Business Process Management
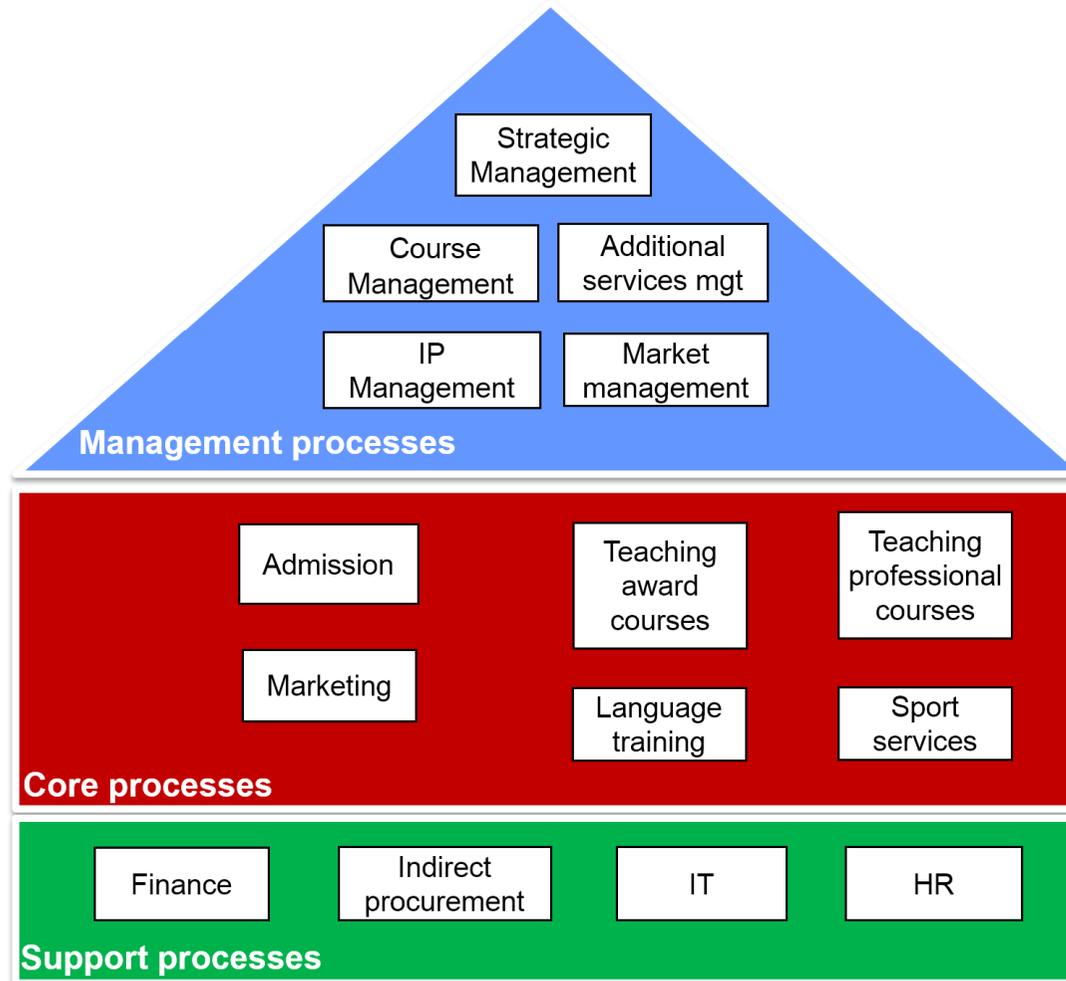
Practice 2: Process Identification

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Process Architecture of a University
Starting Point

Exercise 1

- Enumerate at least two processes or process groups that might be missing in the core layer?

- Specify a value chain for each of the identified core processes

Process architecture of a consultancy firm

A consultancy firm provides consultancy, outsourcing and interim management services. Acquisition of new clients is typically started at networking events 'by partners of the consultancy firm. It is handled according to a fixed procedure, and to maintain a long-term relationship with clients as much as possible, the firm will always try to establish a framework contract with new clients during the acquisition. For existing clients a framework contract does not have to be established. As another form of relationship management, regular meetings are held with existing clients. During these meetings the client's organization is discussed with the client. This enables the client to decide whether additional work should be done to further improve the organization. At the same time this enables the firm to bring in additional assignments.

When a new or existing client shows interest in a consultancy service, an intake is done with the client, using a standard project opening document.

