

# BPM Asia Conference and Championship 2017

*Transforming Business through Process Based Management*

## Newsletter

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**BPM ASIA 2017 CHAMPIONSHIP WINNERS**

# BPM Asia Conference 2017:

Transforming Business through Process Based Management

Aug 22-23, 2017

## BPM Asia Conference - Brief

### About BPM Conference

BPM Asia is a forum for sharing and learning on business process management (BPM), the way it is deployed and practiced by leading global organizations.

The BPM Asia Conference 2017 brought to the table, international best practices, Indian and Asian case studies and a Masterclass on business process management leading to performance excellence.

The BPM Asia Conference, is being jointly organized by Confederation of Indian Industry (CII) and Q3edge Leonardo Consulting to showcase some of the best BPM practices and results from Indian and Asian companies in a competitive mode. The conference generated the cross learning for both, competitors and participating delegates, across industry segments and geographies. The Conference anchored and led by Mr Roger Tregear, BPM Guru and evangelist who has been championing the movement globally for more than two decades through his highly innovative 7Enablers and Tregear Circles. Roger, is a consulting director of Q3edge Leonardo and also an advisor & mentor to top companies and delivers key note talks at

international conferences. Roger is the author of “Reimagining Management”.

### BPM Asia Conference – Inauguration

The BPM Asia conference is inaugurated by the National Productivity Council – Head and IAS officer Mrs. Kalpana Awasthi.



The inauguration session was chaired by Mrs Awasthi and co chaired by Mr. Anupam Kaul, Principal IQ, CII, Mr. Roger Tregear, Consulting Director Q3edge Leonardo, Mr. SK Kakkar, Lead Assessor for EFQM and Ex CII, Mr. Amit Chauhan, CEO Q3edge Leonardo, India.

### Inauguration – Lamp Lighting

The conference was inaugurated with the Lamp Lighting and Ms. Awasthi shared the essential requirement of Business Process Management approach in Indian Industries related to structured business excellence approach and to improve business process capabilities



### Inauguration – Book Launch

Mr. Roger Tregear authored a new book “Reimagine Management” on Business Process Management. The book explains the approach and road map of Business Process Management which focus on Process ownership with Process Improvement of Tregear Circles.



# The Key Note Speakers

## Mr. Roger Tregear

Roger Tregear, global BPM consultant and author of the breakthrough book, *Reimagining Management*, will lead this executive master class on the theory and practice of process-based management.

All customers are served via collaboration across the organization chart. No single part of that chart can, by itself, deliver value to customers. Value is created, accumulated, and delivered across (not up and down) the chart. Who is managing these cross-functional collaborations, these end-to-end business processes? Nobody? We invest so much in managing up and down the chart, and often so little in managing across it, where the real action is. How can this be changed?

Cross-functional processes are how work gets done and they must be consciously managed, measured, and improved. Building the systematic approach to achieving this is the core message of *Reimagining Management*.

*Reimagining Management* offers a new metamodel for contemporary management that defines the theory and practice of process-based management. Four accelerators create the environment where process-based management can flourish:

1. the principle of the Primacy of Process
2. the Tregear Circles
3. the 7Enablers of BPM
4. The Big BPM Project

Most organizations are under pressure to transform operations, reduce costs, enhance products and services, and be more attentive to customers. Management needs to be reimagined.

Drawing on many case studies from organizations around the world, this master class discussed these key issues for contemporary management practice:

- the foundations of process-based management
- the process context and its relevance to contemporary management



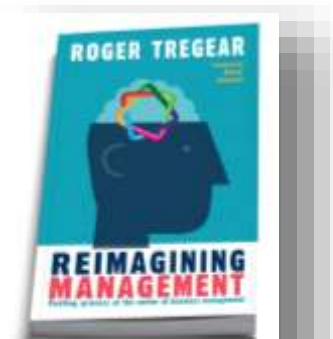
- what is required to establish and maintain process-based management
- how the Tregear Circles turn to create and sustain process-based management
- how process-based management relates to innovation and transformation
- busting myths about process-based management



### HIGHLIGHT OF ROGER'S SESSION

Roger explained the following from his "Reimagining Management book":

1. Primacy of Process
2. 7Enablers
3. Tregear Circles
4. Big BPM Project







**Mr. Anupam Kaul,**  
Principal CII – Institute of Quality

Mr. Anupam Kaul welcomed the delegates to the First BPM Asia Conference and Star Asia Championship.

He informed the thought behind organizing the Conference was the growing dependence of all contemporary frameworks on quality, risk, policy deployment and business excellence on sound and integrated Process Management as an essential element for running the businesses.

