DEMOKRITOS
NATIONAL CENTER FOR SCIENTIFIC RESEARCH

FROM BUSINESS PROCESS MANAGEMENT TO COMPETENCE MANAGEMENT

o. Univ. Prof. Dr. Prof. h.c. Dimitris Karagiannis
[dk@dke.univie.ac.at]

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Faculty of Computer Science
Research Group:
Knowledge Engineering

OMiLAB
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Πανεπιστήμιο Βιέννης

Ιδρύθηκε από τον **Duke Rudolph IV το 1365**. Αποτελεί το παλαιότερο Πανεπιστήμιο στην γερμανόφωνη πολιτιστική περιοχή κι ένα από τα μεγαλύτερα της Κεντρικής Ευρώπης.

Το Πανεπιστήμιο της Βιέννης αποτελεί το μεγαλύτερο εκπαιδευτικό και ερευνητικό ίδρυμα της Αυστρίας, έχοντας
περίπου **6200 άτομα ακαδημαϊκό προσωπικό**. Στόχος είναι η παροχή ενός ευρέος πεδίου σπουδών ως και η προώθηση νέων και καινοτόμων πεδίων ερευνών.
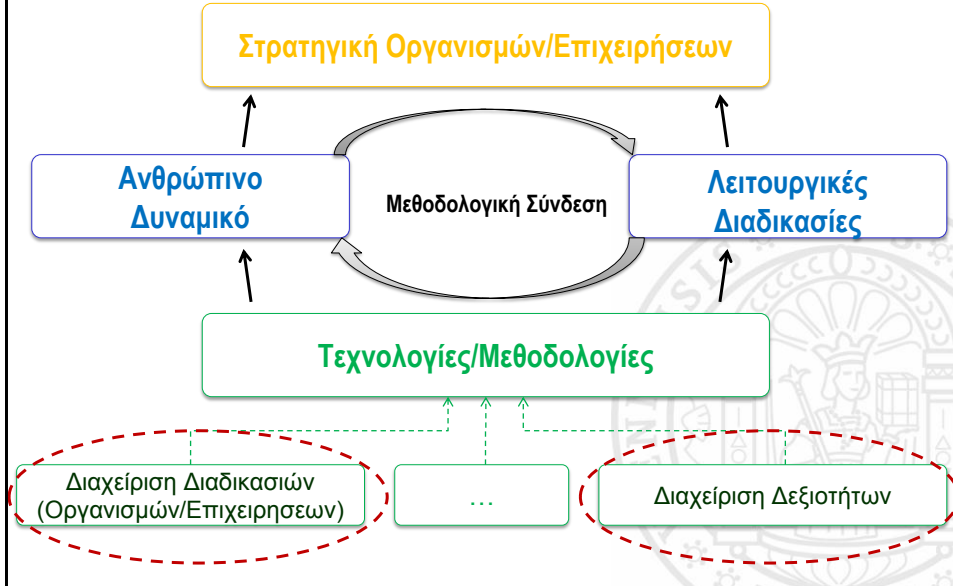
Αυτήν την στιγμή, περίπου **72,000 φοιτητές** είναι εγγεγραμμένοι σε περισσότερα από **130 τμήματα**, εκ των οποίων **34** είναι Προγράμματα Diploma, **26** προγράμματα Bachelor και 46 Μεταπτυχιακά προγράμματα.

o.Univ.-Prof. Prof. h.c. Dr. Dimitris Karagiannis

FOCUS: BUSINESS PROCESS MANAGEMENT & COMPETENCE MANAGEMENT

Instantiation of Management Technologies and Methodologies

Στρατηγική Οργανισμών/Επιχειρήσεων

Ανθρώπινο Δυναμικό

Μεθοδολογική Σύνδεση

Λειτουργικές Διαδικασίες

Τεχνολογίες/Μεθοδολογίες

Διαχείριση Διαδικασιών (Οργανισμών/Επιχειρησεων)

…

Διαχείριση Δεξιοτήτων

STRATEGIC GOALS: AN EXAMPLE

Public Care, Health Care   15,9 Mrd. €

OPERATIONALISING STRATEGY: AN EXAMPLE

Strategic Business Organisation

Human Resources | Operating Processes

Emergency Call Process

Emergency Call → Taking and Dispatching Emergency Call → Decide, which type of emergency response is necessary?

