learn. But generally speaking, you would be working on it for 2 minutes, instead of 10, you would only need a couple of screens, nothing more, so I think this will help a lot with that.

Interviewer: How did the implementation of the BPMS affect the process stakeholders?

User: That's basically the same story, because it will form the backbone of our most influencing processes. So because of that, it will have a big impact on our department. And if you would extend that to the customer, they will clearly see a difference because we can help them a lot faster. The faster you can process a request in the system, the faster the customer is helped. And of course this will affect our Team Leads as well. They will see will be able to do our jobs faster and that we will have more time to pick up other things.

Governance

Interviewer: Did the implementation of the BPMS have an impact on the decision making process?

User: So you mean upfront? That we put more emphasis on something?

Interviewer: Yes, for instance on speed, or flexibility.

User: Well, in case of this BPMS, actually I do not now, because I joined this project later. So the analytical part of this process was not done together with me. So what the exact focus was and so on, I cannot say for the implemented process. But with our new process to be implemented, I do see a clear focus on things like Lead Times and the "ease-of-doing-business", so the least possible manual actions and letting the system do more. With that in mind, the focus is on what things are time consuming, so those things we try to implement in the system and we try to improve such things.

Interviewer: And based on the daily use of the system, do you see a difference with respect to decision making?

User: With respect to Address Changes, no. Address Change is a relatively small change, although it took a lot of effort to implement, the change for the user is relatively small.

Interviewer: The impact was mainly "under water" then?

User: Well, it was also because we were working with the legacy system, and that is a system that was not really a success with the integration part, but for Address Change it was just one person who did the work, so with respect to Address Change I do not see a real big change.

Interviewer: Did the implementation of the BPMS affect the definition of Process Roles and Responsibilities?

User: Well yes, there have been created some new roles if you could can put it that way. For Address Change, we started with two people from our department. Then logically, we will be the people who further deploy it within our department; automatically you will become the source of information for all kinds of questions, while previously you weren't.

Interviewer: in some kind of Expert User role.

User: Something like that yes, which also sounds logical since we have spent quite some time on testing, so you will have some more knowledge of the BPMS. Gradually we are deploying it within our team, which more or less results in becoming some kind of Expert User.

Interviewer: How did the implementation of the BPMS affect the process for collecting the required metrics? (e.g. lead times)

User: I think we can use the system to track how long an Address Change works. Previously, with our two separate systems, you already knew it would take longer because you had to put in into both systems. And now with one system, logically resulting in an improvement of the lead time, but I think you can make an analysis on the process to serve the customer with one system. With the new system I think you get a lot of information on those kind of things.

Methods

Interviewer: Methods is all about the methods that are used to improve your processes, so regardless of the software you use for it.

Do you think the current process improvement methods are an enabler or a constraint for the BPMS implementation project?

User: so our current process methods. Well, I do not think it is something that blocks the development. Because you also work together with several people to analyze the process. Since we already work with the process, you could get some sort of "tunnel vision", but with other people who look at it from a fresh, new perspective you get "open questions" and I think this is an important combination. Then you ask yourself: are certain steps really required or not, so I think this method leads to a more efficient way of working.

Interviewer: so you would really put it as an enabler then?

User: Yes

Interviewer: Do you think there has been a clear change of the process improvement methods?

User: Well, at first we really stuck with our work-instructions and started from there, and I cannot really say like this and this had a big impact on the success, but now we really see that the process is analyzed thoroughly, by indicating the things we really have to do and the things we could quit. And that I see as a big improvement.

Interviewer: And do you think there will be a change in future processes to be implemented, for example based on lessons learned?

User: Yes, I think so. This was the first project I was part of internally, so for me it was also a new thing. Now I have seen how things will be like in the eventual situation, will lead to different questions during the development of the second process, simply because you are more experienced with it. So personally I would do some things differently, but I think our approach in general will be more or less the same.

Interviewer: In what sense does the BPMS implementation project differ from other implementation projects that run currently and from those in the past?

User: Currently we are doing two projects in parallel, and I do sense a difference with respect to the approach. I have the idea that this project's approach is a lot broader, maybe also because it is a big project on itself, with full support towards the business which I regard to as a positive thing. The way choices are being made; the clarity and the communication are good in that sense. That is a clear difference with another project we are running. And I think it is important to continue working this way.

Interviewer: Do you think certain aspects of the implementation project can be useful for other projects?

