Business Process Landscaping

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1   Business Process Landscape

A large part of process management deals with the identification and selection of processes that run in a company. According to ISO:9001, a company is obliged to document all processes and to present them in a suitable form. A tool to draw these processes and to navigate through the process landscape of a company is the process map.

A process map is a graphical overview of all business processes in a company and is intended to present the processes in a structured, simple, clear and understandable way. A distinction can be made between process maps for the entire organization and for individual departments of the company. Accordingly, process maps can exist in different resolutions and forms of presentation. The process map shows the flow of the processes and is independent of the structure of the company. Thus, there can also be illustrations that go beyond departmental boundaries or also include the customer. An organization chart shows who does what. A process map, on the other hand, shows how something is done. The process map is a guide to process optimization and shows the interfaces and interactions between processes.

Important parameters for the creation of process maps are the following:

- Input and Output
- Sequence and Interaction
- KPI's
- Resources and Responsibilities
- Risks and Opportunities
- Competencies and Authorities
- Documents and Methods
- Changes
- Methods of Monitoring, Measurement and Evaluation
- Opportunities of Improvement

A process map is important for many stakeholders. These include employees, management, certifiers, consultants, customers and all other parties. In 1 you can see schematically all important components. The processes are roughly divided into 3 different types. The management processes, the core processes and the support processes. What makes up these types and how they can be distinguished is discussed in more detail in section 2.
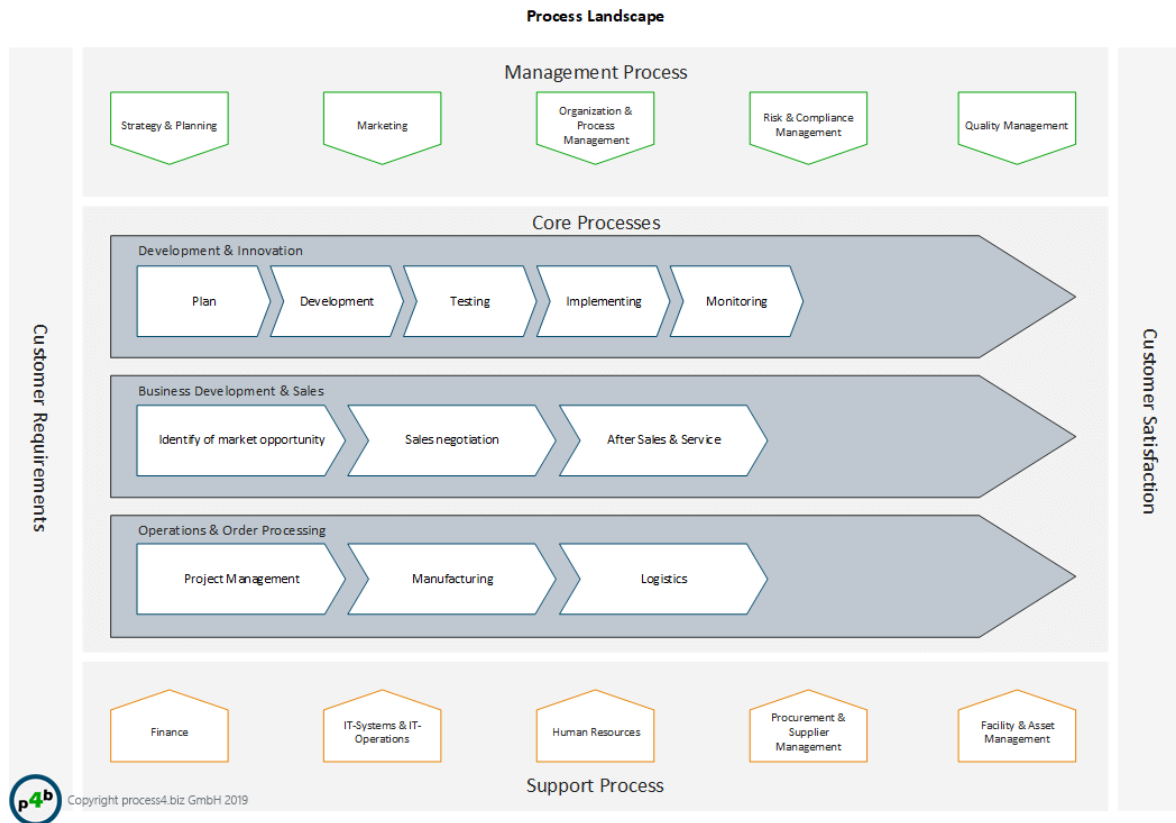
Figure 1: Business Process Landscape [7]