First Aid → First aid guidance and recommend next steps

Ambulance → First aid guidance and ambulance alert → Bring paramedics to location → "Load and Go" to Hospital

Medical Rescue Team → First aid guidance and medical rescue team alert → Bring medical rescue team to location → "Stay and Play" by doctor → Go to Hospital

Source: Notruf 144

DEFINITION: BUSINESS PROCESS

A business process is a sequence of activities, which are executed by actors to create products by working on artifacts and by using resources. [KK01]

Product/Service

create

Business Process

Activity — executed by — Actor

works on | works on | requires | uses

Artifact — processes with — Ressource
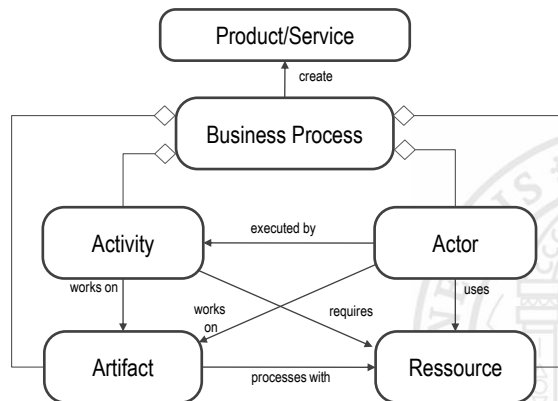
[KK01]   Kühn, Harald; Karagiannis, Dimitris (2001): Modellierung und Simulation von Geschäftsprozessen. In: WISU – Das Wirtschaftsstudium, 8-9/2001, S. 1161-1170.

Οι λειτουργικές διαδικασίες ως πλατφόρμα ενσωμάτωσης γνώσεων

Μία λειτουργική διαδικασία είναι ...

... όχι μόνο η **λογική διαδοχή δραστηριοτήτων**, που πρέπει να εκτελεστούν από **ρόλους** σε μία **συγκεκριμένη χρονική στιγμή**, σε ένα **καθορισμένο μέρος**...
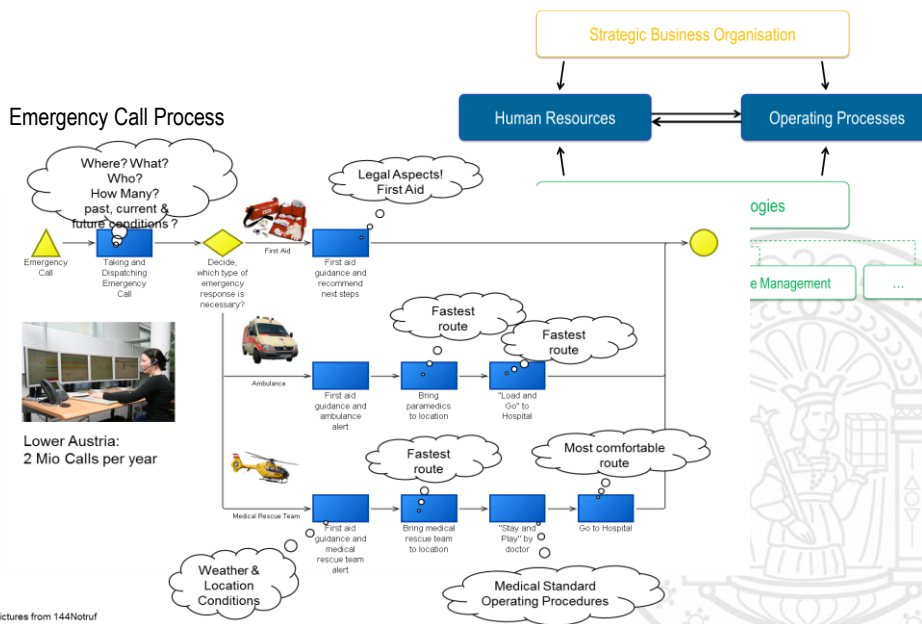
... **αλλά**...
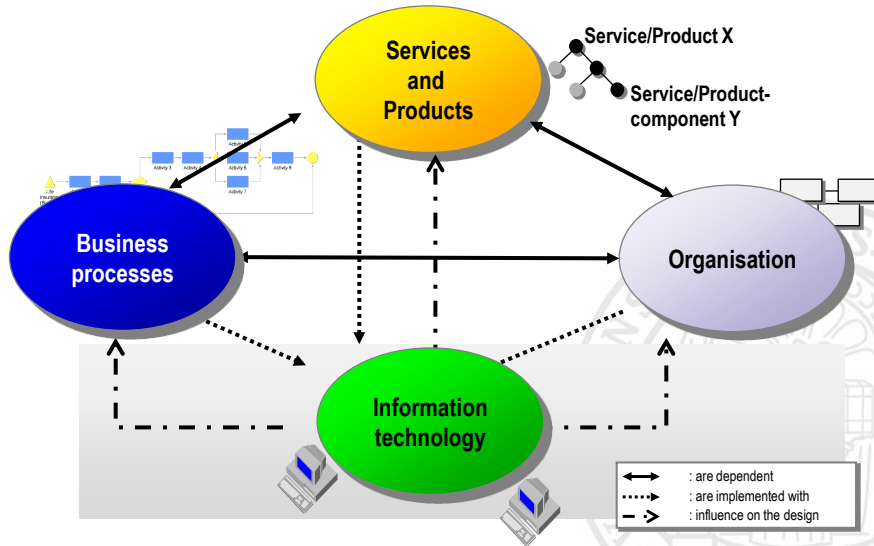
... η τεχνογνωσία ενός οργανισμού...