User: Yes, currently we are working on the 'after-care' of the implementation and there we have a weekly, first a daily, standup meeting in which we discuss the defects, what is being done and how we do feel about it. And I think this is an important thing to apply in other projects. Because usually when a project finishes and everything has been implemented, than it is done. And then everyone goes back to his own, whereas now I think we benefit from keeping this link and to see how we think of it as the business and how the project thinks it is, with explanations and to see how things could be improved. In that way the support is better. But to be honest, I do not have a lot things to compare it to because we do not run that many projects.

Information Technology

Interviewer: What is the influence of the implementation of the BPMS on the tools that are used for process improvement and innovation?

User: The big improvement here is that we have one system in which we can do the process.

Interviewer: And do you think having one system will also make it easier to improve the processes?

User: Yes, I think so. For now it might be a bit hard to already give an example, but the fact that you only need a small amount of actions instead of the numerous amount of screens that we currently have to go through to process a change. And I think that less screens will give you a better idea what is going on, but to actually indicate a process improvement I don't know. I think the relatively circuitous process we had towards the new state already will be the biggest improvement, but if you would have to change something to a process with only three steps, it will be hard to eliminate something perhaps. But maybe that has to do with the fact that we only having been working with the system for a short period of time. Maybe after half a year we would conclude things like: maybe we should have done certain things in a different way, or better or something.

People
Interviewer: People is more about the 'hard facts', whereas the next factor 'Culture' is more on the soft aspects.

Does the implementation of the BPMS have an effect on the development of process-oriented skills of process performers?

User: It has an effect on the required skills, but to be honest, the process has become some much easier that the employee does not have to do much to change an address. You do not require many skills to execute the process, so it will be relatively easy. The Address Change process is also not that cumbersome, but of course there has been a big impact on this process because you do not need all those screens anymore. Within 5 minutes you know what to do. But it is hard for me to give an exact answer.

Interviewer: Does the implementation of the BPMS lead to a better understanding of the effects that process performers have on the outcomes of the process?

User: Well, that is not really the case, for Address Change at least. Because before, for this process you also had to process a request and you had to see whether the change was processed by the system correctly, so your result would still remain the same. So the BPMS this not lead to a better understanding of it. For this process it just became easier. It is not a really complex thing.

Interviewer: And if you would have to relate it to other processes?

User: Yes, for more complex processes you will get a better overview of the whole process. Terminations has got more insight, but I do not have worked with that yet, so I cannot really say. For now I only worked with the Address Change, and it did not change that much.

Interviewer: Are there any changes in the way process-related education and learning is provided?

User: Yes, for sure. Because we now only use one system, I would only have to explain you two or three screens instead of working in three systems and explaining which boxes have to be checked and all kind of related things.

Interviewer: Do you think the BPMS contributes to the collaboration between process stakeholders? If so, could you briefly describe how this will look like?

User: No, nothing different compared to before. For this process the change is not that big, although it was a big project, but I think the collaboration will not change that much for this process. On the other hand, it is a new system. So the link with the project team is a lot shorter, because small errors

will always appear. That link will definitely be shorter. But otherwise, there will not change that much. Maybe the complex processes will change.

Interviewer: Do you think the implementation of the BPMS has an influence on the way people take lead, responsibility and accountability of enterprise processes? If so, could you explain why?

User: Yes I do think so, because everyone has a new look at the processes. And because there is a new layer on top of the old systems in which you execute the process, people are really eager to see what happens under the hood, so they check in the old systems what the BPMS did. This leads to quite critical questions like "why are we doing this or that?" which triggers us to think: what could we do to simplify or improve the process and why are we doing certain steps, because during the analysis phase you will never cover the full 100%. So also the level of initiative will raise.

Culture

Interviewer: How did the organization react to the changes of daily business processes and activities as a consequence of the implementation of the BPMS?

User: Principally, people react very positively: making a change became so much easier that we need way less time to process a request. And since we are running this project for a couple of months now, also next to another project, our business sometimes experienced a higher work pressure because we had less people who could run the daily business. So when such a process takes a lot less time to execute in the new system, people really welcome the new way of working. So our team reacted quite positively. At first, we wanted to see which way the cat jumps, because it is something new and with every change people are a bit skeptical, but once you show how the system works and how it processes things automatically people get enthusiastic.

Interviewer: Will there be an effect on the speed of successful process change after the implementation of the BPMS? If so, could you indicate an example that clearly depicts the difference?

