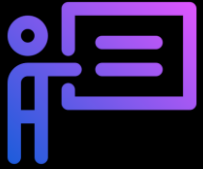# Integrating Social Media and Business Process Improvement
Value Propositions and opportunities for Corporates

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Plan

Introduction : BPM, BPI & Social Media

Literature Review

Framework and Methodology

Results

INTRODUCTION

Business Process Management (BPM) :

The discipline in which people use various methods to discover, model, analyze, measure, improve, optimize and automate business processes. It provides organizations with a means of increasing competitiveness and sustainability in times of market uncertainty.

"BPM as a solution for a business using software systems or technology to automate and manage processes"

"BPM as a broader approach to managing and improving processes that focus on the process lifecycle"

"BPM as an approach to managing an organisation by taking a process-view"

Business Process Implementation (BPI) :

A practice in which enterprise leaders analyze their business processes to identify areas where they can improve accuracy, effectiveness and efficiency and then make changes within the processes to realize these improvements to achieve higher quality at reduced cost and cycle time.

Keys issues :

- Modelling problem: Lack of knowledge of the BP by individuals (administration sector).

- Lack of methodology: data collection methods that fail to integrate information and knowledge from all stakeholders in the process.

- Lack of information and knowledge exchange due to insufficient collaboration

Social Media (SM) :

A refers to a group of Internet based applications that allow the creation and exchange of user-generated content. (Kaplan & Haenlein, 2010)

BPI & SM:

Organizations from all sectors are more and more deploying their business process on the web,

They aim to better reaching their customers, employees and stakeholders and reducing their total cost

LITERATURE REVIEW

The link between BPI and Social Media

Searchers see the social extension of a business process as an optimization process.

Optimization goals which constitute the motivation of the process socialization effort:

Exploitation of weak ties and implicit knowledge	**Transparency**	**Decision distribution**	**Knowledge sharing**
Participation	**Activity distribution**	**Social feedback**	