... και η οποία θα πραγματοποιηθεί μέσω **αλυσίδων αξίας (value chains)** προκειμένου να επιτευχθούν οι **στρατηγικοί στόχοι** ενός οργανισμού.
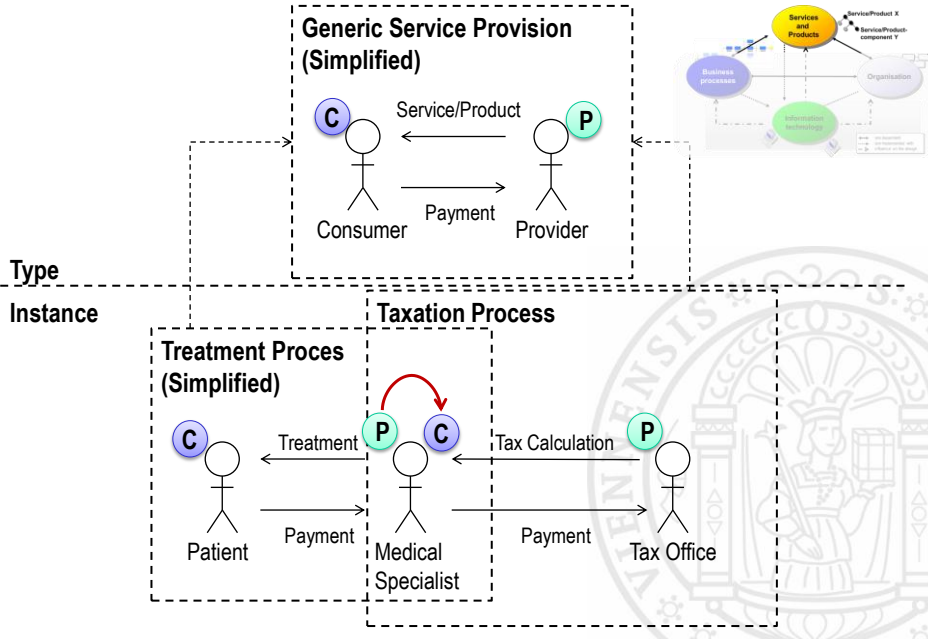
Source: Karagiannis, 2000

