Value-Driven Process and Project Prioritization:

Basis for Focused Digital Transformation and Business Continuity Planning

by Dr. Mathias Kirchmer and Peter Franz
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Abstract

Process prioritization enables organizations to ensure that the projects and initiatives they invest into are aligned with their organization goals. This enables a value-driven focus of digital transformation and business continuity initiatives, based on the strategy of the organization. The paper describes how the business strategy can be operationalized to serve as the foundation to identify processes with a high impact on the strategy. High impact, low maturity processes are best targets for digital transformation and business continuity initiatives. Projects focused on those deliver most value to the organization. The continuous adjustment of priorities and related project portfolios requires an appropriate digital tool support to enable "what-if" analysis. The prioritization approach is illustrated through case examples.

Keywords: BPM, Business Continuity Planning, Business Process Management, Business Strategy, Digitalization, Digital Transformation, High Impact Process, Maturity Assessment, Process Prioritization, Project Portfolio Management, Strategy Execution, Value Realization

1 Why Do We Need to Prioritize Processes and Projects to Get a Strategy Executed?

To execute a strategy successfully, a focus of improvement initiatives on processes with a high impact on the strategy is required. It is not only important to have a good strategy, but also how to execute it (Kirchmer, Franz 2014) through the appropriate business model and the enabling processes (Scheer 2018). The inability of organizations to effectively execute their strategy is a major factor limiting their success. A company only competes with about 15-20% of its processes (Kirchmer, 2017). Identifying these high impact processes allows you to address process transformations and improvements in the right areas that are most important within the context of your current strategy.

This ensures that your organization focuses efforts on the right processes with the greatest impact on the execution of a business strategy. In a research study, The Gartner Group showed that only 13% of organizations reach their yearly strategic goals (Cantara, 2015). Aligning the performance improvement initiatives to the business strategy is key for achieving business targets. Focusing on the high impact processes can yield best results while minimizing risk. Results are highly company-specific business processes where this really delivers competitive advantages and processes following industry common practices where this is sufficient (Kirchmer, Franz, 2014).
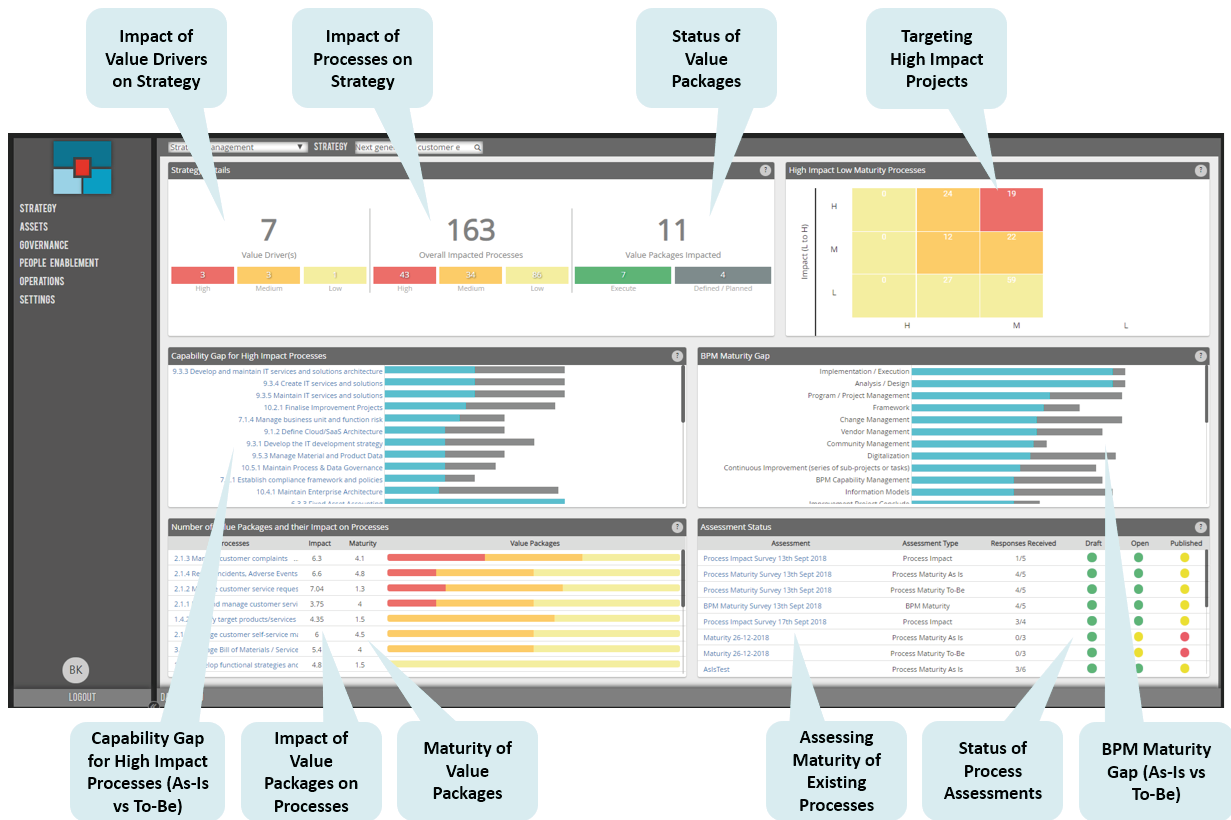

Figure 1: Strategy Management Dashboard

Prioritizing the right processes will improve value and success rate of strategic projects, increase the focus of teams around strategic goals, and build a strong competitive advantage.

When evaluating an organization's strategic initiatives, it is important to assess the impact of the projects and processes to ensure that you achieve best value for your organization. You prioritize projects addressing the high impact, low maturity processes to execute systematically on your strategic goals. These are the processes where improvements have the biggest value potential since the process has a high impact on the strategy, but it currently performs only in or even under the industry average (Kirchmer, Franz 2014). Once you have identified the high impact, low maturity processes and related improvement projects, you can develop a roadmap to get your strategy executed without boiling the ocean (Kirchmer, Franz, 2012).

Transparency over the impact of projects, processes, and their alignment with strategy is required. This can be managed through an appropriate dashboard. An example of such a dashboard, is shown in figure 1.

It helps stakeholders identify improvement and transformation requirements in the context of a specific business strategy and maintain project portfolios aligned with the execution of this strategy.