The link between BPI and Social Media

Exploitation of weak ties and implicit knowledge

Transparency

Participation

Activity distribution

01 Improve activity by exploiting informal knowledge and relationships

02 Make the decision procedure more visible to stakeholders

03 Raise the awarness or the acceptance of the process outcome.

04 Assign an activity to a broader set of performers or to find appropriate contributors for its execution

9

The link between BPI and Social Media

Decision distribution

Social feedback

Knowledge sharing

05 — Eliciting opinions that contribute to taking a decision

06 — Acquiring feedback from broader set of stakeholders for process improvement

07 — Disseminating knowledge to improve task execution

The link between BPI and Social Media

The integration of BPI and social media will help transforming organisations from a closed to a collaborative and participative community system.
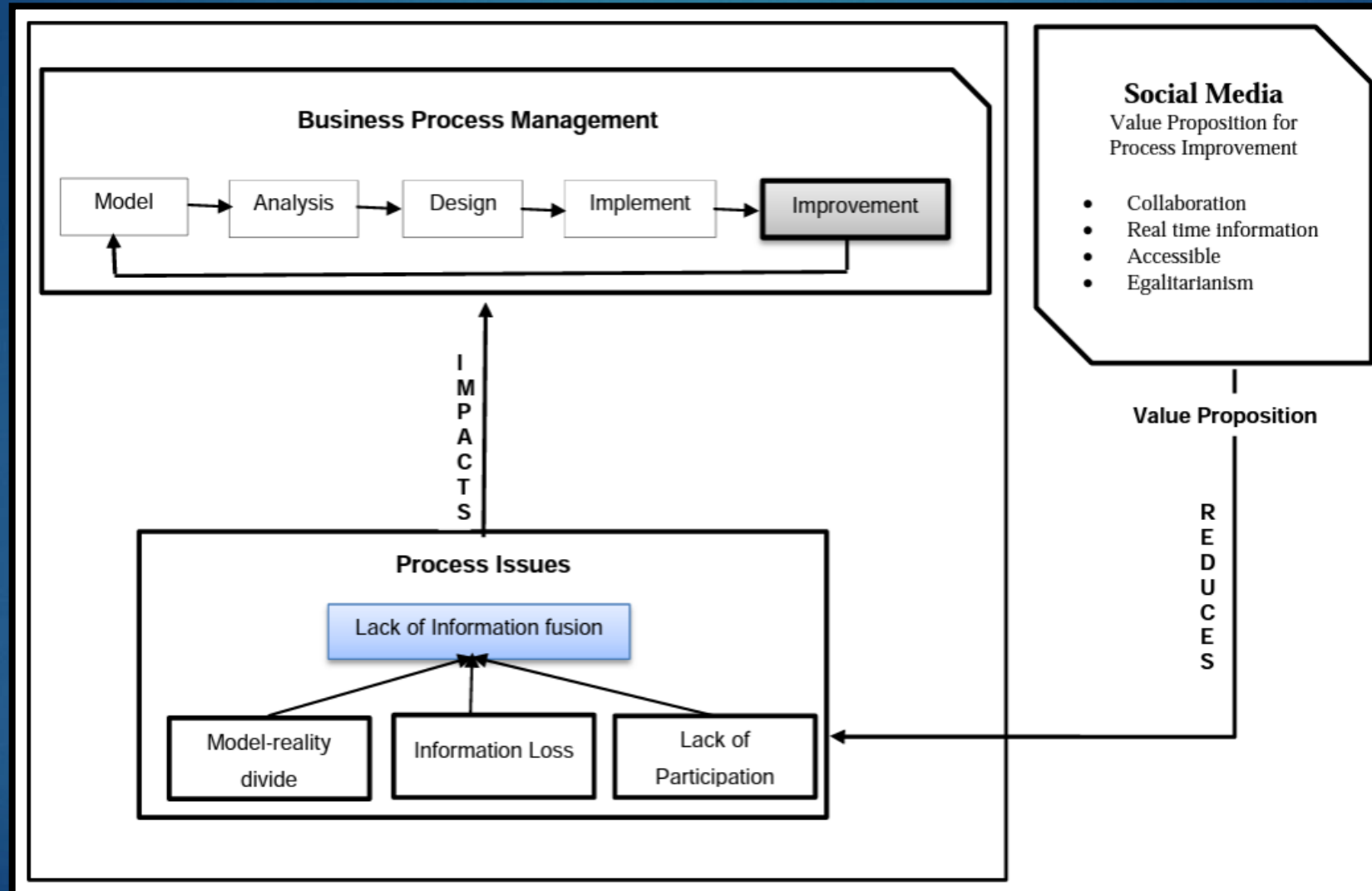
knowing that

There is no literature or research that shows the value propositions benefits of integrating BPI and SM, it is apparent that there is a gap in the research area of BPI and SM. This study aims to better understand the challenges in BPI and how the combination with SM can benefit organizations.
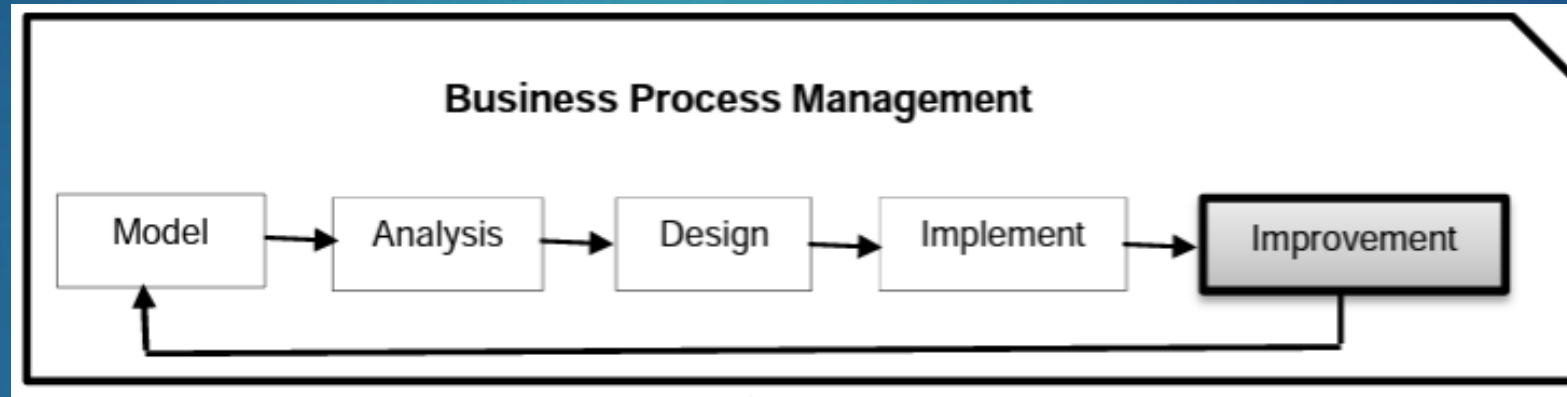
PROBLEM FRAMING AND METHODOLOGY