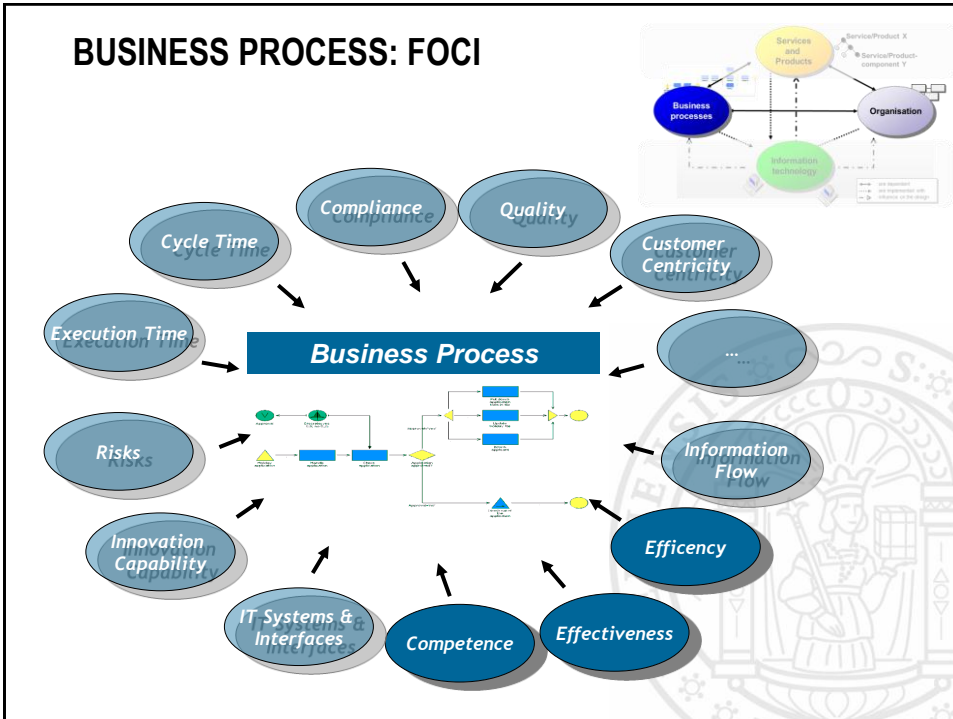## BUSINESS- AND ORGANISATIONAL MODELS: A KNOWLEDGE VIEW

BUSINESS PROCESS MANAGEMENT: CORE ELEMENTS

Services and Products

Service/Product X

Service/Product-component Y

Business processes

Organisation

Information technology

→ : are dependent
⋯⋯▸ : are implemented with
─ ▸ : influence on the design

CONSUMER VS. PROVIDER – ONLY A CULTURAL ISSUE?

Generic Service Provision (Simplified)

C — Service/Product — P

Consumer — Payment → Provider

Type

Instance

Taxation Process

Treatment Proces (Simplified)