In the context of project prioritization to enable a strategy implementation, the Hoshin Kanri management approach is sometimes mentioned. This is a seven-step procedure used in strategic planning. Strategic goals are communicated throughout the organization and then turned into action (Jackson, 2006) (Wikipedia 2020). A key component is the "Policy Deployment Matrix" or "X Matrix" that is used to define specific actions, linked to the strategy and related to appropriate metrics. This approach operationalizes the strategy well though a hierarchic break down. However, the actions are not positioned in an end-to-end process context but become part of a more general continuous improvement approach. This can lead to the typical issues of traditional improvement approaches that progress in one area leads to issues in another. Therefore, we expand the traditional Hoshin Kanri thinking to come up with a process-led, pragmatic and effective prioritization approach enabling systematic strategy execution (Benedict, e.a., 2019) (Kirchmer, 2014).

2 Operationalizing Business Strategy as Basis for Prioritization

In order to prioritize processes and projects based on a business strategy, it is necessary to operationalize the strategy so that specific information is available to drive the prioritization approach. This is done using a value-driver tree approach.

2.1 Defining a Value-Driver Tree

A business strategy is, in most cases, too general to translate directly into a clear path for prioritization. It must be further decomposed to establish the areas which your business needs to "get right" to achieve your strategy's business priorities. These areas are known as your business strategy's value-drivers.

By deriving value-drivers from your business strategy, your strategic intentions are effectively transferred into a set of operational, value-oriented business targets (Kirchmer, Franz, 2014). By decomposing your business strategy into value-drivers, you define through simple statements the necessary achievements which are required to make your strategy happen.

The value-driver tree approach allows you to transfer the strategic intent of an organization into value-driven business targets. The first components of your value-driver tree are your business priorities. Your strategy describes your business priorities by outlining the overall direction the company is taking, for example, "High Profitability" or "Sustainable Growth". Your business priorities can then be further decomposed into strategic objectives or goals. These describe the key components of a business priority, for example, "Decrease Operating Expenses" or "Decrease Cost of Goods Sold". From each goal, one or several value-drivers can be identified, establishing the final element of your value-driver tree. These are your business targets, for example, "Optimize Distribution Cost" or "Meet regulatory compliance requirements".

Once you have developed your value-driver tree, there will be multiple sets of value-drivers related to each business objective. It is recommended that your total number of value-drivers is between 8 and 12 to facilitate the following prioritization activities. The relationship between your business priorities, goals, and value-drivers is illustrated by the example value-driver tree shown in figure 2.

The development of a value-driver tree also ensures that all stakeholders are aligned about what the organization has to get right to realize its strategy. This allows a clear communication of strategy direction and focus. Hence, the process of developing the value-driver tree itself provides benefits to the organization.
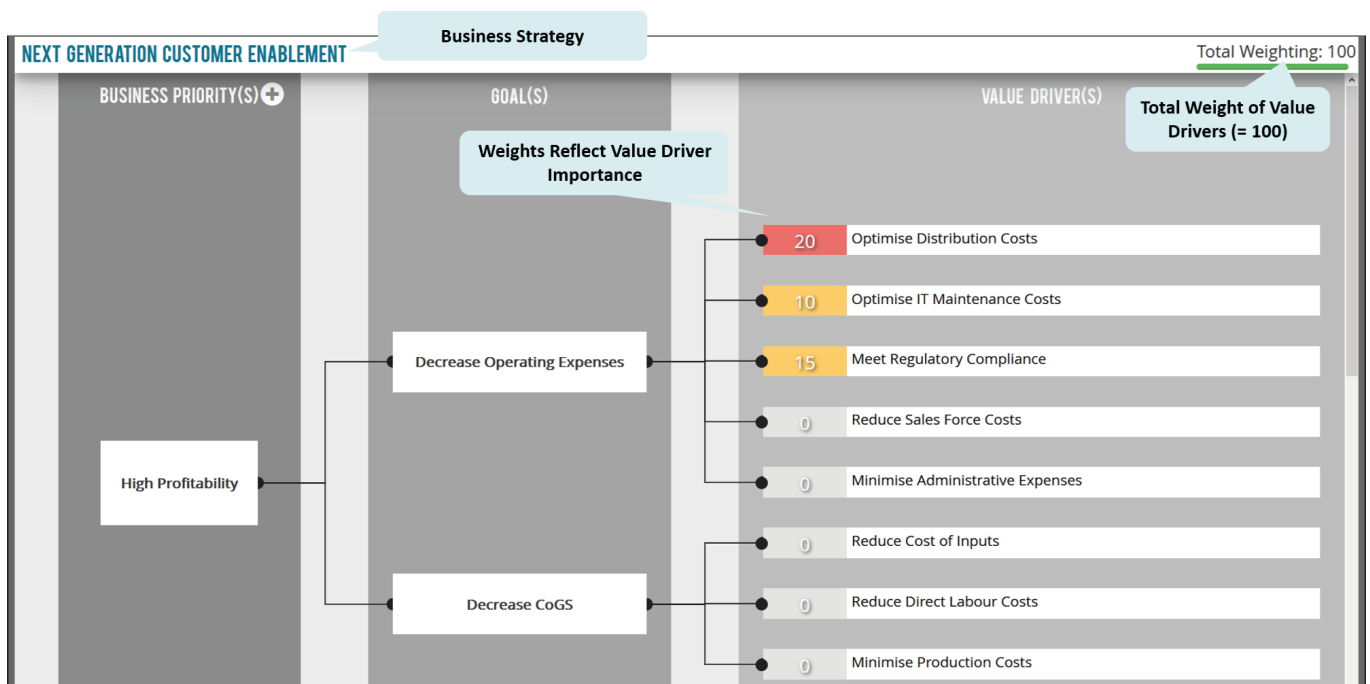
Figure 2: Value-Driver Tree

2.2 Establishing Value-driver Weights

By establishing a value-driver tree, you have transferred your strategic intentions into operational key targets. However, establishing a laundry list of what you must "get right" does not tell you the relative importance of each of those items.

This can be achieved by establishing a value-driver's relative "weight" in accordance with its importance to realizing your business strategy.

The weight of all value-drivers should in combination add up to 100%. As you establish value-drivers, it is not uncommon to come up with quantities greater than the suggested 8 to 12. You may set some value-drivers to weight of 0 in order to keep the number of targeted value-drivers for the following prioritization activities between 8 and 12. It is recommended that you document these zero-weight value-drivers, as they may become more important if the strategy or business environment change. Figure 2 also shows the weights of value-drivers. Note that figure 2 is an excerpt from a value-driver tree, and thus not all value-drivers are shown.