1.1 Static and Dynamic

In 1 you can see a static business process map. Static process maps tend to be the norm, but dynamic maps are on the rise in recent years. A static map is a fixed diagram. All processes are mapped. The static process map is initially modeled and further developed. A distinction is made between end-to-end process maps and customer journey approaches. In the case of the end-to-end process as shown schematically in 1, the output of one process serves as the input of another process. These are shown from customer requirements to customer satisfaction.

The customer journey approach aims to show all process steps that directly affect the customer. In 2, a customer journey map for online shopping is shown. The customer focus can be clearly seen here.

Unlike static process maps, dynamic maps can change their view. In this case, the map is generated automatically based on predefined properties. For example, an employee may only see the processes of his or her location. Dynamic maps are freely configurable and offer many advantages, especially for companies with global operations. It is possible to display distributed processes and visualize their interaction. A popular tool is the SMARTMAP, where individual processes and process steps can be viewed by zooming in and out.
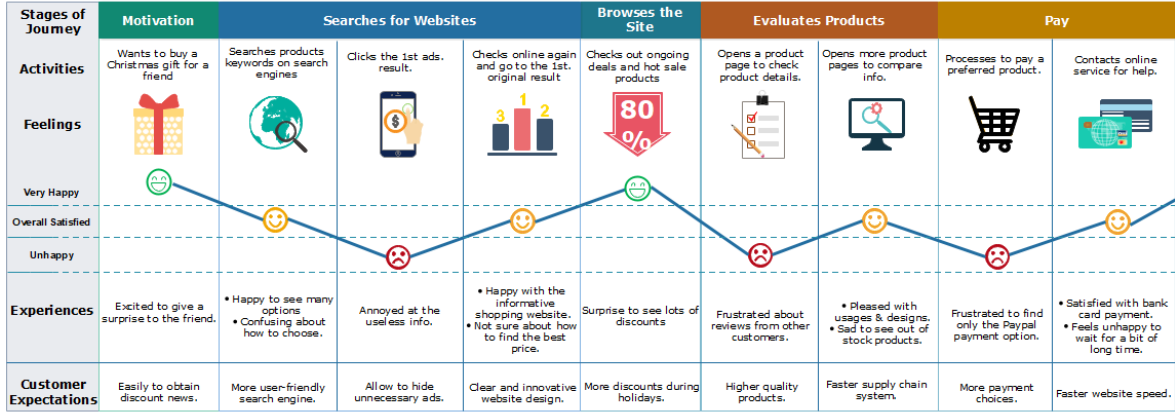
Online Shopping Customer Journey Map

Stages of Journey	Motivation	Searches for Websites			Browses the Site	Evaluates Products		Pay	
Activities	Wants to buy a Christmas gift for a friend	Searches products keywords on search engines	Clicks the 1st ads. result.	Checks online again and go to the 1st. original result	Checks out ongoing deals and hot sale products	Opens a product page to check product details.	Opens more product pages to compare info.	Processes to pay a preferred product.	Contacts online service for help.
Feelings									
Very Happy	Very Happy				Very Happy				
Overall Satisfied		Overall Satisfied		Overall Satisfied			Overall Satisfied		Overall Satisfied
Unhappy			Unhappy			Unhappy		Unhappy	
Experiences	Excited to give a surprise to the friend.	• Happy to see many options • Confusing about how to choose.	Annoyed at the useless info.	• Happy with the informative shopping website. • Not sure about how to find the best price.	Surprise to see lots of discounts	Frustrated about reviews from other customers.	• Pleased with usages & designs. • Sad to see out of stock products.	Frustrated to find only the Paypal payment option.	• Satisfied with bank card payment. • Feels unhappy to wait for a bit of long time.
Customer Expectations	Easily to obtain discount news.	More user-friendly search engine.	Allow to hide unnecessary ads.	Clear and innovative website design.	More discounts during holidays.	Higher quality products.	Faster supply chain system.	More payment choices.	Faster website speed.