Problem Framing :

Business Process Lifecycle

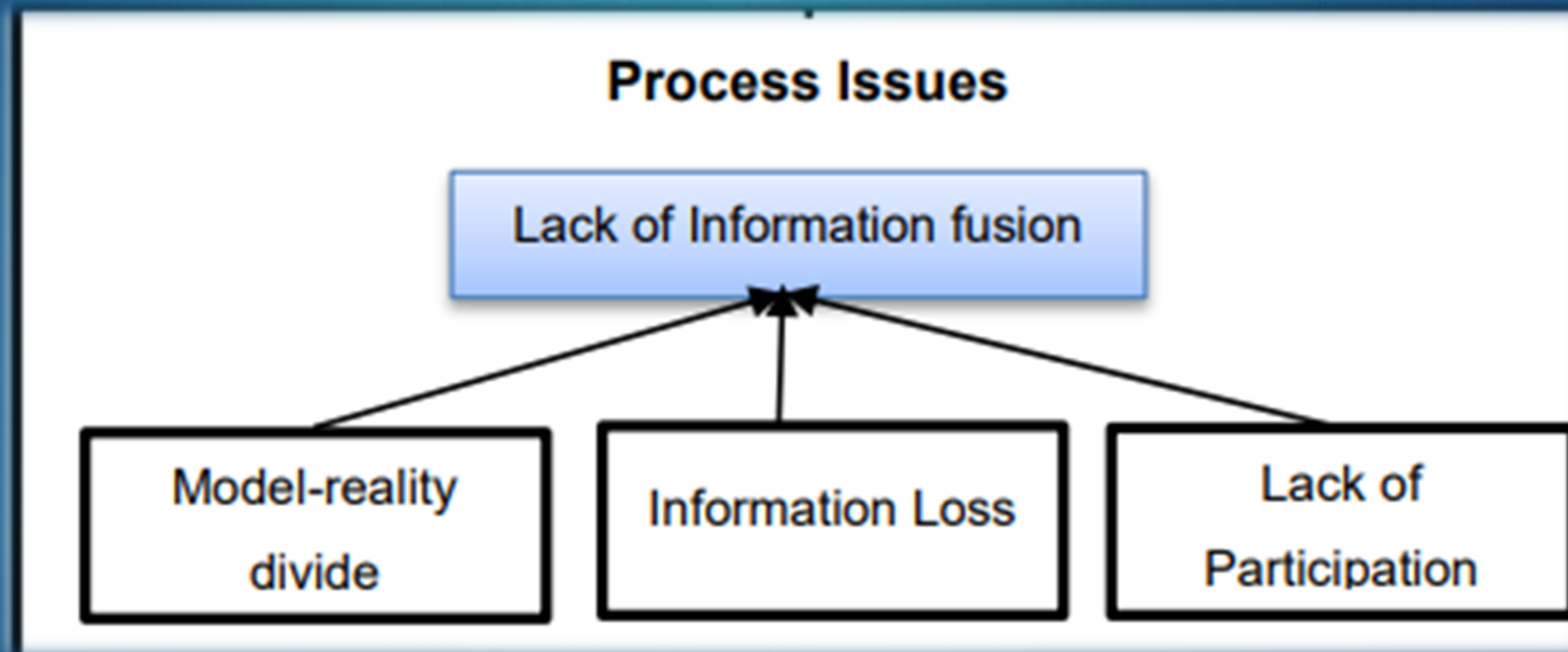The preliminary step of BPI is "understanding the business needs", which includes understanding the vision of BPI and its strategic objectives.

