

International Business Process Management Forum 2006

Don't forget to book and pay before 3rd November 2006 and save £250!



Introducing your conference Chairman:
Steve Towers
CEO & Co-founder
BPM Group

Hear cross-industry in depth case studies from:

Achieving exceptional customer satisfaction and bottom line savings through end-to-end process excellence

Conference: 5th - 6th December 2006 • Thistle Marble Arch, London • Pre-Conference Workshops: 4th December 2006

- Unilever
- Vodafone UK
- Alstom Power Service
- Barclays Wealth Management
- GTS Novera
- Deutsche Telekom T-Com
- Royal & SunAlliance
- Telenor Nordic Operations
- SNS Bank
- Achmea Life & Pensions
- Old Mutual
- T-Mobile
- Danske Bank
- Ethicon, Johnson & Johnson
- Nokia

2006 Finalist for
Excellence in BPM & Workflow Global Awards

Hear cross industry perspectives on embedding and sustaining Business Process Management in your organisation by:

- **Developing an overarching Process Management Framework** to support and enhance the value of your business processes with key insights from Nokia and Old Mutual
- **Overcoming resistance to change by effective communication** and enhancing relations across all departments with innovative tactics from Ethicon, Johnson & Johnson
- **Tailoring your approach to achieve process excellence** by integrating other improvement methodologies with cross industry perspectives from Alstom Power Service and Royal SunAlliance
- **Adopting a customer-centric approach to create a competitive advantage** with tried and tested advice from Vodafone and GTS Novera
- **Achieving true synergy between people, technology, systems and processes** with defined process ownership and governance: Hear practical guidance from Barclays Wealth Management
- **Creating a culture of continuous improvement** across your whole global organisation with fresh strategies from Unilever

Pre-Conference Workshops 4th December 2006:

09:30 – 17:00 **Workshop A:** Lean service masterclass: Making continuous improvement the way you work

09:30 – 12:30 **Workshop B:** Business Process Architecture: Understanding processes to get the most out of technology

13:30 – 17:00 **Workshop C:** From Theory to Practice: Process Mapping & Modelling for the 21st Century

Hear what past delegates have to say:

"A thought provoking valuable cross industry view, many positive actions to take away." Pete Robertson, Royal & SunAlliance

"An eye opener - I made a 10 page list of things to address in my organisation - an excellent experience" Henrick Knudsen, Danske Banke

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Dear Colleague,

There is no question that Business Process Management (BPM) is a hot business issue. According to the Business Process Report 2006 **80% of companies are committed to the BPM concept** and recognise the value add for their organisation. Are you one of them?

By adopting and sustaining a BPM framework in your organisation you are more able to achieve impressive savings as well as deliver an optimum customer service. Not to mention the higher visibility and increased efficiency across your organisation. After implementing BPM globally **Unilever's working capital was drastically reduced by \$2.5 billion** over 3 years.

But putting the concept into practice and embedding it in the culture of your organisation continues to be a huge challenge. So join Unilever and 16 other innovative practitioners at the **International Business Process Management Forum 2006** to hear how you can:

- **Make significant cost savings** and develop your top line growth
- **Deliver 100% customer satisfaction** by ensuring end-to-end process excellence
- **Maintain organisation wide control** and visibility across all your functions
- **Create a competitive advantage** and ensure long term customer loyalty

This annual forum is your one-stop-shop for developing your understanding of BPM and its application in the real world. Through strategic insights and practical guidance examine how to best leverage the advantages of BPM across your entire organisation.

I look forward to welcoming you in December!

Yours sincerely,



Melissa Wong
Conference Director

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Who will I meet?

- COOs
- Business Process Improvement Directors
- Process Change Directors
- Development Directors
- Directors of Customer Services
- Quality Directors
- Master Black Belts
- Process & Business Architects
- Project Managers
- Heads of Process Excellence

Sponsorship and Exhibition Opportunities

Are you a solutions provider or consultant with a service or product to offer decision makers actively seeking BPM solutions? If so, this is the ideal meeting ground to bring your services to the attention of the right audience. This is a Director-level forum that will attract senior delegates with purchasing responsibilities looking to gain strategic advice and to find solutions. We have a variety of packages available to suit your needs. For sponsorship and exhibition opportunities please call **+44 (0)20 7368 9500** or e-mail sponsorship@iqpc.co.uk

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IQA (International Quality Association) The IQA is the leading professional body for the advancement of quality practices and business improvement in the UK and represents Quality Experts and business professionals in all industry sectors. IQA aims to ensure that those involved with business improvement have access to training, education and events to support and promote the use of quality techniques for the benefit of British industry. www.onesixsigma.com is the premier information portal, dedicated exclusively to Six Sigma professionals and activities in Europe.