Once the project has been opened (as part of the intake), the relative service can be delivered according to the type of service. For consultancy and outsourcing services, as part of the service delivery, a project team must be created directly after a project assignment was given to the consultancy firm. After a project team is created, there is a kick-off meeting with the client and after the kick-off meeting, the project is executed. The kick-off meeting is the same for each type of project, but the way in which the project is executed differs largely per type of service. At the end of the project delivery there always is an evaluation meeting with the client for quality control.

Among others, the consultancy company has a services department, which takes care of market research for the consultants, manages the leasing of cars and provides secretary services.
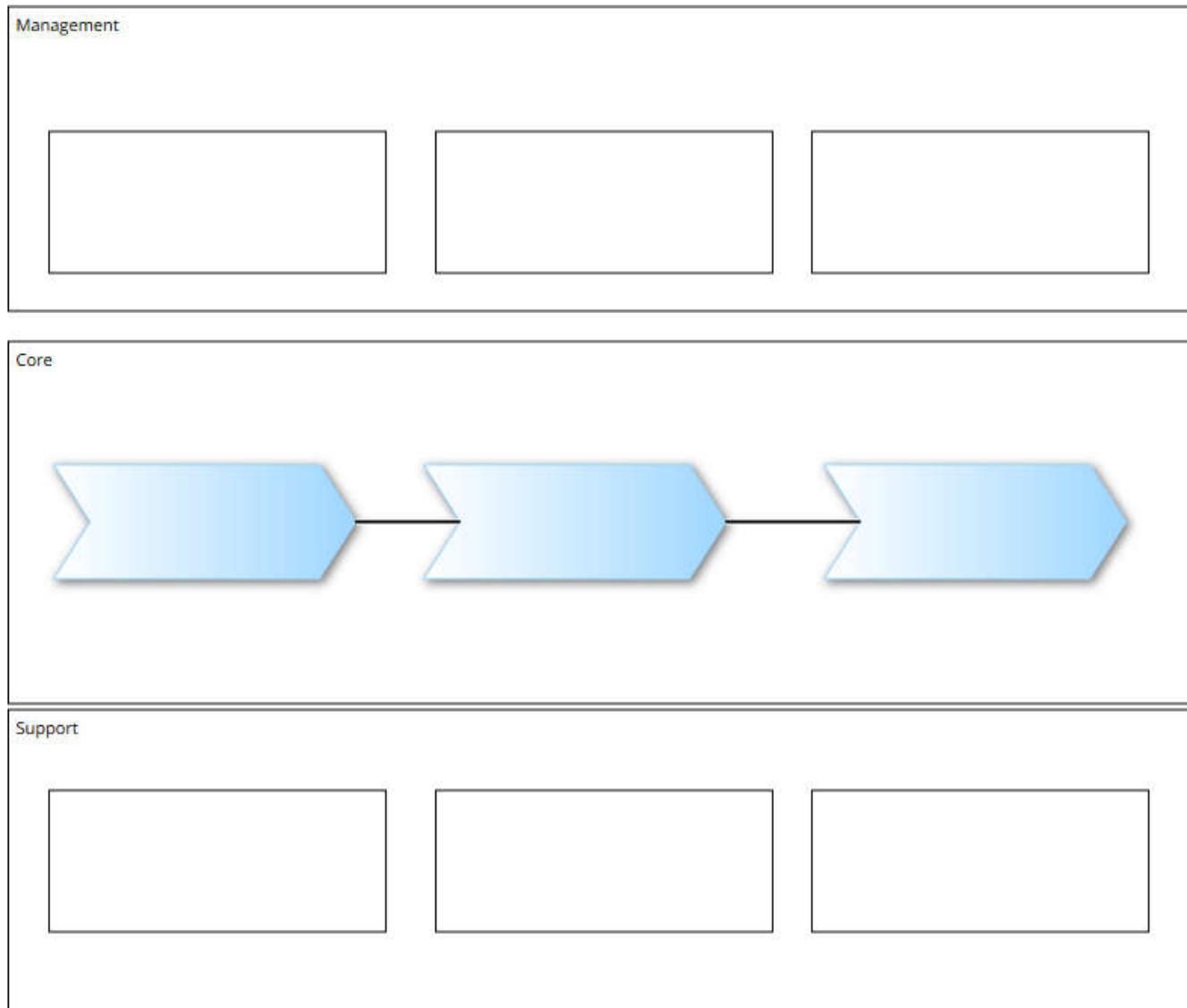
Exercise 2