Business Process Management

Model → Analysis → Design → Implement → Improvement

Process Issues

Business Process is impacted by several process issues:

Process Issues

Lack of Information fusion

| Model-reality divide | Information Loss | Lack of Participation |

Social Media Features

SM provides a set of featues that can be used in the BPI and represent a large of possibilities:

Social Media
Value Proposition for
Process Improvement

- Collaboration
- Real time information
- Accessible
- Egalitarianism

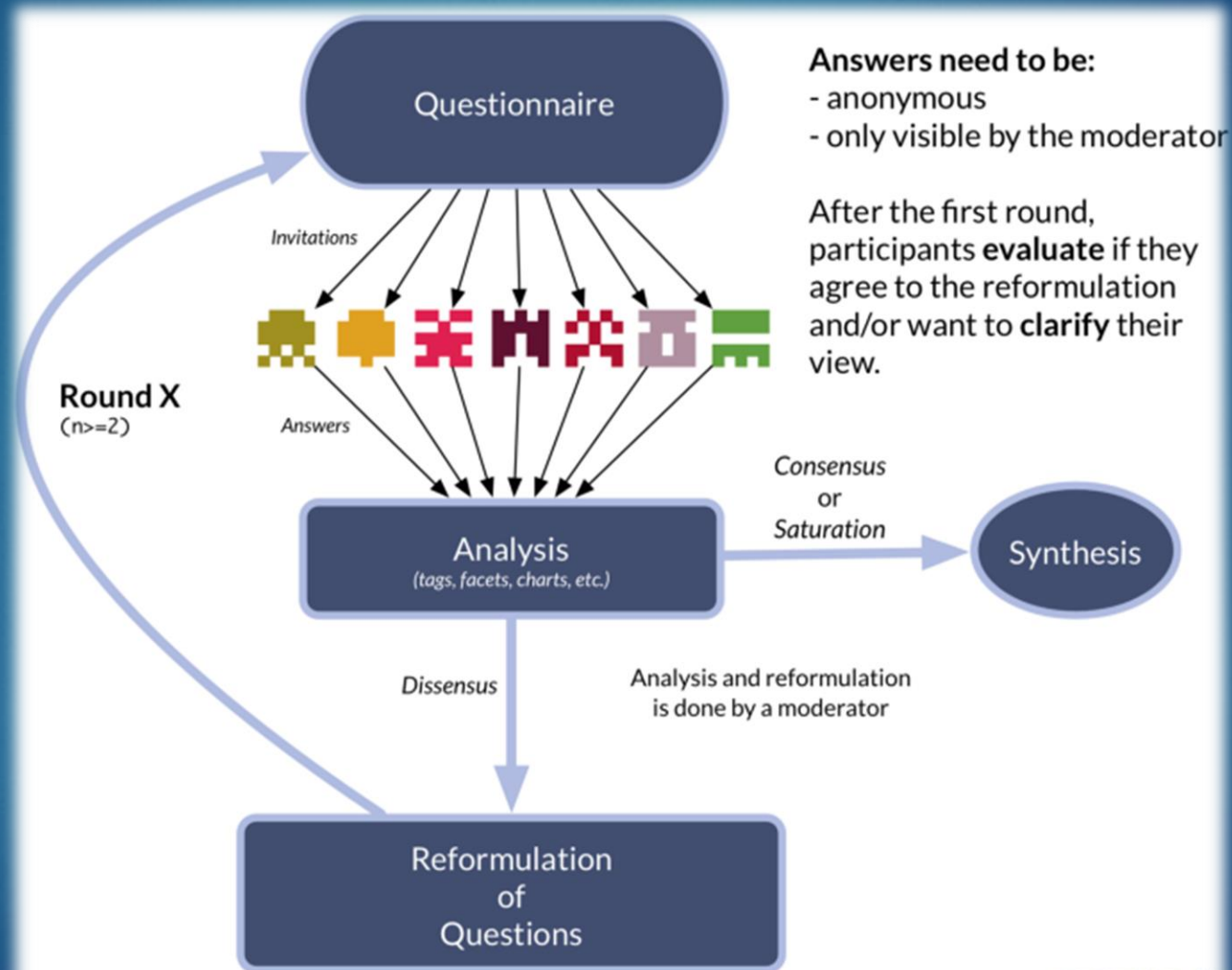| **Collaboration**	**Real-time information**
• Allows users to connect with people they might not otherwise meet • Contribute to an increased level of productivity among the group	• Augmented continuously • Immediately visible
Accessible	**Egalitarianism :**
• Provides an accessible format for communicating in real time	• Abolishing hierarchical structures • Merging the roles of contributors and consumers • Introducing a culture of trust • Getting the best solution by fusing a high number of contribution