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The Business Process Management Group (founded in 1992) is a global business club exchanging ideas and best practice in business process and change management. We have over 7,500 global members in 117 countries across all business sectors. Through case studies, seminars, education and research we support our members in improving their organisations work across business processes, information technology, people and business performance. Visit the BPM Group at www.bpmg.org



BPTrends (www.bptrends.com) is the primary source of business intelligence for business executives and process change practitioners around the globe. Industry thought leaders provide analysis and opinion on trends, directions and best practices relating to all aspects of business process management, including strategy, architecture, redesign, automation and human performance. BPTrends is the most comprehensive, in-depth business process management resource devoted to educating and informing the market and the BPTrends BP Tools Reports are the most comprehensive, widely read reports on BP software tools available. With over 20,000 members, BPTrends is the largest community of BP Professionals in the world. And, The BPTrends Group, a BPM professional services company, provides executive education, training, mentoring and consulting services and has partnered with Boston University to deliver the BU BPM Curriculum and Certification Programme.



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Full day Workshop A: 09:30 – 17:30

Lean service masterclass: Making continuous improvement the way you work

Lean and Just-In-Time techniques are now widely accepted in the manufacturing world. Yet increasingly we see the same philosophies and tools being applied to the service sector, often with great effect.

Whether you are new to Lean service, unsure how to relate the benefits to your organisation or a seasoned practitioner, this masterclass will enable you to share best practice whilst honing your ability to identify opportunities and deliver sustainable improvement across your business.

The day is run as a purely interactive event in which attendees re-create a back-office service environment. Starting with an inefficient process, attendees experience and apply Lean thinking and JIT to significantly improve service performance through minimal expenditure.

Attendees will have the opportunity to apply the latest modelling tools and develop innovative solutions to their process issues. In doing so attendees uncover the cultural shift required to embed Lean thinking and develop a climate to make continuous improvement the way you work.

Enhance your ability to:

- Identify opportunities for Lean and Just-in-Time in your processes
- Eliminate muda (waste) and work to client needs (pull v. push)
- Create dynamic Value Stream Maps of your critical processes
- Optimise process capability through modelling
- Make continuous improvement the way you work



About your workshop leader: Jules Cross, Managing Director, Processfix Limited, has been delivering service improvement across Europe, America and Asia since 1996. Following completion of his MBA Jules was accredited as a Master Black Belt providing coaching and training for organisations including Norwich Union, BT, Johnson & Johnson, various Local Authorities and Central Government. Until recently Jules was Learning & Development Director at Liberata, the major Business Process Outsourcing provider, with responsibility for implementing their renowned Performance Improvement training programme. He is a visiting lecturer with Warwick Business School and the ENPC school of international management.

Half day Workshop B: 09:30 – 12:30

Business Process Architecture: Understanding processes to get the most out of technology

By adopting a generic approach to end-to-end control at an individual case level you can align customer and supplier perspectives. To be customer- and process-centric you need to understand what a process is, where it starts and finishes, what level it is at, and how processes interact with each other. You need a consistent and coherent way of analysing processes into their logical components, and incorporating things like documents, rules, data, user access and staff performance. You can then implement business processes in technology to improve control, quality and efficiency.

This workshop introduces a proven approach to business process which is particularly successful in rule-based administration contexts like financial services. It can help an organisation get the most from technology enablers like process engines, BPMS and service-oriented architecture.

1. Understanding processes at logical level

- Processes as WHAT; systems as HOW
- Where a process starts and stops
- Processes, tasks and routing
- Where do rules fit in?

You will explore a structured and rules-based way to break processes down into generic components, and then link them together into an integrated process model.

2. Designing processes

- Automatic and manual tasks
- Incremental automation
- Standard cases and exceptions
- End-to-end control at case level

This structured approach results in a logical design to be implemented in technology – which may be either already available to the organisation or under consideration.

3. Process thinking versus legacy thinking

- Requirements and design from a process point of view
- Rethinking engagement and delivery models

The biggest obstacle to business process architecture is often not legacy applications themselves but legacy thinking reinforced by vested interests.

About your workshop leader: Chris Lawrence, Business Architecture Consultant, Old Mutual

Chris has designed and implemented solutions in the UK, US and Southern Africa. He specialises in business process architecture and holistic delivery and change methodologies. He has contributed to compilations on Enterprise Architecture, and his book Make Work Make Sense was published in 2005.