A practical approach to define those weights is a weighting exercise among the key stakeholders. Each one may get, for example, 8 votes that can be distributed across the value-drivers. The number of votes per value-driver can then be converted into the weights.

3 Prioritizing Processes Through Process Impact and Maturity Assessments

High impact processes are most important for executing your strategy. If those also have a low maturity level, they represent a great target for achieving significant value at pace. Those high impact, low maturity processes have the highest priority for improvement initiatives.

3.1 Conducting a Process Impact Assessment

An organization only competes with about 15-20% of its processes (Franz, Kirchmer, 2020), but how does an organization identify those most important processes? In order to prioritize processes, you need to identify them. This is best achieved through a hierarchical decomposition of an organization's core processes.

Process hierarchies are usually defined from the top down, with level-one processes being core end-to-end processes, such as "Order-to-Cash".

Beneath that, level 2 sub-processes, such as "Shipping" are found. At level 3, processes such as "Plan Shipments" or "Develop Customer Service Segments" can be identified. Level 3 processes refer to the level of detail so that, on average, 150-200 process definitions describe the entire organization. This level is detailed enough to obtain differentiated results but high level enough to avoid excessive work efforts and getting "lost in the weeds" (Franz, Kirchmer, 2012).

Those level 3 business processes of an organization are evaluated based on their total assessed impact on the specified value-drivers. For each process, it must be assessed if it has no (0), low (1), medium (2), or high (3) impact on each of the value-drivers. We refer to the resulting matrix as process impact assessment matrix. The 15-20% processes with the highest weighted impact on the value-drivers are considered the high impact processes, while the others are commodity processes. An example of process impact assessment matrix is shown in Figure 3.

In practice, one often finds processes in a "grey area" that are somehow in-between high impact and commodity. In this case, the segmentation is done based on a management decision. For most of those processes it is prudent to include them into the high impact segment (Franz, Kirchmer, 2012).
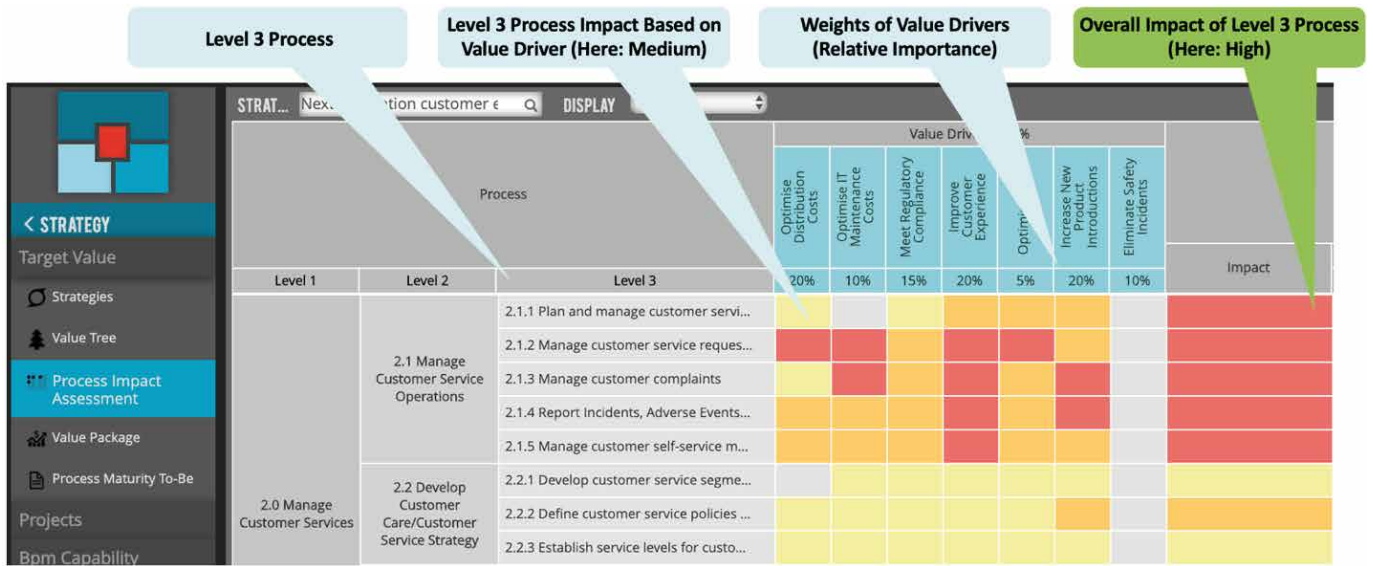
Figure 3: Process Impact Assessment Matrix

3.2 Conducting a Process Maturity Assessment

Now that high-impact processes have been identified, it's important to identify which of those have a low maturity level, thus requiring the most improvement. By conducting a process maturity assessment, organizations can identify the maturity gap of their business processes.

Process maturity assessments help organizations establishing a better understanding of how well a process is executed compared to industry or functional common practices. The maturity level defines if the practices applied in a process are basic, advanced, leading or emerging to next generation practices.

Maturity assessments identify the maturity of current-state processes as well as the desired maturity of future-state processes. The desired maturity depends on the specific strategy of an organization. By comparing the current-state score with the future-state score, we can identify which processes have the largest maturity gaps, hence need most improvement. In Figure 4, we can see the maturity scores, as well as the impact specific processes have on the value-drivers and with that on the strategy.

Processes with the largest maturity gaps need to be addressed with the highest priority. Improvement and transformation initiative focusing on high impact, low maturity processes deliver most value to the execution of an organization's strategy. However, also commodity processes with a significant maturity gap need to be bought at least to an industry average performance. Improvement and transformation initiatives for high impact, low maturity processes justify in general sophisticated optimization and innovation approaches. Commodity processes can be improved by applying common practices, optimization and innovation wouldn't pay off (Kirchmer, Franz, 2014).

Figure 4: Process Impact Assessment Matrix with Maturity Gaps

3.3 Aggregating Process Priorities to the Enterprise Level

After completing the process impact and maturity assessment, we have a better understanding of how mature our processes are, along with which of those have the strongest impact and contribution towards our value-drivers. Leveraging the process hierarchy, we are able to aggregate the process priorities on an enterprise level. This provides an overview over the maturity of the organization's operating model. This information allows a quick evaluation about the transformation needs to the organization; the process impact assessment matrix delivers the details to scope appropriate projects.