C ← Treatment — P C ← Tax Calculation — P

Patient — Payment → Medical Specialist — Payment → Tax Office

BUSINESS PROCESS: FOCI

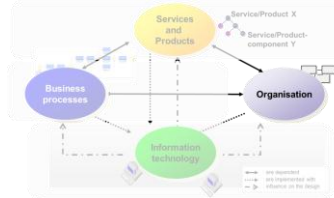INTEGRATING BPM WITH COMPETENCE MANAGEMENT
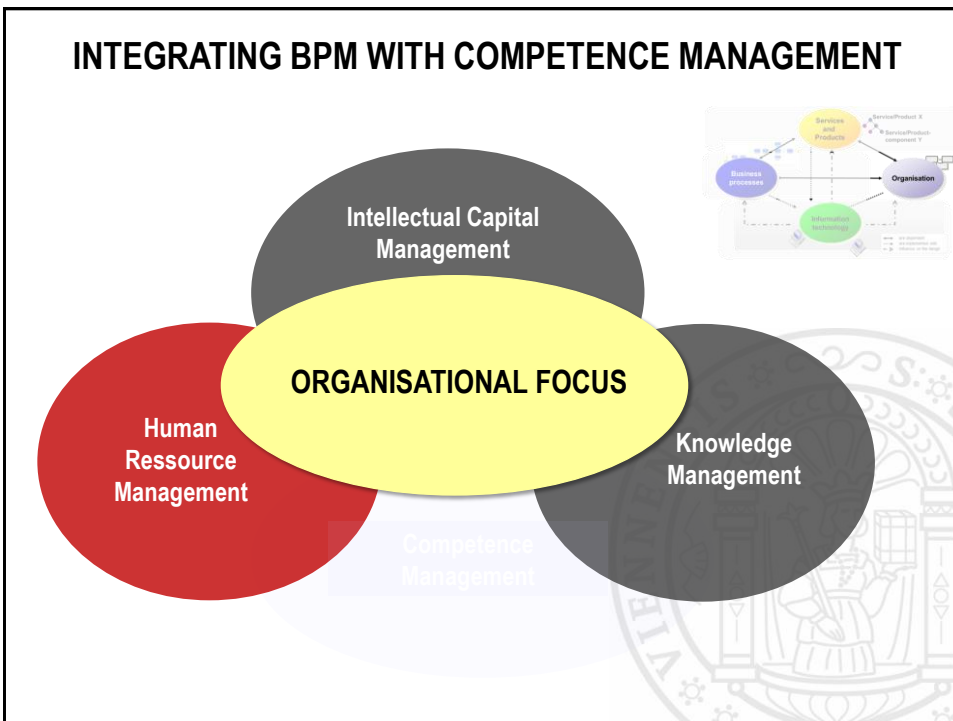
Organisational Focus
Example: Austrian Ministry of Finance

Employees and Locations (2011)
# of Employees (overall): **12.052 (Planstellen)**
# of employees (tax offices): **6800**
# of tax offices: **41**
# of locations: **80**
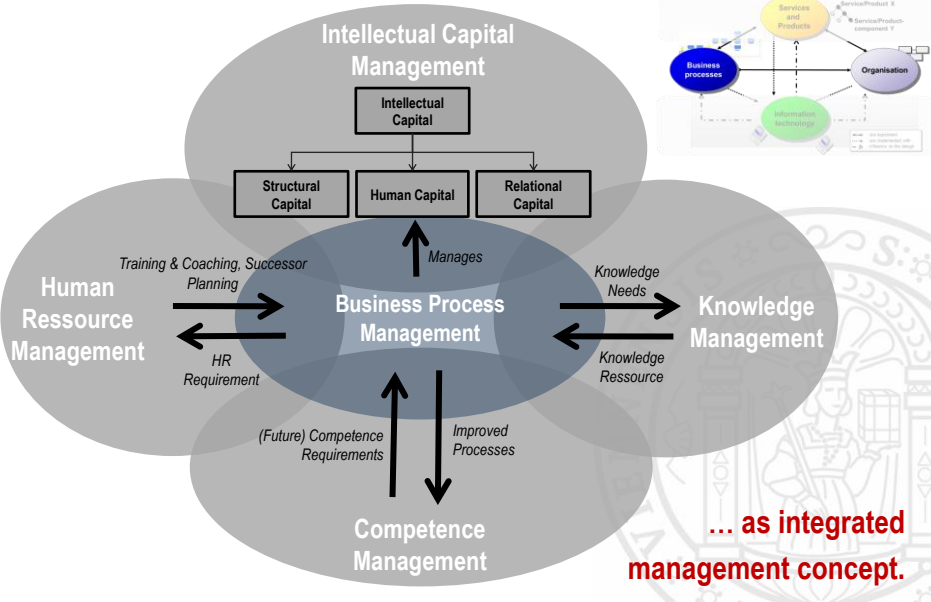*average # of employees/tax office:* **200**

Volume (2009) - Einkommenssteuer
# of cases handled: **872.422** (Veranlagungsfälle – cases that are not directly handled through the employer)
tax volume through this cases: **EUR 25,4 billion**

Common IT Infrastructure (BRZ)
# of locations: **1.200**
# of workplaces supported: **30.000**
# of implemented solutions: *>300*
# of servers: >2000