Methodology

Answers need to be:
- anonymous
- only visible by the moderator

After the first round, participants **evaluate** if they agree to the reformulation and/or want to **clarify** their view.

Questionnaire

Invitations

Round X
(n>=2)

Answers

Analysis
(tags, facets, charts, etc.)

Consensus
or
Saturation

Synthesis

Dissensus

Analysis and reformulation
is done by a moderator

Reformulation
of
Questions

www.mesydel.com - 201
by Martin Erpicum (Université de Liè

Methodology to test the framework

Social Media	Business Process Improvment
What are the advantages of using social media to facilitate collaboration with customers/stakeholders (list between 4-5 advantages) ?	List 4-5 factors that contribute to the lack of stakeholder's involvement throughout the process improvement life-cycle ?
List 4-5 the key features/attributes of social media that may increase information sharing ?	List 4-5 ways in which stakeholder needs/requirements are captured during the process improvement life-cycle ?
What factors would influence the adoption of social media in business process improvement (list between 4-5 factors) ?	List 4-5 factors on how stakeholders can maintain requirements for continuous process improvement (i.e. a mechanism that allows stakeholders to keep adding or amending their requirements) ?
	List 3-4 problems that are experienced post business process deployment ?
	List 3-4 reasons why less time is spent on process analysis and design in comparison to implementation ?

RESULTS

Business Process Improvement

Lack of Stakeholder Involvement

Rank	Factors
1	Lack of communication
1	Stakeholders incorrectly identified
2	Lack of understanding
3	Restrictive change process
3	Requirements pass-on threshold
4	Insufficient communication
5	Insufficient leadership or support
6	Inability of departments to understand flow on effects

Process Requirements Capture Approaches

Rank	Factors
1	Workshops
1	Process Maps
2	Process documentation interviews
3	Observation (real-time)
4	Issue Logs
5	Online Surveys

Business Process Improvement

Post Process Deployment Issues

Rank	Factors
1	Lack of communication
2	Insufficient training
3	Lack of meeting customer requirements and experience
4	Model-reality divide
5	Roles not revised
6	Staff support

Reasons for less time spent on process analysis and design

Rank	Factors
1	Assumed future state understanding
1	Technology centric
2	Aggressive time-lines
3	Lack of budget
4	Operational focus
5	Inability of departments to understand flow on effects

Business Process Improvement

Collaboration Tools

| Rank	Factors
1	Workflow tools
2	Centralised documentation repository
3	Collaboration tools (Blogs, Twitter, Google Blogger Facebook)
4	Customer satisfaction surveys
5	Research

Social Media

Advantages of Social Media

Rank^2	Factors
1	Communication channel
2	Real time information
3	Egalitarianism
4	Transparency
5	Accessibility
6	User created content
7	Knowledge exchange and storage

Advantages of Social Media

Rank	Factors
1	Mobility
1	Sharing
2	Far-reaching
2	Immediacy
3	Increased Participation