Figure 5 shows process impact and maturity for all Level 2 processes of an organization in form of an operating model. Using this information, we can adequately direct our transformation or business continuity efforts towards process initiatives that will benefit the organization the most, in the context of the current strategy.
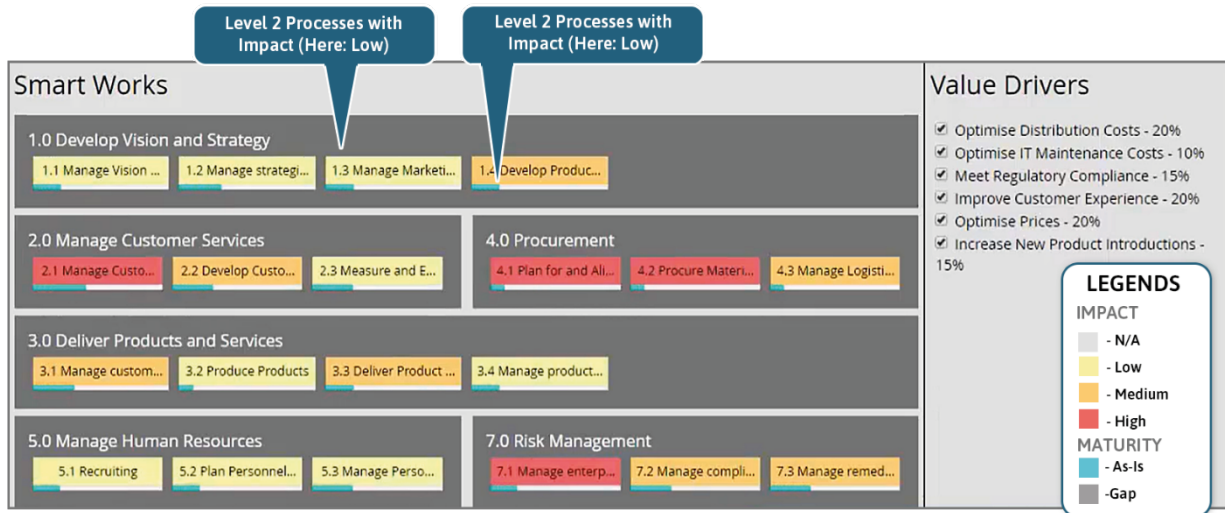
Figure 5: Process Impact and Maturity at the Enterprise Level

4 Prioritizing Projects

Projects providing the greatest benefit to the business at the smallest expense have, in most cases, the highest priority. Benefits are defined through the processes they improve and the impact this process has on value-drivers, hence on the execution of the strategy. The effort for those projects is estimated based on the expected staffing and resource model.

4.1 Defining Process-Led Projects

Once you have conducted both a process impact and maturity assessment, you know which processes are most impactful to your business strategy and which of those have the largest improvement opportunities. These processes can be improved through appropriate projects which we refer to as "value packages". A value package breaks up your initiative into manageable, in most cases 3-6 months long projects with clear definition of their impact on business processes.

A value package can touch one or more business processes. It is defined through a description of process-related activities, anticipated outcomes, business value, as well as timing, resources, and estimated effort required (Kirchmer, 2017). Figure 6 provides a sample value package definition.

Description

The compliance tool is already used in some areas of processing to manage check-in and check-out. It now needs to be rolled out to the remaining areas ad shifts within processing.

Business Value & Impacts

• Reduce / avoid errors.
• Provide data for continuous improvement of Compliance Tool knowledge base to enable continuous reduction of compliance related hold-ups.

Resources

• Involved specialists
• Trainers / SME' & BPM team members
• BPM Team for guidance

Value Package Outputs

• Training for all related people on the Compliance Tool.
• Training on the new process (including what happens in other areas).
• Make compliance tool available to everybody requited.
• Creation of documented Standard of work (SOW).

Timing

• Approximately 2 – 3 months

Issues Addressed

• Reduce document related NCRs by 50%

Expected Effort

Low

Figure 6: Value Package Excerpt from a Recent Digital Transformation Project

Value packages can be segmented into two types: core and enabling. Core value packages are those which deliver direct improvements of business processes. Enabler value packages are projects which support the process performance indirectly, such as building necessary process management capabilities or cleaning up data. Integrating the execution of core and enabling value packages allows to achieve business benefits while building the required lasting process management capabilities (Franz, Kirchmer, 2012).

These capabilities might, for example, support a digital transformation by developing new or modified process management capabilities focused on process-level specifics while digitalizing processes (Kerpedzhiev, e.a. 2020).

Creating value packages enables you to decompose a large digital transformation initiative into several small initiatives. This allows to effectively manage the strategy execution and prioritize delivery of the package with the greatest value for the business strategy.

This helps to achieve fast value while moving towards your business goals.

Value-packages are in most cases defined based on the process impact assessment, other improvement initiatives or monitoring activities, such as process mining. Existing project are captured at the beginning or the prioritization activities.

Figure 7 provides an overview over a business's value packages, indicating how many value packages touch each business processes.