Volume (2009) - Lohnsteuer
# of taxable people (employed positions): **6.461.772**
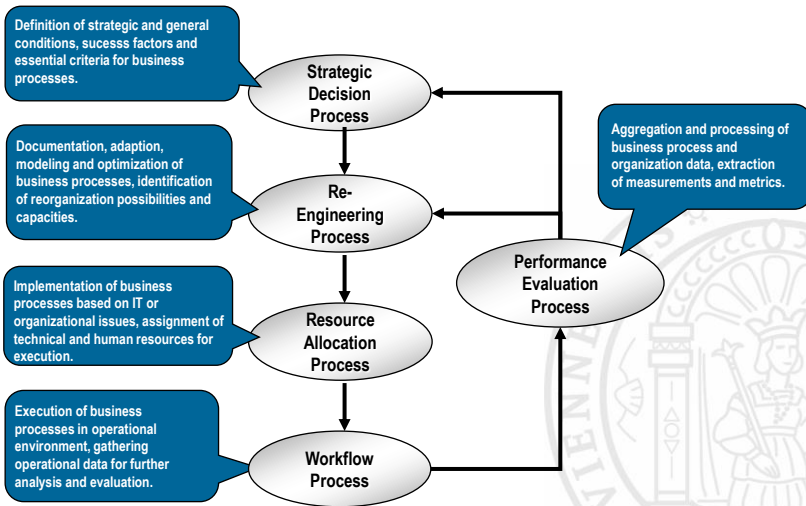tax volume through this cases: **EUR 160.777,6 billion**

Sources:
http://www.bmf.gv.at/JobsKarriere/ArbeitenimFinanzres_12386/DieArbeitimFinanzamt/_start.htm
http://www.bmf.gv.at/BUDGET/budgets/2011/Beilagen/Personal_des_Bundes.pdf
http://www.statistik.at/web_de/statistiken/oeffentliche_finanzen_und_steuern/steuerstatistiken/
http://www.brz.gv.at/Portal.Node/brz/public/content/unternehmen/zahlenfakten/7656.html

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INTEGRATING BPM WITH COMPETENCE MANAGEMENT

Intellectual Capital Management

Intellectual Capital

Structural Capital — Human Capital — Relational Capital

Human Ressource Management

Training & Coaching, Successor Planning

HR Requirement

Manages

Business Process Management

Knowledge Needs

Knowledge Ressource

Knowledge Management

(Future) Competence Requirements

Improved Processes

Competence Management

… as integrated management concept.

The BPMS Methodology LifeCycle

Implementing Business Process Management

Definition of strategic and general conditions, sucesss factors and essential criteria for business processes.

Strategic Decision Process

Aggregation and processing of business process and organization data, extraction of measurements and metrics.

Documentation, adaption, modeling and optimization of business processes, identification of reorganization possibilities and capacities.

Re-Engineering Process

Performance Evaluation Process

Implementation of business processes based on IT or organizational issues, assignment of technical and human resources for execution.

Resource Allocation Process

Execution of business processes in operational environment, gathering operational data for further analysis and evaluation.