Design a process architecture for the consultancy company described before:

1. Identify the core, support and management processes, and organize them in a process architecture diagram

2. Design a value chain for the delivery of consultancy, outsourcing and interim management services

Use this template

Management processes
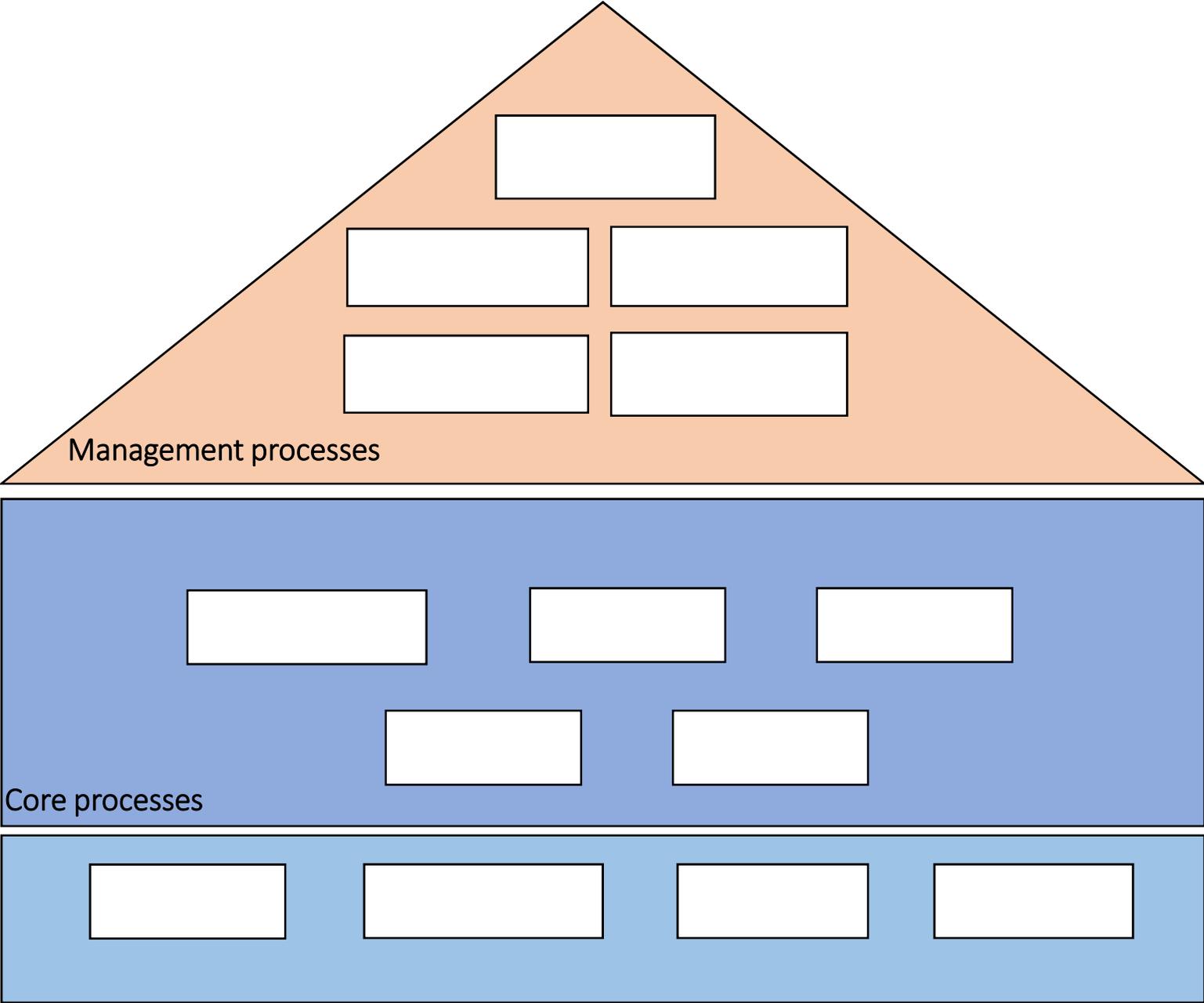
Core processes

Or a Signavio Value Chain Diagram

Exercise 3

- Consider a company that rents construction equipment.
- Enumerate at least 12 processes distributed more or less evenly across management, core and support processes.
- Take some core processes and specify value chains for them.