This type of an overview allows to see if the defined projects are aligned with the strategy. We can leverage this as a basis to identify which projects to stop or review, and in what process area a new initiative may need to be launched. If many projects address low impact process, it could be necessary to revise the scope of some of those initiatives or even stop projects. High impact, low maturity processes with no or very few active projects may require the definition of new initiatives. A focused analysis of the specific projects and the impact of the processes they touch guides such decisions.
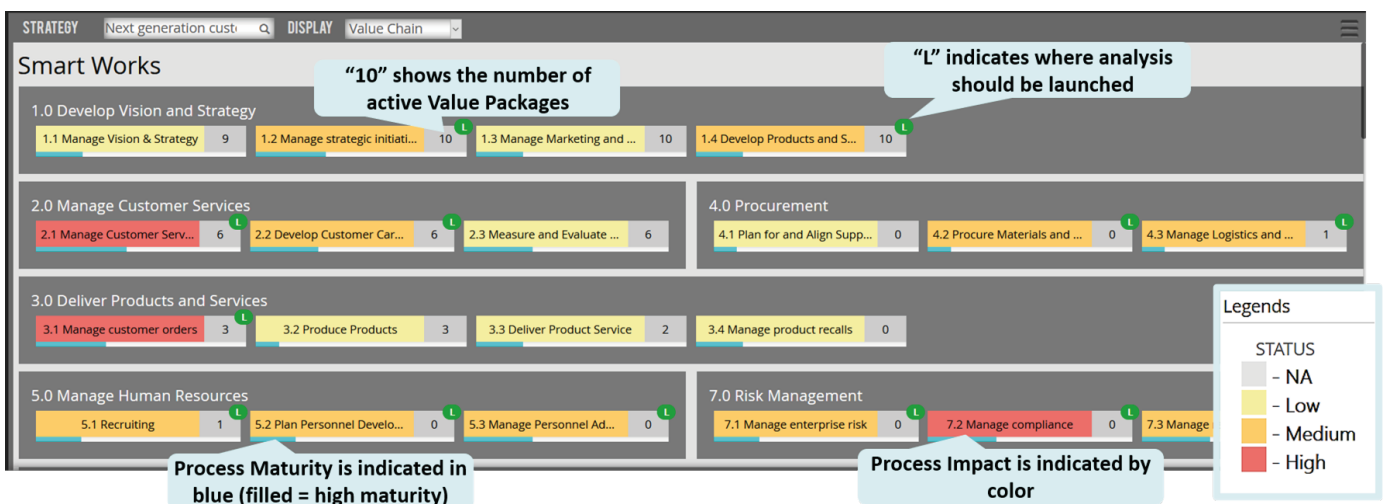

Figure 7: Identifying Impact of Value Packages on Process Areas

4.2 Developing a Process Agenda

Now that we have defined value packages with definitions of their business impact and the effort required, we can begin to segment our projects into execution waves, defining the time frame when the projects will be launched. Result is a "process agenda". Value packages are prioritized in terms of the value which they deliver and the effort which is required. The value is calculated as the value package's impact on the business processes and their impact on the strategy. The effort is estimated based on the process maturity and the expected resources required to increase the maturity level appropriately. In most cases, this is started with a rough high-level estimation which can be refined later on as required.

Value packages are organized into three waves: wave one indicates a project start within the next 1-6 months, wave two follows within the next 6 to 12 months, and wave three serves as a parking lot for future initiatives. Figure 8 visualizes the approach of prioritizing value packages. It is important to keep value packages that are not executed in the next months in wave three so that this information can be used in the next planning round or when the strategy changes and priorities get adjusted. This allows a dynamic adjustments of projects portfolios and the related process agenda.
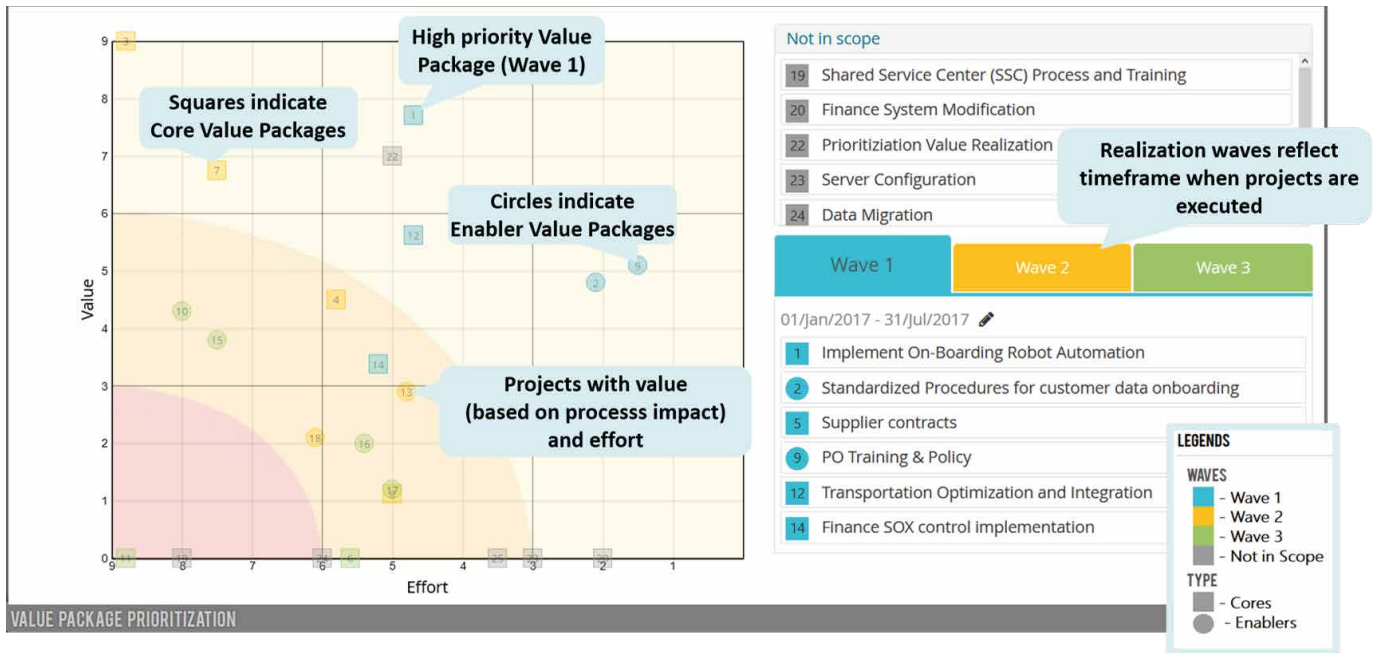
Figure 8: Process Agenda Priority Graph

5 Managing Value-Realization Systematically

Once the process agenda is defined, the value packages and projects need to be executed to realize the anticipated value. A systematic approach to value-realization enables organizations to achieve results faster and at minimized risk. Effective project and execution monitoring capabilities help ensure that the project goals are achieved in the desired quality, on time and on budget. A flexible adjustment of the priorities and the resulting project portfolio enables an ongoing alignment with the business strategy. This must happen on a higher level to detail than operational project management activities.

5.1 Control Project Progress

To ensure that initiatives deliver the benefits they originally intended, an ongoing high-level monitoring of the project progress, including the realized value, is required. This can be done by transferring detailed project plans and status reports into an executive overview as shown in Figure 9. The technique used here is a classical Gantt chart, just on a high level of detail.