Workflow Process

BPMS METHODOLOGY: THE PMLC LIFECYCLE

An Enterprise Example

Process Strategy

Process Documentation

Process Controlling

Process Optimization

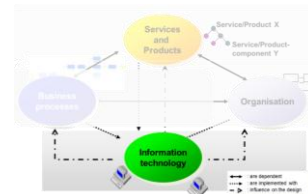Process Execution

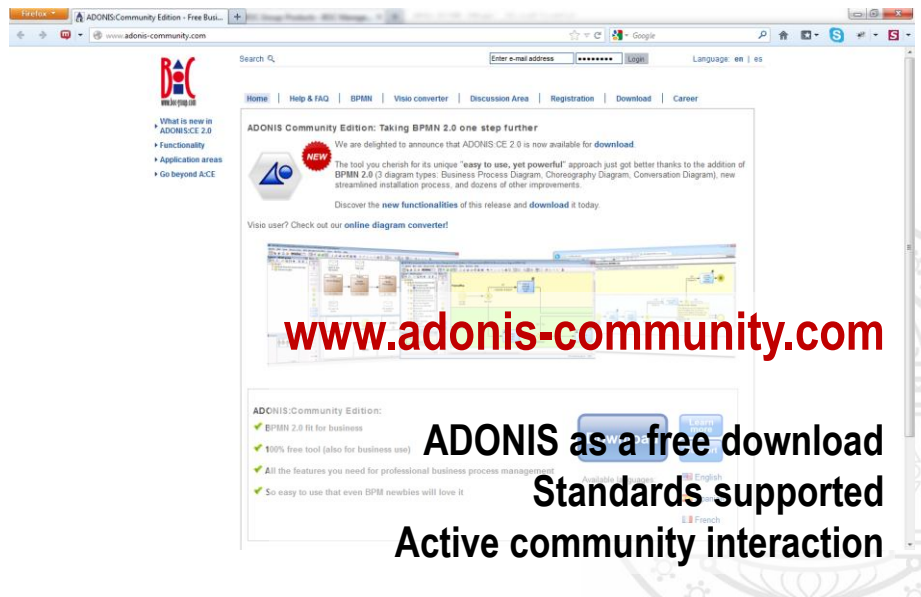Process Implementation

Deutsche Bank

TECHNOLOGY

TECHNOLOGY: BUSINESS TRANSFORMATION

Moving from a technology-oriented thinking and design to a social requirements-oriented model

Source: Nokia, www.nokia.com

TECHNOLOGY: BPM TOOL SUPPORT

www.adonis-community.com

ADONIS as a free download
Standards supported
Active community interaction

Innovation Training IT Central Europe
INNOTRAIN IT

TECHNOLOGY: HOW TO SUPPORT COMPETENCES

A BEST PRACTICE CASE FOR IT SERVICE MANAGEMENT COMPETENCES IN SMES

CENTRAL EUROPE

EUROPEAN UNION
EUROPEAN REGIONAL
DEVELOPMENT FUND

This project is implemented through the
CENTRAL EUROPE Programme co-financed by the ERDF.

Project Premise

- 85% of net new jobs in the EU between 2002 and 2010 were created by small and medium sized enterprises (SMEs).*
- SMEs represent 99% of all European Enterprises.*

BUT

Europe needs more entrepreneurs, more innovation and more high-growth SMEs
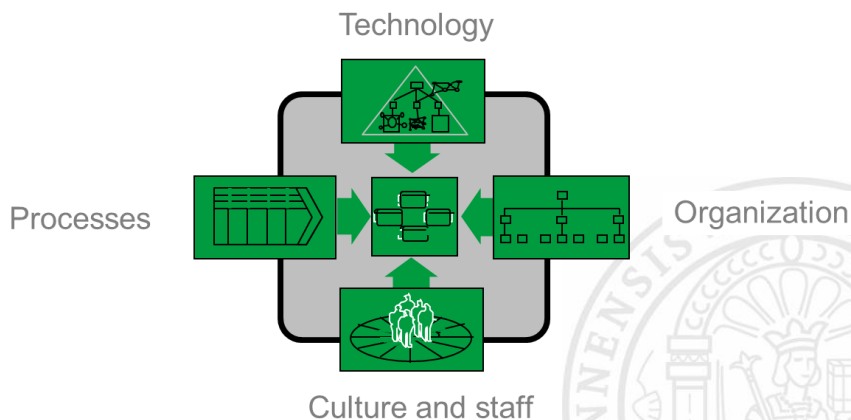
INNOTRAIN IT Approach:
- Provide **knowledge to SMEs** in a high-growth, innovative domain: **ICT/ITSM**
- Provide a **method and tool for IT Service Management** tailored to SME's needs
- Support **competence building through trainings and consulting**

http://ec.europa.eu/enterprise/policies/sme/promoting-entrepreneurship/index_en.htm

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Introduction of ITSM:
Aspects which require consideration

Technology

Processes

Organization

Culture and staff

A key to successful ITSM implementation is balancing these four factors.