Factors that influence the adoption of SM in BPI

Rank	Factors
1	Increased participation (wider stakeholder group involved)
2	Sharing
2	Information pass-on
3	Increased innovation
4	Confidentiality and information protection
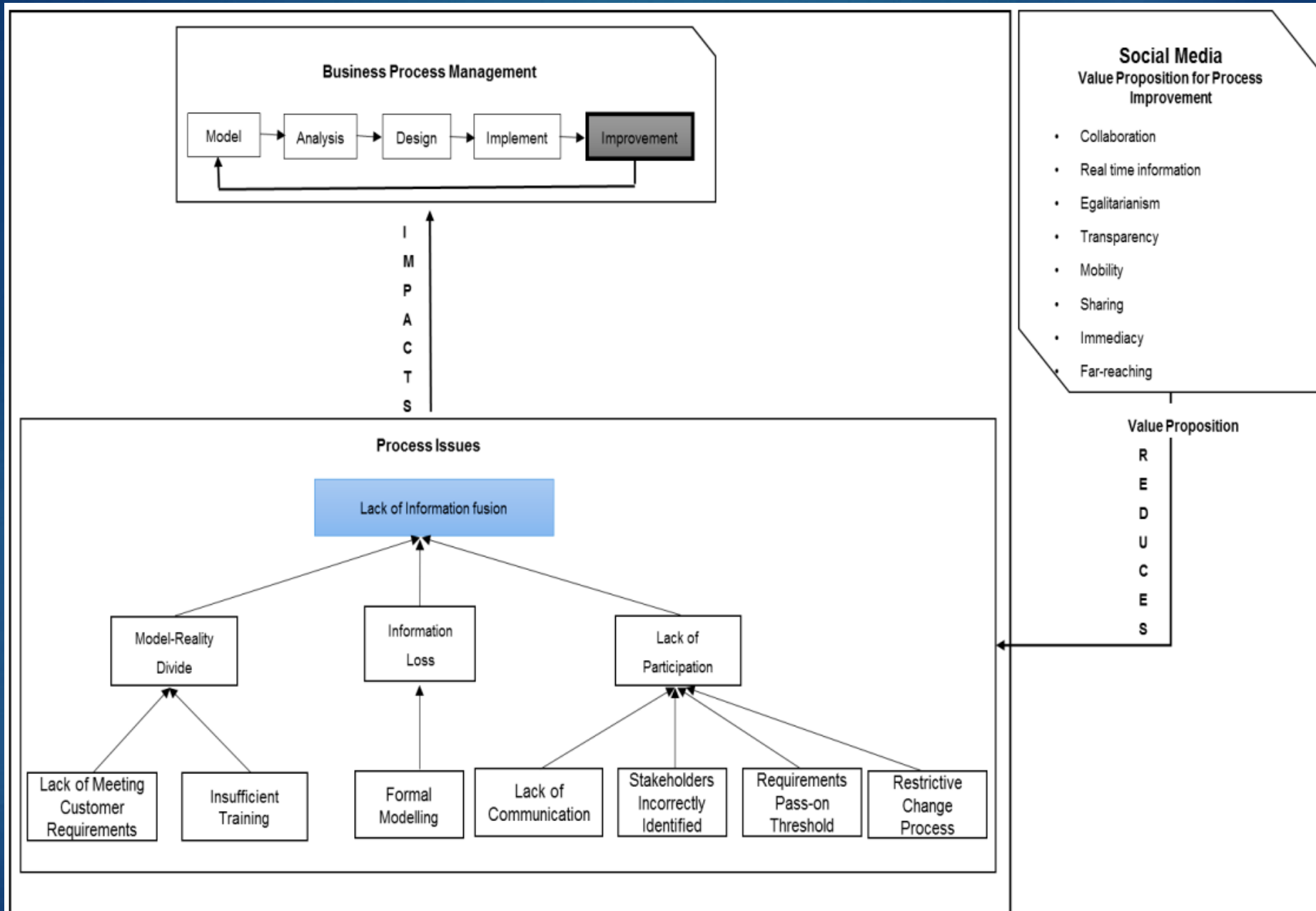
CONCLUSION

THANK YOU

Download the presentation