Half day Workshop C: 13:30 – 17:00

From Theory to Practice: Process Mapping & Modelling for the 21st Century

During this interactive workshop Steve will equip you with the key building blocks to reach your potential for successful BPM.

He will be drawing on examples of how leading global companies have practically implemented a successful BPM approach. He will also expand on new ideas and fresh thinking about how to deliver maps and models that add value to your business.

This session will focus on:

- Moving beyond brown paper
- The four stages of analysis and design
- Understand the five key drivers
- Using the six lenses of analysis
- Identifying the seven rules of modelling
- Avoiding the red herring of process notations

This workshop will provide you with an immediately useful, practical toolkit to begin business transformation in your organisation.

About your workshop leader: Steve Towers, CEO and Co-founder, BPM Group

BPMG is a global business club (established in 1992) exchanging ideas and best practice in BPM and change management. The BPMG has now over 20,000 members across all continents and business sectors and leads the thinking in the BPM community. Steve is recognized internationally for his contribution to business process and change management, speaking and working throughout the world with leading organisations in the public and private sector. His speaking engagements cover all continents over the last decade with an easy and yet incisive style geared to helping people directly test the ideas, experience and solutions from the BPMG.

Attend this workshop and receive a copy of:
'Thrive! How to Succeed in the Age of the Customer'
By Steve Towers



08:30 Morning coffee and registration

08:50 Chairman's welcome and opening remarks *Steve Towers, CEO and Co-founder, BPM Group*

09:00 Keynote presentation: How to succeed with BPM in the age of the customer

In a customer-orientated, competitive market you are under constant pressure to deliver an optimum service. To maintain a competitive advantage you must have dynamic and agile structures in place to support your processes in order to truly deliver a customer-centric service. Steve will be drawing on examples of how leading global companies have practically implemented a successful BPM approach.

- Embedding BPM as a way of life for your organisation
- Undertaking process initiatives starting from the perspective of the customer
- Aligning key strategy, systems, people and processes to deliver the optimum service and product for the customer
- Ensuring customer loyalty and increasing revenues whilst reducing costs
- Effectively aligning business transformation with the customer



Steve Towers,
CEO and Co-founder,
BPM Group

9:45 Utilising BPM to meet customers' needs and gain market leadership

Excellent customer service is of key importance in any international market. However, the demands of the customers are increasing and many companies do not have the processes or systems in place to meet these needs. This session will show you how to identify these needs and develop a customer proposition, based on new business processes and systems. Topics of discussion include:

- Defining the customers' needs
- Analysing the needs/abilities gap
- Defining new processes
- Supporting new processes with new systems
- Meeting the needs of a key market segment

Stuart Evers, Chief Sales Officer, GTS Novera

10:30 Morning coffee and networking break

10:50 Driving customer delight through end-to-end process ownership

In an environment of rapidly changing market demands T-Mobile adopted a top-down and bottom-up approach to process optimisation, which has developed organically over recent years. Having active and accountable process owners has been a core element of this development in order to ensure end-to-end process excellence. In this session Kristen will examine:

- Reducing call volumes and ensuring data integrity to deliver customer satisfaction
- Breaking down resistance to BPM across operational functions
- Defining process ownership as a core responsibility to the business and communicating the benefits to Senior Management
- Building up the maturity of processes in line with the business needs

Kristen Nelson, Head of Governance, Process and Quality, T-Mobile

11:35 Ensuring effective change management to create a process orientated business

Whilst the consensus is growing that BPM is the best way to manage critical business processes, one is often faced with stakeholders who are still unaware of the benefits of process orientation. In this session Thom will be addressing the change management approach adopted at Ethicon and how you can apply this to your organisation. Secondly, he will be showcasing a Capability Assessment tool that can provide a generic method for assessing single processes and building a compelling case for a Business Process approach.

- Effectively orientating all the functions in key business processes to the end customer
- Overcoming the change management challenges of building BPM at the organisational level
- Creating the business case for change at the process level by applying a BPM Capabilities Assessment tool



Thom G Fish,
Director of Business Process Management, EMEA,
Ethicon, Johnson & Johnson

12:20 Panel Discussion: Defining process ownership to enhance the customer experience

The identification and management of end-to-end processes requires a co-ordinated approach across existing functional business units. This requires defined ownership and accountability to ensure the necessary focus is maintained to deliver improvements across the organisation.