The INNOTRAIN IT Concept

Simplified and adapted ITSM method

Face to Face Trainings

Modeling Tool Support

Online Training Portal

INNOTRAIN IT METHODS & TRAININGS

EMPIRICAL RESEARCH

ITSM SYSTEMATIZATION

CASE STUDY

EXISTING RESEARCH & LITERATURE
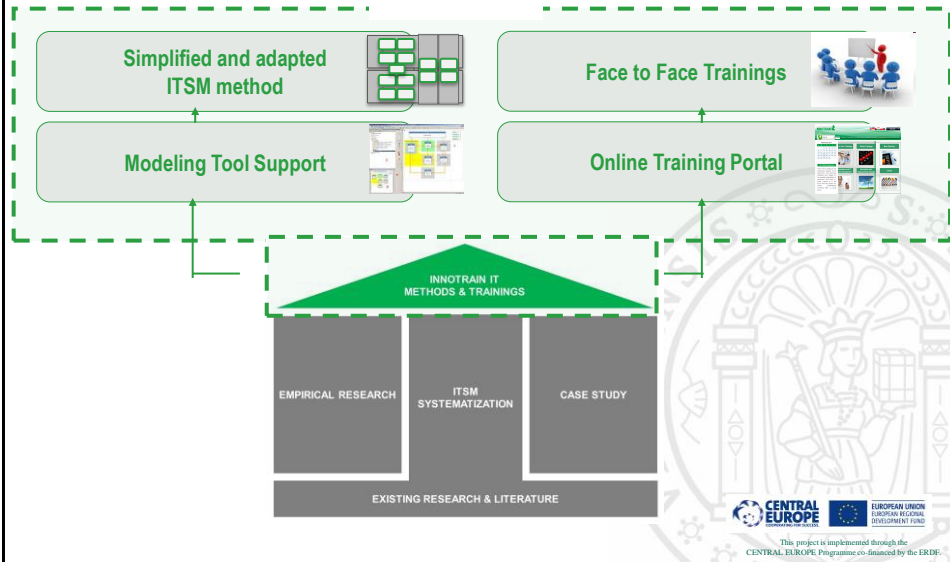
Introduction of ITSM:
The INNOTRAIN IT Process

Introduction of ITSM:
INNOTRAIN IT Portal

Free trainings and training materials are available under
www.innotrain-it.eu

Face-to-Face Training

Online Training

Module 1 – Basics:
ITSM – Potentials for your business
> ITSM in SMEs
> Simplify the IT and raise the effectiveness with ITSM
> Workshops:
  Modeling and optimising business processes
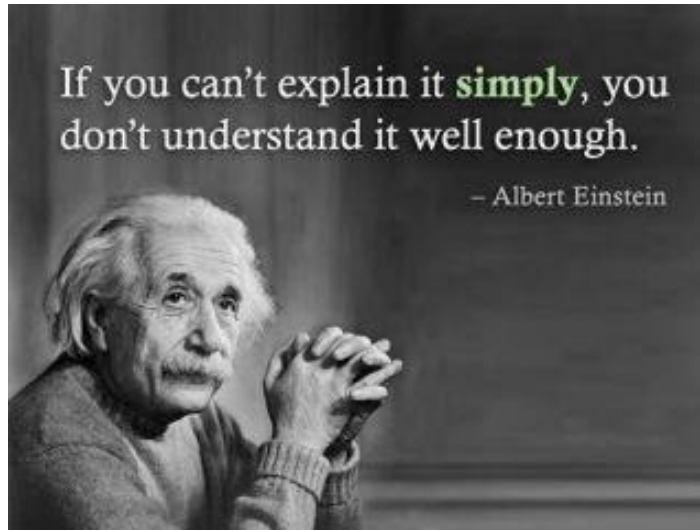> Best Practices:
  How do other SMEs use ITSM?

Implement
and innov
> Technical imp
  ITSM
> Successfully mastering
  change management
> Workshops:
  Modeling and discussing
  change management
  processes
> Best Practices:
  How do other SMEs
  implement ITSM?

CONCLUSIONS

Moving from the development of teams to the development of communities

Source: http://life-coaching-club.com/

EVALUATION

If you can't explain it **simply**, you don't understand it well enough.

— Albert Einstein

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THANK YOU FOR YOUR ATTENTION!

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wien

Dimitris Karagiannis

University of Vienna
Faculty of Computer Science
Research Group Knowledge Engineering
Währinger Str. 29
A-1090 Vienna
Tel.: ++43-1-4277-789 10
Fax: ++43-1-4277-8789 10
Email: dk@dke.univie.ac.at
Web: http://www.dke.univie.ac.at