This executive overview report identifies the core activities within the project and the resources required to complete them. The realized value is measured based on the performance indicators which describe the relation of each process with the value-drivers. To keep the administrative effort as low as possible, it is recommended to focus this value realization monitoring on those metrics that describe a strong relation between a process and a value-driver. Through this process, you control outcome and used resources of the project, resulting in an effective management of the value-realization.
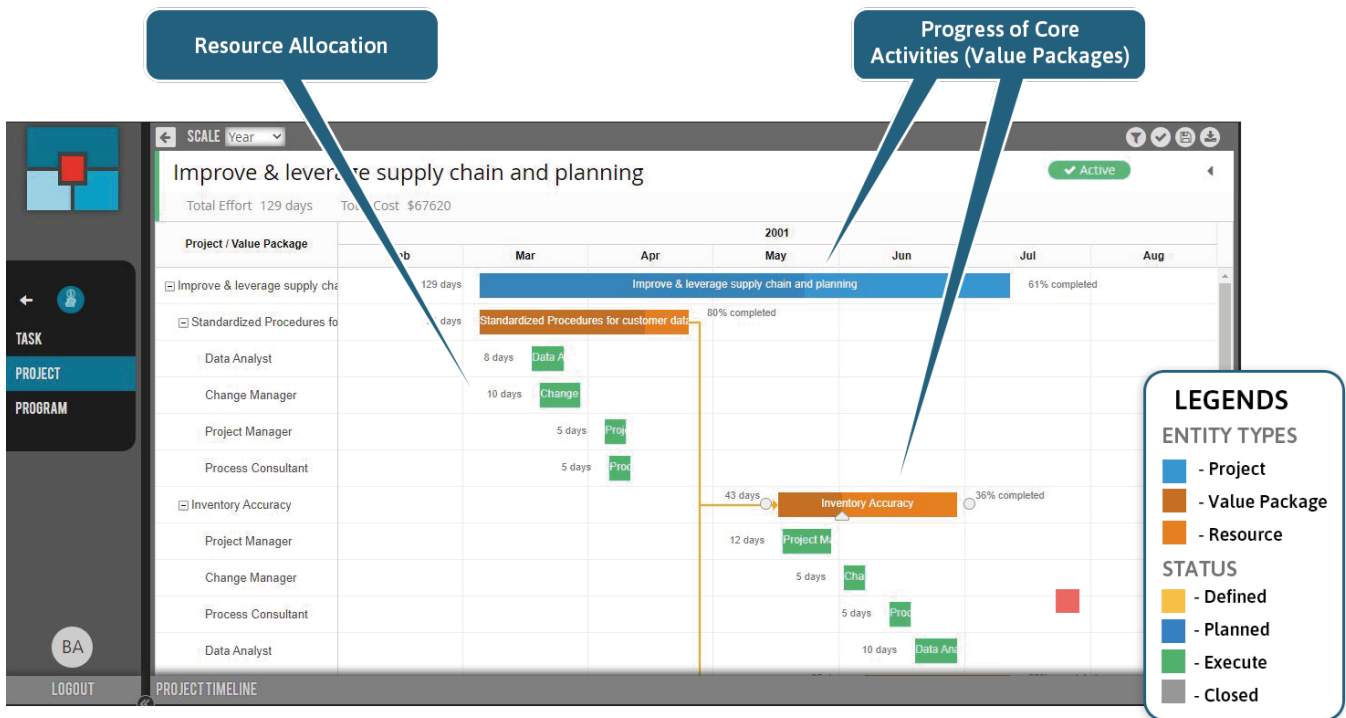

Figure 9: Executive Project Status Overview

5.2 Dynamic adjustment of Priorities

Changes in strategy or the business environment require appropriate dynamic adjustments of priorities and related project portfolios. The result is an updated process agenda. Once the changes in the strategy are defined, the value-driver weights need to be adjusted with shifting priorities. Some value-drivers may even need to be added or existing ones removed, reflecting shifting strategic priorities. As shown in Figures 10 and 11, value-drivers are updated dynamically and with that the resulting priorities.
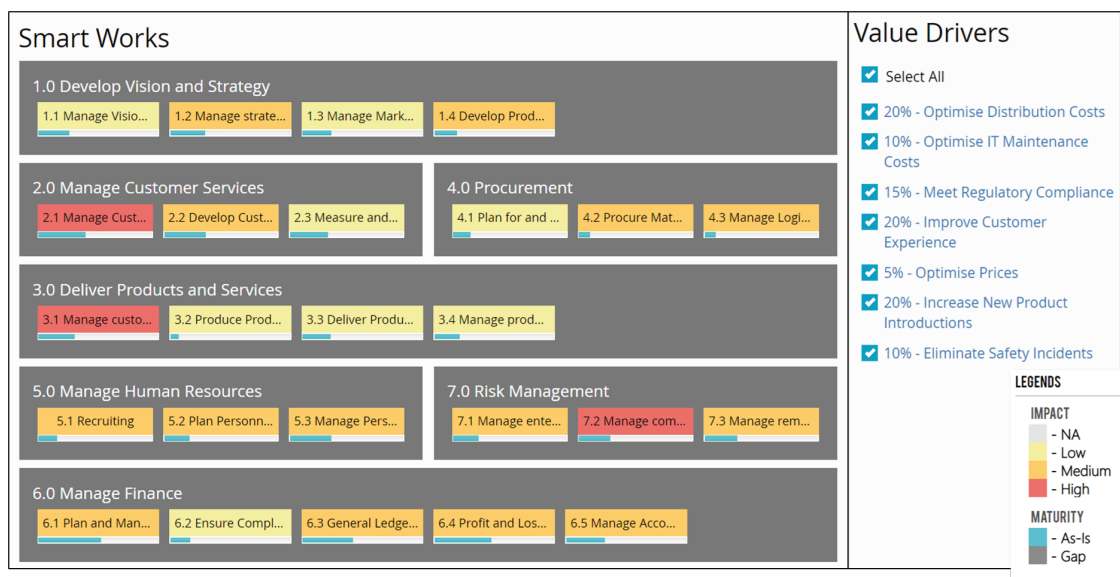