The key benefits of installing a BPM framework, he said, is the flexibility, agility and resilience it provides to the organization in catering to individual customer requirements while networking for resources at the global level

**BPM ASIA CONFERENCE**

“As an organizer, it was delightful to receive such an enthusiastic response from a wide spectrum of industry and service streams. The quality of presentations, best practice cases, and Roger’s presence gave us immense satisfaction and confidence to take the BPM movement forward in India.” – Mr. Anupam Kaul



**Mr. SK Kakkar**  
Chief Mentor – Business Excellence

Mr. SK Kakkar shared his experience on Process Architecture approach, best practices to the delegates.



**Mr. Dan O'Neill**  
Chief Process Officer –  
Commonwealth Bank Australia

Mr. Dan O'Neill shared the journey of Business Process Management at Commonwealth Bank Australia.

He explained the need to change mindsets to end to end 'Conscious Thinking and Conscious Decisioning' as an approach of BPM implementation and the value which has been achieved with the effectiveness of BPM.

He also explained that Customer Journey Map is essential to integrate with Internal business process maps. The Commonwealth Bank has implemented both: Inside Out approach with Outside In approach.

**BPM ASIA CONFERENCE**

“Attending the BPM Asia Conference was a timely reminder and demonstration of the continuous insights you gain learning from peers and like-minded organisations” – Mr. Dan O'Neill



**Mr. Vineet Sharma**  
Chief Process Officer –  
CEO – VA Consulting

Mr. Vineet Sharma shared the BPM road map journey in a Financial sector organization.

This is based on the overall roadmap that started with an ISO 9001 based framework which was later combined with the overarching business excellence framework.

Main theme of the experience sharing was the rigor and discipline during deployment of the BPM throughout the entire organization covering all customer, management as well as support processes.





**Mr. Jitendra Agrawal**

Sr. Vice President – HDFC Life

Mr. Jitendra Agrawal, one of the top 50 Quality professionals in India, explained the approach adopted by HDFC Life to handle one of the most critical challenge for any business organization viz “Mindset”. The need for a ‘shift’ from a vertical thinking to a horizontal thinking was explained with some of examples in his very own style which made the complex subject of process management look so simple.

In an effort to make the organisation operate at peak performance level, many initiatives are taken but the process thinking. A true change requires process thinking mindset, which begins with ‘I’, the individuals, shifting from Deja Vu way to Vuja De way of seeing and responding to the realities.

Hence all the paradigms of current way of operation around people, policy, project, practices, performance reviews needs to be reflected, keeping customer at the centre and is to be stitched with efficient and agile processes.

This results in a meaningful engagement and utilisation of resources. Further relevant initiatives and innovative thinking for continuous improvement get prioritised to create tangible change in the performance metrics.

Presentation was done to share how HDFC Life responded to these changes, sustained the daily culture apart from taking appropriate interventions to create upward surge in performance to meet the demand of the VUCA world.

The emphasis was made on the ‘know who – the people’ apart from ‘know how – process’ while responding to the current trends with right methodologies and recent technologies.



**Mr. Prashant Hoskote**

Sr. Director – Quality and Service Excellence, Max India Group

Mr. Prashant Hoskote shared the roadmap on Quality, Service Excellence and Innovation for Max Group and how they have made Quality and Process Management a Strategic subject that gets discussed at a Board level at all Max companies.

#### BPM ASIA CONFERENCE

“An excellent mix of thought provoking talks by leaders and case-studies by practitioners, provided an excellent top-down and bottom-up perspective” - Prashant Hoskote

#### BPM ASIA CONFERENCE

“It is very rare to find conference exclusively on BPM, while the subject is so very core of any business. Hence this forum, presentations, discussions and learning has been unique. I would like to compliment CII & the Q3Edge team for putting this together and for making a beginning in India and in Asia!” – Jitendra Agrawal



**Mr. Siddhartha**

Sr. Vice President – HCL Technologies

As organisations try and reinvent themselves - there is enough and more digital and automation hype in the marketplace. Across industries, scores of organisations have leaped onto the bandwagon. As it happens, along with success stories, the proverbial street is littered with a string of failures too

**HCL approach of 3 Lever BPM creates an enterprise view – a single source of process truth**

1. **Lean** – Value Stream Analysis for analysing the current state and creating a future process design for the series of events that take a product or service from its beginning through to the customer
2. **Risk identification and control definition** – based on 3 lines of defense framework – identifying, recording and assessing potential risks and related controls
3. **Automation** – Activity based modelling – task level time analysis, evaluating upstream and downstream linkages for a fool-proof automation map with cost and benefit analysis



**Ms. Rashim Arora**

Vice President - Process, Quality and Business Excellence

Fiserv Team shared their experience and approach for Business Process Management:

- Top down approach where BPM is driven through organization strategy in the form of long range and annual operating plans
- Dedicated team to drive a concerted process and quality focus in the organization which works to
- Establish and sustain a process oriented culture
- Focus on both, product and process quality
- Improve supporting infrastructure
- Build excellence through transfer of best practices
- Strong metrics based governance at different levels i.e. project, delivery unit and organization level
- Adequate investment in process infrastructure in the form of project management, configuration management and QMS systems (internally developed and externally procured)
- External endorsement of the BPM framework in the form of certifications (CMMI L5, ISO27K, PCI-DSS, SSAE16)

**BPM ASIA CONFERENCE**

“The BPM Asia Conference was one of its kind. It was an amazing experience to hear from the leaders in this space. The conference provided my team and me an opportunity to learn from other organizations about their BPM approach. I came back with a couple of niche ideas to take BPM implementation in Fiserv India to the next level. That would not have been possible without this conference. The icing on the cake was an opportunity to present BPM approach of Fiserv India and winning the championship.” – Ms. Rashim Arora



**Mr. Umesh Shetty**

Asst. Vice President – HDFC Life

For a process centric organisation, BPM is not a choice but a way of doing business. HDFC Life firmly believes in that and is proactive towards building a process centric organisation. Mr Umesh Shetty took the stage to present how they build their BPM journey step by step, especially in the last 3 years. It was a plan which was executed with end to end perspective and future readiness point of view.

Umesh explained the BPM Journey at HDFC Life, their best practices, challenges and approach to make the journey successful. According to Umesh, Implementation of BPM became faster and much effective with the use of BPM platform - ARIS

Deployment of the BPM throughout the entire organization covering all customer, management as well as support processes.

**BPM ASIA CONFERENCE**

“It was indeed our privilege and honour to be a part of the **first BPM Asia conference** and also get an opportunity to present our work to like minded audience. Roger and his work in this field is a guide for BPM enthusiasts. Listening to him directly along with other presenters and experts was quite enriching. Personally, this forum helped us in reinforcing our belief on this subject and also brought in clarity and direction on many aspects of BPM which will surely help us strengthen our ongoing journey at HDFC Life. – Mr. Umesh Shetty



**Robert Bosch Engineering and Business Solutions Private Limited (RBEI)**

RBEI adopts a customer and excellence centric approach for its processes to support the organization’s aspiration of “Best-in-class Operations, Processes and Quality”. Shaping Change is a strategic focal point at RBEI. Since the organization’s business needs are agile in nature, BPM at RBEI focusses on continuously evolving and aligning its business processes with external influencing factors as well as internal organizational maturity. Business Process Management (BPM) at RBEI covers identification, design, documentation, monitoring and optimization of the business processes. The entire set of processes are modeled and published in a process management tool. This repository forms as a basis for developing a set of organizational BP tools. Thus, the integrated BPM (Business processes and tools) helps RBEI to be better equipped to respond to as well as shape business changes in an agile manner in the VUCA world.

**BPM ASIA CONFERENCE**

““BPM Asia conference provided a good platform for learning & sharing best practices in BPM industry by organizations from various domains like IT, Finance, Banking, Insurance, Health care etc. Case studies presented provided very good practical insights into BPM implementation. Overall, it was a very good learning experience. These sessions would be surely helpful to stay connected and understand the latest happenings in the industry.” – RBEI Team





### Max Healthcare

Discharge has been a concern area for healthcare industry for quite some time. Many initiatives had only minimal or no effect on actual improvement in discharge time. This led to major customer dissatisfaction and financial losses. Out of the box thinking after rigorous analysis resulted in formation of a department of discharge with streamlined process flow, time bound steps and accountable individuals. Customer satisfaction scores improved significantly and more beds were available for admitting patients. The process was replicable to other units of Max healthcare as well.

After ensuring robustness of the process, it was important to ensure sustenance of the same. Teams were aligned, regular dashboards kept concerned people updated about real time movement of patients. Any lags or delay in steps were streamlined. It was very important to get all stakeholders on board for the success of the project, weekly meetings with reward and recognition programs ensured momentum and once gains were visible the effort multiplied to become better and better each day and ensuring exceptional customer experience.



### HCL Technologies

HCL Technologies team explained their 3 Lever model for BPM implementation using various examples. Example 1 as A trade management process was automated to improve STP rate from 85% to 95%, with assumption of two-third reduction in effort. **STP rate reached 93% but balance 7% trades contributed to 80% of manual effort.**

Project does not even pay for RPA license costs. For e.g. 2. Fee set-up as part of an accounts receivable of a prime broker process was automated. *Incomplete scenario definition led to wrong invoicing to its clients (Hedge Funds).*

In the volatile world of Hedge Funds, **two Hedge Funds had gone out of business by the time error detected and rectified.** Prime Broker suffered a \$2M loss.