- Establishing a framework for process ownership
- Defining the roles and responsibilities of process owners in cross functional processes
- Developing process based measures to support cost and service improvement

Panellists include:

Steve Towers, CEO & Co-Founder, BPM Group
Stuart Evers, Chief Sales Officer, GTS Novera
Henrik Esto, Development Manager, Danske Bank

13:05 Networking lunch

14:00 Tailoring your approach by integrating BPM, Six Sigma and Lean

Organisations frequently deploy Six Sigma and Lean within a BPM framework and when used together they can become a powerful recipe for success across the entire organisation. Cristian will explore how these have been harnessed to deliver successful business transformation at Alstom Power Service and provide a model of how you can approach process optimisation in your organisation.

- Understanding the specific focus of the three improvement methodologies
- Aligning the tools in the correct timeline according to your organisational status and needs
- Selling change for true horizontal integration across the organisation
- Unlocking the human potential by creating the synergy between people, processes and technology



Cristian Matei
Master Black Belt
Alstom Power Service

Marcel Hartmeier, Performance Improvement, Quality and EHS
Director, Alstom Power Service

14:50 Ensuring competitive advantage by rapidly delivering new products and services to the customer

In an increasingly global economy, players in virtually all industries are feeling the pinch of increased competitiveness. In this context product innovation becomes an increasingly decisive property in assuring market-share. In this session Eduard will talk about the steps necessary to create a process that will increase the speed with which you can bring innovations to the market and the criteria for selecting the right ones.

- Bringing new products and services to your customers faster
- Key building blocks to achieving process excellence
- Measuring process performance and avoiding 'paralysis by analysis'
- Identifying and building on your core strengths

Dr. Eduard H. van Kleef, Innovations Manager, Deutsche Telekom T-Com

15:35 Afternoon tea and networking break

16:00 Diversifying your toolbox to meet your organisation's requirements

Not all methodologies suit all organisations and processes. By establishing a toolbox approach you are better positioned to adopt the best methodology or combination. This often depends on what data is available and what processes you are trying to control. This session will address:

- Examining the criteria for making the crucial decision
- Avoiding the common pitfalls
- Incorporating Six Sigma into your delivery
- What is the minimum level of tools and who for?
- What's beyond Six Sigma and Lean?

Liz Ferguson, Master Black Belt, Royal & SunAlliance

16:45 Six Sigma and wealth management: Reinvigorating process ownership

This cutting-edge case study will analyse the inception of Six Sigma in Barclays and the results to date. Sam will describe the Lean Sigma Deployment and focus upon Operational Excellence – the need for process management and process improvement. Specific discussion points will include:

- Key milestones and achievements of First Class First Time (FCFT) deployment
- Development of a process management model
- Discussion around the development of value enhancing CTQs, best practice, lessons learnt, software and sustained improvement / value

Sam Seabrook, Senior Black Belt FCFT, Barclays Wealth Management

17:30 Chairman's closing remarks

17:40 Close of Day One

08:40 Morning coffee and registration

09:10 Chairman's welcome to Day Two

Steve Towers, CEO and Co-founder, *BPM Group*

09:20 Business Process Architecture: removing obstacles to sustainable improvement

Business process architecture can bring significant and sustainable improvements in efficiency and quality, particularly to rule-based administration contexts. Implementing business process in technology ensures that things are done the same way, that standard cases are optimally automated, and that exceptions are as controlled as standard cases. A generic approach to end-to-end control at the individual case level aligns supplier and customer perspectives. To get the most from technology enablers, an organisation needs a consistent and rigorous understanding of what a business process truly is.

- Aligning supplier and customer perspectives
- Making the most of process technology
- Analysing administration processes into logical components
- Replacing legacy thinking with holistic deployment



Chris Lawrence,
Business Architecture Consultant,
Old Mutual

10:05 Creating competitive advantage with customer-centric BPM

Ensuring customer loyalty and leveraging the customer experience is central to the BPM philosophy. However, many traditional approaches identify, manage and improve processes in the interests of the business and not the customer. In this session Roger will present a simple approach to creating and managing customer-centric processes using Six Sigma and other methodologies to support improvement. This session will focus on:

- Creating truly customer-centred business processes
- Using business processes to amplify the Voice of the Customer
- Deploying simple approaches to process management
- Enabling Six Sigma improvement
- Making it part of the way you do business
- Sustaining customer delight



Dr. Roger Cliffe,
Quality Director,
Vodafone UK

10:50 Morning coffee and networking break

11:20 Using enterprise architecture to optimise operating assets and business processes

Enterprise architecture aims at optimising the operating assets of an enterprise with respect to its business portfolio. The operating assets consist of the core competences, business processes and technologies that the company has deployed. Optimally managing these is of great importance especially for enterprises like Nokia with multiple businesses and geographical markets. This session will examine: 1) How to align the business portfolio, operating assets, and enterprise architecture 2) How the enterprise-wide synergies are discovered or created and 3) The recipe for structural agility at the

enterprise architecture level.