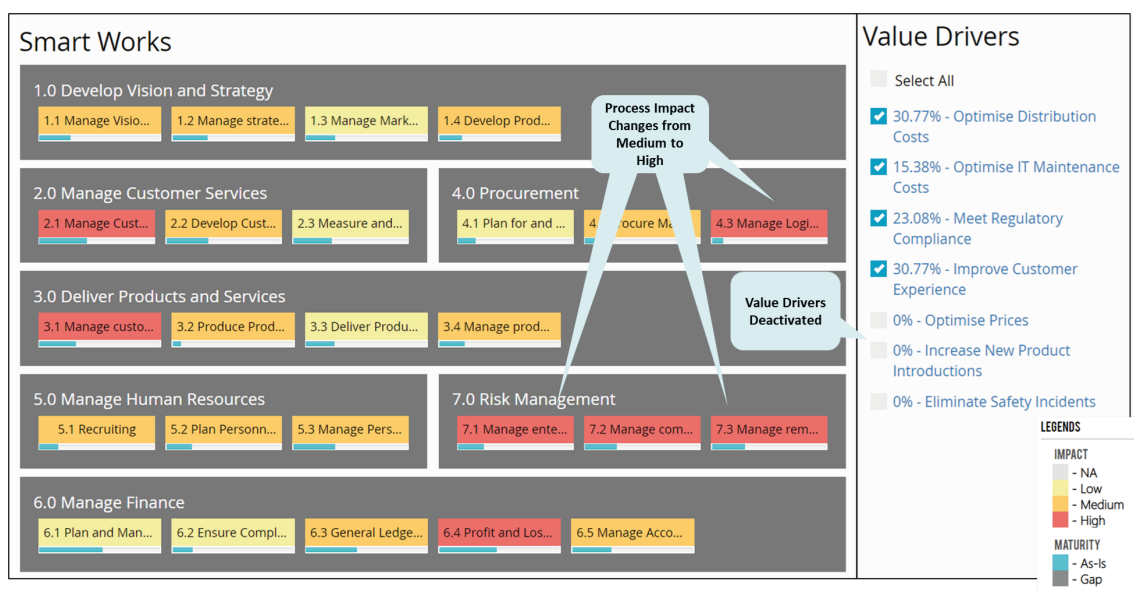**Figure 10: Process Impact with All Value-Drivers Selected**

Figure 11: Process Impact with Value-Drivers Deactivated due to Priority Changes

6 Case Studies

The discussed approach is illustrated using two case studies from two different industries. A biologics organization, headquartered in the USA and a deep-water drilling company based out of Europe.

6.1 Biologics Company

A biologics organization was encountering challenges regarding revenue growth, high costs, and overall business complexity. This organization recognized the need for change and had launched several improvement initiatives. However, it was unclear how and even if these initiatives contributed to their goals and to the overall strategy. Ultimately, it was unclear whether or not they were directing improvements in the right way. A process and project impact assessment helped them to make the appropriate decisions.

The first step was to prioritize their processes. They identified their value-drivers, based on the strategic direction provided by the new CEO and additional input from key stakeholders from operations, marketing, sales as well as research and development. The weights of the value-drivers were defined through voting exercises of the key stakeholders. The result was a balanced view on what the company needs to get right to deliver on its new strategy, described through 8 value-drivers.

Next, they defined their process hierarchy structure to level 3. This was done based on information about their product lines, their functional structure, and by leveraging APQC reference models (APQC, 2020). They ended up with nearly 100 level 3 processes. By linking these processes to the value-drivers by defining the impact of each process on each value-driver, the company identified their high impact processes. These were over 20% of the processes, hence a slightly higher number than expected, based on academic research which suggests 15-20% of high impact processes.

The maturity levels of the different processes were estimated by business experts in the different process areas. This was done using a scale of four maturity levels. This showed how well the company was doing in the specific process areas compared to common and best practices. While this was only a rough estimation, it still showed where high impact processes needed improvements. Addressing those high impact, low maturity processes was key for executing the business strategy.

The definition of the impact of each of the over 20 ongoing projects on the different processes showed that over a third of the improvement activities were focused on low impact commodity processes – which in general even had a medium or good maturity level. On the other hand, there were high impact, low maturity processes not targeted by any improvement initiative at all. Hence, the current improvement initiatives were not sufficiently aligned with the new strategy. In other words, they were often fixing small leaks in the boat, while there was a huge hole that wasn't being addressed.

These findings allowed the executives of the company to re-focus ongoing projects and adjust scopes where required. A few projects were stopped to have more resources for other priority initiatives. An initiative to build their process management capability, including the introduction of a process repository, was added as an enabling project. The definition of the projects as value packages with clearly defined linkage to relevant outcomes help to shape the projects. The result was an updated process agenda with a revised improvement project portfolio, aligned with the business strategy.

The company leveraged the BPM-D Application (BPM-D, 2020) (Kirchmer, Franz, Gusain, 2018) to conduct this process impact assessment and the following prioritization activities. The use of the tool was crucial to facilitate the session to identify value-drivers as well as to support stakeholder discussions about process impact and maturity. The tool is now used to update the process and project priorities regularly twice a year to reflect changes in strategy and business environment.

The major outcomes of this organization's process and project impact assessment are as follows:

- Strategy-based focus, direction and priorities of performance improvement, process management and related activities

- Transparency over high impact and commodity processes as well as their maturity level to adjust focus when necessary

- Performance improvement projects are defined and ready to be executed and enable significant impact within less than a year

- Accelerated roll out of the defined process management discipline, leveraging identified methods, tools, and approaches, including the systematic use of a new process repository

- Ongoing dynamic adjustment of the process and project prioritization leveraging the appropriate tool and approaches.

By prioritizing their processes, this biologics company was able to define a roadmap to execute the business strategy systematically. They direct now their time and effort towards those initiatives that matter most.

6.2 Deep-water Drilling Company

A deep-water drilling company was dealing with several issues within their Procure-to-Pay processes. They suffered from only 55% of their invoices being paid on time, and high invoicing costs. Various teams were working in silos and there was not a clear end-to-end view of the Procure-to-Pay process. The organization set a target of achieving 90% on-time payments and decided to review the overall procure-to-pay process to help improve on-time payments and overall process efficiency.

Earlier initiatives had identified about 200 specific issues, but it was unclear on where to start first. By creating visibility of the end-to-end process, the team was able to identify the key as-is processes. Key stakeholders were also interviewed to verify the process and clarify main issues. This helped identify the most critical root causes.