And there are many such more examples creating a digital graveyard.

This state, is a result of different teams in an organisation carrying their own silo view of the process model i.e. Risk and compliance teams driving control definitions, Lean teams driving value stream analysis and automation being driven to eliminate manual efforts – all of this stand alone and in silos

#### BPM ASIA CONFERENCE

“It was a wonderful experience joining the BPM Asia Conference.

It was a platform where we got opportunity to share our best practices. We also got an opportunity to learn, share and exchange best practices.

We learn lot of around the Process Maturity models from various case study shared by various participants and experts.” – Max Bupa Team



### Max Bupa

Max Bupa’s Quality journey started at the company’s very inception and has continued with increasing rigor and passion over the years. It started in 2010 when basic processes & procedures were put in place. We started using Lean Six Sigma for structured process improvement in 2013. Currently at Max Bupa, we have a structured business excellence approach called the Max Quality System. Max Performance Excellence framework (based on Baldrige framework) is the base of our business excellence model, where work systems and processes are designed and deployed based on



the MPEF Criteria Vis-à-vis our Product, Supplier, Customer & Employee life cycles. Process CTQ’s are being tracked by respective functions and low performing CTQ’s are being improved using lean six sigma for Top down projects and MAXimizing quality for bottom up projects. The quality movement is fully supported and communicated by leadership. We also celebrate quality and service excellence through various R&R forums”

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## BPM Conference – Conclusive Session

BPM Asia conference demystified the Business Process Management Concept with the detailed sessions and case studied related to “Why”, “What” and “How” aspects of Business Process Management. BPM describes an approach to organizational management that focuses on the creation, accumulation, and delivery of value to customers and other stakeholders

Process-based management starts with organizational strategy and value propositions, and shows how those aspirations are realized—not just in theory, but in practice in every organization. The only way any organization is able to create, accumulate, and deliver value to its customers, itself and other stakeholders, is through collaboration. There is no other way.

The key role of business processes in value delivery is vital, irrespective of whether management is conscious of them, or whether they believe in their importance. Process-based management is not an optional choice; it simply is the way organizations work.

### 1. The 7Enablers of Process Management

Management efforts should focus on discovery, documentation, management, measurement, and continuous improvement and innovation of business processes. The first transformation required is of management itself.



Fig 1: 7Enablers of Process Based Management ©Leonardo

Roger explained 7Enablers of Business Process Management as essential elements to establish office of Process Based Management:



1. Process Architecture
2. Process Measurement
3. Process Governance
4. Process Change
5. Process Capabilities
6. Process Mindset
7. Process Support

If any of these are absent, it is not possible to embed process-based management into an organization’s culture and operations, that is, to create a broad-based, systemic approach to value delivery.

The 7Enablers of BPM framework is central to the approach and It reasserts the primacy of value creation, accumulation, and delivery, and provides a practical approach to the process of management, representing a breakthrough in process-based management theory and practice. Primacy of Process explains the Process ownership while the organizations are categorised by HR organization structure – function/department wise.



Fig 2: Primacy of Process © Leonardo

An elegant solution to putting the 7Enablers into operation is found in the two virtuous circles, the Tregear Circles, which describe the essential machinery of process-based management

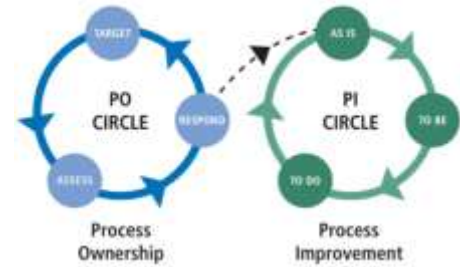


Fig 3: Tregear Circle © Leonardo

### The Journey for BPM : Process Based Management

A BPM approach requires sound approach of implementation along with proven BPM technology like Software AG ARIS. A complete approach was explained during the conference starting from how a process should be defined, modeled, optimize and finally qualify for automation. The following Q3edge model for BPM explains the complete journey of Business Process Management





## BPM Championship – Award Ceremony

Category 1: BPM Approach for Enterprise Level

Category 2: BPM Approach for Project Level

Award: **BPM ASIA Star**



Award Winner: Fiserv India Pvt. Ltd.



Award Winner: Max Healthcare

Award: **BPM ASIA Master**



Award Winner: HDFCLife India Pvt Ltd.



Award Winner: HCL Technologies

Award: **BPM ASIA Achiever**



Award Winner: Robert Bosch Engineering and Business Solutions Private Limited



Award Winner: Max Bupa



## BPM Conference – Some Memories



..... We will meet again in 2018