

“Leveraging the Enterprise through Process Transformation”

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Discussion Guide

In an environment of global growth, continuing emphasis on efficient operations, and rising complexity, many organizations are finding that robust processes are essential. Process transformation is increasingly viewed as an important way to enable collaboration and globalization, streamline operations, and bring real focus to value adding activities. Whether the long-term strategy is to insource or outsource, process transformation enables both. In fact, process transformation seems to touch many of the key drivers of success: culture, strategy, structure, innovation, etc. In this summit we will discuss how companies are defining, starting and dealing effectively with the challenges of process transformation.

Session 1: Getting Started: The Drivers of Process Transformation (please come prepared to share what the drivers of the process transformation / strategic process initiative in your company are/were)

What is driving the general increased corporate focus on processes? What’s driving it in your company? What are the goals? How did you get the process started?

- What are the drivers of process transformation? Are they different for different companies?
- What are the specific drivers of the process initiative in your company? Are you fundamentally trying to become a process-driven enterprise?
- Is process transformation fundamentally about standardization? Incremental improvement? Optimization? Or something much more fundamental?
- What are the goals of becoming a process-driven organization? How do you define “winning”? Is it improving uniformity and predictability of product and delivery? Is it standardization that enables leveraging cross-BU resources and initiatives? Does it vary by each process?
- How do you tie process transformation to overall business strategy?
- How do you get started on a process transformation journey? How much help do you need, and from whom do you get it? How do you get buy-in internally from all you need? Who are the natural process skeptics / process champions?
- How do you determine the scope of your process undertaking?
- Is process transformation a “flavor-of-the-month” or something much more fundamental: a core response to the pace of business evolution, one of the key DNA strands for the future? If it’s not the latter, how can it become that?

Session 2: Approach, Execution and Implementation Issues (please come prepared to share an issue you have run into that you and would like to get the view of colleagues on)

Do you need a governing paradigm? How do you choose it? What’s the process? How do you execute the process and what’s the impact on the organization?

- What is the governing paradigm for process optimization? Is it Six Sigma? Lean? Is it Customer Solutions? Is it Enabling Growth? Does it matter? Is the important factor which paradigm you pick or simply that you pick one?

- How do you organize for this? Is process ownership an additional responsibility for an exec? A dedicated exec role?
- What can go wrong with process transformation efforts? Can firms become too process-focused? What “babies” do you risk throwing out with the bathwater?
- What are the processes and definitions you try to standardize across the corporation regardless of how many business units there are and where various parts of the organization are located? How do you do that? How important is that standardization to global business performance management? And what processes are allowed to vary and for what reasons?
- Should you tailor to different cultures? Or do you make a conscious decision for efficiency to not even try? If you allow some differentiation, how do you determine the difference between what you should standardize and on what you must enable some flexibility to respond to market needs?
- What is the appropriate tool kit for process optimization or “BPM”? How do you decide? Do you choose 5-10 tools and propagate them throughout the organization, or do it on a “fit-for-purpose” basis?

Breakout:

Transformation Issues Café

- Staff Functions
- Customer-Processes
- Change Management

Session 3: Key Success Factors (please come prepared to share what you believe the three critical factors for success are and why)

What are the key success factors for process transformation? What are the most radical ideas you’ve practiced or heard that succeeded?

- What are the critical path items that you simply must do well?
- What is the role of the Information Technology function in process transformation? Is it leading? Is it consulting?
- Is technology’s primary role in process design, process execution, or process monitoring?
- Is technology needed as a way of enforcing and driving home process transformation? What technology is most useful for that purpose?
- How does your organization look, feel or function differently in the end?
- Do you have to deal with customer-facing, or even customer-driven processes in order to have deep impact?
- How do you sustain process focus, continue to improve and push to raise the bar?

Summary & Opportunities for Further Discussions

- What are your key take-aways? What are the 2-3 things that you are going to think the most about when you leave here?
- What did you hear today that you resonated with and what you heard today that you thought was wrong?
- What areas do you feel need some more research?