Based on the processes' impact on timely payment and current maturity – a simultaneous exercise of prioritization helped identify the high impact and low maturity areas of business. This helped drive the next phase of rapid process improvement, by helping focus efforts on the high impact, low maturity areas.

The team held a workshop with key stakeholders to help provide a broad view of the procure-to-pay process. This provided visibility to the core issues within the process, along with their impact on the process.

The workshop yielded 48 improvement actions for the processes, which ultimately resulted in a series of 29 "Mini Projects", the value packages. These packages were then prioritized based on an effort vs benefit analysis. This gave the company a good overview of which value packages to pursue first and allowed them to prioritize packages into three waves. Wave one focused on resolving key source issues. Wave two focused on optimizing the purchase order processing. Wave three focused on continuous improvement.

In a short time of three months, the organization was able to understand the current state procure-to-pay process, shape improvement actions, and develop and initiate the relevant work packages. The result of these work packages was an approximately 25% increase in purchase order and invoice processing efficiency. The total benefits across all work packages produced a projected savings of $7.5 million over two years.

By utilizing process prioritization, the organization was able to identify quick wins, prioritize value packages and projects, and execute their business strategy to address the core issues identified in the procure-to-pay processes. The project also leveraged the BPM-D Application to support the prioritization and planning activities.

7 Integrated Digital Prioritization for Transformation and Business Continuity Management

Process and project prioritization can be handled traditionally using spreadsheets and meticulously updated documentation. However, this leads to significant effort in creating and maintaining the prioritization information over time, as multiple practice cases have shown. An integrated digital tool support addresses this issue and enables a systematic and efficient strategy execution through digital transformation and appropriate business continuity planning. An example for this type of application software is the BPM-D Application which has also been used to create the figures shown in this white paper.

The BPM-D Application is a digital tool developed specifically to facilitate the prioritization of processes and projects to enable a strategy-based digital transformation and business continuity management (BPM-D, 2020) (Kirchmer, Franz, Gusain, 2018). The tool aligns business transformations, consisting of a portfolio of projects, with the goals and strategy of an organization by targeting high impact, low maturity processes. It supports the entire approach presented in this whitepaper.

The BPM-D Application is a fully cloud-based software tool. This allows an efficient and reliable prioritization. It also enables a completely remote handling of the entire prioritization approach. This has shown to be important if people from different locations need to be included. The tool enables the interactive collection of information for the process impact and maturity assessment as well as the use of online surveys.

The described prioritization approach for digital transformations and business continuity management delivers the following key value:

- **Prioritization of Processes and Projects Based on Strategy** – Aligning transformation and improvement initiatives as well as continuity management with business goals and strategy

- **Value-Driven Project Portfolios** – Project portfolios reflect the strategic needs of an organization

- **Systematic and Reliable Value-Realization** – Transparency over the way from strategic priorities to delivered value

- **Fast and Efficient Results** – Focus and transparency lead to the expected outcomes without boiling the ocean

- **Dynamic Adaption to Changes of Strategy and Business Environment** – Rapid adjustment of priorities and project portfolios – as required

- **Simulation of what if scenarios** – To capture the operational impact of change in strategies.

Best value from systematic prioritization of processes and projects enables best value from business transformation and digitalization. Process prioritization guides the business continuity planning and management. An appropriate integrated digital tool support enables the necessary efficiency and flexibility. Process and project prioritization is an important building block of a value-driven process management discipline (Kirchmer, Franz, 2015).

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Peter Franz has been working at the forefront of Business Process Management (BPM) for many years as part of a 30-year career with Accenture. He has a deep understanding of the application of Business Process Management discipline to drive real business results. His career includes education and experience in the use of Information Technology and thus understands the Business / IT interaction from both sides and can help bridge this divide. He is passionate about BPM and its application to real business challenges.

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Alex has been a consultant with BPM-D since 2018. He has developed deep knowledge in the BPM-Discipline methods, tools, and approaches through projects at various client sites. He combines BPM techniques to assess and analyze process issues and implement solutions. His background as a collegiate athlete provides a proven work-ethic, along with a competitive edge to deliver successful initiatives. Alex's team-first approach allows him to create meaningful relationships that generate value for all.

Bernie Kaduthanam
Bernie is a consultant at BPM-D with expertise in BPM-Discipline methods, tools, and approaches. He has worked successfully in process improvement projects. In addition, he has experience in project management and data reporting. He is a creative thinker who utilizes many BPM principles to increase operational efficiency. Bernie's performance-driven nature has motivated him to continuously assess and resolve business problems, while his collaborative nature has enabled him to build trusting relationships with clients and colleagues.

Brendan Preston
Brendan is a consultant at BPM-D with a passion for improving and transforming business processes by aligning people and technology. Brendan has developed a diverse knowledge-base through his experience in the insurance industry, biologics, information technology and logistics industries. Brendan's experience has sparked an interest in the enabling force of digital technology on operational performance. Through BPM-Discipline methods, tools and approaches, Brendan works diligently to identify and realize improvement opportunities within business processes.

About the Authors

Rakesh Gusain
Rakesh Gusain is a Director with BPM-D. He has worked in the Business Process Management (BPM) for the last 10 years, involved in all phases of the BPM lifecycle. He also setup the global BPM Centre of Excellence in his previous role and has a pragmatic ability help clients to execute strategies, keeping in mind the long term vision. His career includes substantial business change across various industries with experience in developing and implementing, process related, frameworks and technologies.

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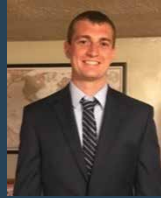
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Scheer America excels as a leading authority in Value-driven Business Process Management. Leveraging our profound knowledge of process management, we empower organizations to attain swift and dependable outcomes. Our expertise lies in connecting business strategies with processes and improvement initiatives to precisely target and realize value, all while establishing a sustainable process management discipline. Through our comprehensive solutions, we enable effective process and data governance, implement process modeling, repositories, and process mining utilizing cutting-edge tools.

Scheer America provides invaluable assistance to organizations operating in diverse industries including Financial, Health, Manufacturing/Technology, Consumer Goods, and more, facilitating their journey towards optimal Process Performance and Digitalization. By establishing and implementing business process management capabilities, we facilitate rapid process improvement and transformation, effectively prepare for intelligent automation, develop stakeholder journey plans, and establish a robust process management discipline. Our consulting and education solutions offer the necessary guidance, ensuring the right organization, governance, and process management tools are in place, including modeling and mining software.

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