Figure 2: Customer Journey Map [8]

2 Process and kinds of processes

In order to create a process map, one must first be able to recognize and describe processes. This is done by dividing processes into 3 types. Management processes, core processes and support processes. According to ISO:9001, the interaction of processes is also very important. This should be recognized and included in the process optimization. For process optimization, it also helps to identify the interfaces between processes. These can be easily identified using the process map. In the following, the different process types are presented and two methods for process description are also examined in more detail.

2.1 Management Process

All strategic processes that take place in a company can be described as management processes. Since these are not always tangible, it is difficult to identify and describe them. There are usually a few processes that relate to the entire company. They are particularly concerned with reporting, organizing, planning, coordinating, instructing and controlling. Examples would be internal audits, resource planning, the strategy process, defining responsibilities, evaluating objectives, and managing the business.

Since it can prove difficult to identify these processes, already established process management tools can also be used to develop a process map. One example in relation to management processes is the Balanced Scoreboard. In 3 such a scorecard is recorded.

You can see the 4 perspectives that characterize such a scoreboard. These are the financial perspective, the customer perspective, the internal process perspective and the learning and development perspective. A scoreboard highlights the success factors and facilitates strategic decisions. Not only financial but also monetary metrics are considered. This is to draw a balanced, holistic and realistic picture of a company. The advantages are transparency, a holistic view, clear communication and flexibility.
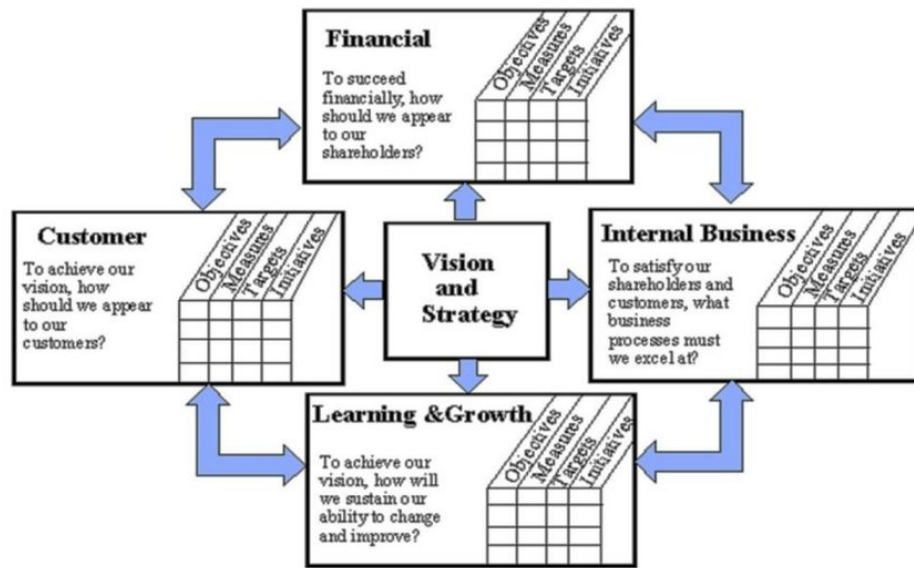
Figure 3: Balanced Scoreboard [9]

2.2 Core Process

Value creation processes are processes that directly create value and earn money. They are the raison d'être of the company. Since they form the core of the company, they are also called core processes. A core process in a process map shows a sequence from creation to completion of a product or service. This is mapped in a logical sequence and shows the uniqueness of the company. The goal of the core processes is to satisfy the customer's needs. Examples of core processes are service provision, design, production, development and delivery of products.

2.3 Support Process

Support processes ensure that core processes are kept running. This includes the provision of personnel, infrastructure and material. In the process, costs are incurred that the customer pays for indirectly. Examples would be the tracing of products, the maintenance of machines and systems, the documentation and the processing of complaints.

References

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