- Creating a solid conceptual framework linking enterprise architecture with business development
- Optimising the architecture of business processes across the enterprise
- Reducing the structural inertia opposing business transformation



Jaakko Riihinen,
Director & Chief Enterprise Architect,
Nokia

12:05 Panel Discussion: Considering the right technology to underpin your process

With so many solutions available on the market finding the ideal one for your organisation is no easy task. Join your peers to share experiences and knowledge on the benefits and suitability of the market's offerings.

- Having a suitable support technology to underpin decision making
- Discovering benefits of the right technology
- Effectively monitoring performance and then communicating it to stakeholders

Panelists include:

Chris Lawrence, Business Architecture Consultant, *Old Mutual*
& **Håvard Steinsbekk**, Solution Architect, *Telenor Nordic Operations*

12:50 Networking lunch

13:50 Regional-global challenges of BPM implementation

Implementing BPM globally in an large scale organisation is a unique challenge. You face multiple cultural barriers, different IT systems and multiple managements over regions. In this session you will see first hand Unilever's approach to implementing BPM globally in 100+ businesses, across different senior managements, cultures and systems. After 3 years Unilever's working capital decreased by \$2.5billion and this was achieved without having to change the approach and the fundamentals of the programme. Tamas will share how they implemented, measured and verified the processes globally, and overcame the challenges they faced on the way.

- Implementing BPM on a regional and global scale, a unique methodology
- Overcoming challenges from a process, system, cultural and functional silo perspective
- Mapping the potential of co-operation with other organisational wide initiatives
- Measuring progress, quantitative and qualitative measures and applying the results



Tamas Toth,
Global Sales & Operations Planning Programme Manager,
Unilever

14:35 Increasing efficiency and saving millions with BPM tools and strategies

Achmea, Holland's largest insurance company, has streamlined processes and cut costs by introducing a document imaging system to manage workflow during many mergers and acquisitions. Over 1 million policies and contracts have been digitised and regular mail is scanned immediately. E-mails, faxes and messages related to the

million telephone calls are also indexed, and thanks to advanced indexing and distribution each record is automatically forwarded to the right employee. Overall efficiency has increased by 25% in the first year and saved millions. This session will demonstrate the BPM solution that Rob has used and show you how to cut costs with document imaging too.



Rob van Gennip,
Programme Manager and Part of the Management Team,
Achmea Life & Pensions

15:20 Afternoon tea and networking break

15:50 Implementing BPM as a management philosophy, not just a concept

SNS Bank's BPM department was founded at the end of 2005 to integrate process management, project management and exploitation of both processes and systems. SNS Bank now has the capability to increase the change management capabilities of the whole organisation; a requirement necessary in a highly competitive market. In this session the concept of the BPM cycle, together with a project portfolio approach, will be used as a vehicle to show how SNS Bank copes with this demanding market.

- Understanding the Business Process Management cycle and using it as a communication vehicle: Top-down and bottom-up
- Implementing a BPM concept and senior management buy in
- Coping with the balancing act between risk management and entrepreneurship
- Creating value from a process architecture



Pieter Jongstra,
Manager of BPM/Architecture,
SNS Bank

16:35 Using BPM to create a flexible enterprise architecture to support business needs

Designing and implementing a BPM system requires both an understanding of the business processes to be supported and the role of the BPM system in the context of the overall enterprise architecture. In this session Håvard will present a process centric view of the enterprise architecture. This relates both to the role of the BPM solution to support the business needs and how it can be used as part of the enterprise architecture, with a focus on how to separate the process logic from the underlying applications. In addition Håvard will showcase the use of a BPM solution in the fulfilment process in Telenor. This session will examine:

- How to position a BPM solution in the enterprise architecture
- Creating a separation between areas with a need for flexibility from the traditional IT systems
- Using a BPM framework in a telecom fulfilment process with both a system and functional view

Håvard Steinsbekk, Solution Architect, *Telenor Nordic Operations*

17:20 Chairman's summary and closing remarks

17:30 Close of Conference



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