User: Well, I think with the implementation project as a whole, the purpose is to improve our processes, and to keep looking to our processes once they have been implemented. For example, you explain to your colleagues how everything works, which immediately leads to questions that could lead to process improvements. Whether it goes faster, depends on what kind of change. When we need to improve something that has to be changed in the BPMS, I think it will take a bit longer, because other processes will be implemented now as well. So when we have a suggestion for improvement once the process has been changed, I do not know how fast this will be implemented, so that is something I do not know. But on the other hand, looking at the process itself (apart from the implementation) will increase.

Interviewer: Do you think the implementation of the BPMS will have an effect on the amount of process innovation and improvement recommendations made, accepted and successfully? If so, could you explain how and why you think this?

User: With respect to suggestions I do think so, because people will think of all kinds of ways to improve, like the previous question, but with respect to implementation and execution I cannot say, because you might depend on what the system can and cannot do.

Interviewer: So you still need to see how things will show.

User: Exactly. By now, we almost trained everyone how to execute an address change, so as from now people will completely do it themselves, which will also lead to more questions like "how does this work" or "how does the system process that" and "this is weird".

Interviewer: But that would have been the same case for the launch of any system?

User: Exactly, because you cannot say to people like "We are going to work in this way as from now. Good luck, see for yourself". And I think, for every process to be implemented, we should do it the way I described before.

Interviewer: Does the implementation of the BPMS contribute towards process thinking (see processes as the way things get done)? If so, how?

User: For me personally, yes. How I like to function, is to finish my stuff as soon as possible. Logically, at first you will just do some kind of "trick", without actually thinking of how processes could be improved. I think if the system guides you and shows you what the different steps are, that it will change the way you look to the things you do, and forces you to think "okay, what else can we do".

Interviewer: Again, I understand that maybe for Address Change you already executed the whole chain of steps

User: Yes, but also for other processes it is good to see what things are involved and with that in mind you might think of things to be improved.

Interviewer: What you said about, doing some kind of "trick" I like as an example.

User: Yes, but often that is how it goes. That you do not know or understand the underlying concepts. Once you know them, and for me, now that is the case with Address Change: the developers explained me things like: "If you do this, you see the changes there and there" and once you get why the system works in a certain way, you really get it and see whether or not you could improve the process. So you do change towards "understanding the process".

Interviewer: Does the BPMS implementation project help Process Performers towards the acceptance of process-orientation?

User: I cannot give a clear yes or no to that, because it also depends on how people react to the system. But an increased level of process orientation, I cannot say. There is no specific trigger that forces people towards process-orientation. But Address Change nothing really happens in that perspective, because we have been responsible for the entire execution of the process before as well.

With Bank Account Changes, which we are working on now, there you will have the Finance Department and the Customer Service Desk who are also a part of the process and there you will have a complete overview of the process which will be helpful, but that will be finished after your deadline so unfortunately we cannot help you with that.

Interviewer: Does the BPMS implementation project help the business to raise the level of trust and empowerment to achieve process outcomes?

User: Yes I do think so. At first, I would say no because we have to check and validate everything, so as of that moment people will be kind of skeptical. But I also think that is important since you want to fix all defects and errors. After that we will need to make sure that we can trust the system and due to the extra explanation by executing the process in the BPMS and directly showing what happens in the underlying systems, people will start to trust the BPMS and will say "the BPMS clearly is a real improvement". So I think in time it will lead to a level of trust. After the fixing of the defects people will realize how intuitive the system works and how many cumbersome tasks the BPMS will do for you. And once it works the way it should work, the trust will come.

Interviewer: Does the (implementation of the) BPMS have an effect on "open and honest process communication"? If so, how?

User: Yes, I think so. I think a certain degree of transparency is important for improving the process. And also for developing the BPMS it is important to know everything about the process, so transparency is quite important in that sense.

Interviewer: And do you think, once the BPMS is "up and running", it will lead to a certain level of transparency in daily business?

User: Well, yeah. With Address Change, there is not a lot to show; there are three entries to fill, so it cannot be that hard. So for this process I do not thinks so. In the case of the pilot process [a lot more complex], I do think there will be more transparency, since you have to take all kinds of things into account that will be clearly visible. With respect to Address Change, maybe in time things could change but on the short term, no.

Interviewer: What does the company's leadership think of process thinking?

User: I think they mainly care in a sense that we should take care of our processes correctly. But I do not think they really think of something like Address Change on a daily base. And I think it matters to them "how much can the BPMS do and what would be the impact on the amount of fte".