1.3

The key concept of Business Process Management (BPM) is the convergence of technologies with process management theories.

#### 1.2.1 What is a Process?

In the systems engineering arena, a **Process** is defined as a sequence of events that uses inputs to produce outputs. This is a broad definition and can include sequences as mechanical as reading a file and transforming the file to a desired output format, to taking a customer order, filling that order, and issuing the customer invoice.

From a business perspective, a **Process** is a coordinated and standardized flow of activities performed by people or machines, which can traverse functional or departmental boundaries to achieve a business objective and creates value for internal or external customers.

#### 1.2.2 What is a Business Process?

A Business Process consists of a set of activities that are performed in coordination in an organizational and technical environment. These activities jointly realize a business goal. Each business process is enacted by a single organization, but it may interact with business processes performed by other organizations. To manage a process-

- The first task is to define it. This involves defining the steps (tasks) in the process and mapping the tasks to the roles involved in the process.
- Once the process is mapped and implemented, performance measures can be established. Establishing measurements creates a basis to improve the process.
- The last piece of the process management definition describes the organizational setup that enables the standardization of and adherence to the process throughout the organization. Assigning enterprise process owners and aligning employees' performance reviews and compensation to the value creation of the processes could accomplish this.

Process management is based on a view of an organization as a system of interlinked processes which involves concerted efforts to map, improve and adhere to organizational processes. Whereas traditional organizations are composed of departments and functional stages, this definition views organizations as networks or systems of processes. Process orientation is at the core of BPM. Hence, it is important to get understand clearly the distinction between the traditional functional organization and process organization. The following table provides the distinction between functional versus process organization as discussed in the Table 1.2.1.

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