

Opportunities to Achieve Process Excellence

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Abstract Business processes are the core of a process-oriented organization. That is why the search for ways of their continuous improvement is an activity that every manager should strive for. The process excellence is precisely what this is, and one way to achieve it is through the implementation of a "Rational Model of Excellence" (RME)

Keywords: Rational Model of Excellence, Business process, Process Organization

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I. INTRODUCTION

In general, we can say that the main determinants for the success of the Rational Model of Excellence (RME) are three. If we use the "three-legged chair" metaphor, we can say that without any "leg", the success of the Rational Model of Excellence is unthinkable (Figure 1).



Fig. 1. Determinants of process perfection

The first condition required to achieve the goals set by the RME model is to achieve "leadership". If we look at the Model as a specific project based on the Business Project Management concept, it is reasonable to ask why leadership has an impact? The answer lies in the fact that the Business Process Management concept requires understanding and support from the entire company management.

As some authors claim, "leadership is a process of influence whose dynamics are determined by the personality of the participants" (Northouse, 2012).

In this case, we believe that the RME model can't achieve its goals without having a leadership of the whole organization. Here we understand not only the management of the organization as a whole but also the management of business processes by the process owners. These people, besides good leaders, must also be good leaders to be able to influence all participants in the business process. Leaders are the ones who have to build a "Center of Excellence" where not only will training be held, but will also generate an informative set of "good practices" for further projects. Leaders need to convince the success of the project and all stakeholders in its realization. Such countries are all suppliers, users and senior management. Success is something that first needs to be accomplished, believing that it is achievable, and then going on the hard way of realizing it. Leaders are at the core of achieving organizational goals (Sirahsky, 2012).

The main goal of the leader, when it is the "process owner", is to create a strong, sustainable culture in the process team that implements a business process that confers corporate values. If the leader is a higher-level supervisor, he / she must ensure that all "business process owners" have adopted the organizational management philosophy and whether they are transferring it into their "business" processes.

The second main determinant of success is so. "project management". Two things are important here. First we need to clarify what the project is in its classical definitions and secondly, why we perceive the Renewable Model as a type of BPM project. For EU project see Anguelov 2013.

The project can be defined as an organized plan aimed at fulfilling certain, non-routine, irrevocable tasks. By analyzing this statement, our aim is to offer a model that, through reclassification and continuous iteration, will improve business process management.

RME is a set of activities aimed at achieving a particular goal for a certain period of time. Some authors say that: "the project is an instrument that exists only for the achievement of certain goals and that is its main characteristic" (Apostolov, 2004), so that the model proposed by us exists entirely to achieve its main goal. In part, these definitions answered the question of why we identify the project update model. The view behind this is that "Rational Model of Excellence is a type of business process management project that is a collection of unique, interconnected activities with a clearly defined start, purpose, and endpoint that serve to improve business process management, led to transformation Functional Units in Processes".

It remains to be clear that project management knowledge is sufficient to implement such a BPM project. Practically, this knowledge is shared by all traditional managers in the business organization. But the answer is

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definitely not. Project management knowledge is only one of the necessary qualities to be possessed.

BPM projects themselves require knowledge in managing change (including behavioral change management, which is the next determinant of success). Stakeholder management skills (leadership in particular, defined in the previous stage) should be included, as well as a thorough knowledge of the Business Process Management concept. But is really important organization must not be monopoly (Hristov 2014)

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II. RATIONAL MODEL OF EXCELLENCE

Rational Model of Excellence is a "process perfection" model, which in turn can serve in organizations with a functional feature of structuring, adopting a process-based approach to management, transforming into process-oriented. Figure 2 shows the "Rational Model of Excellence" (RME).

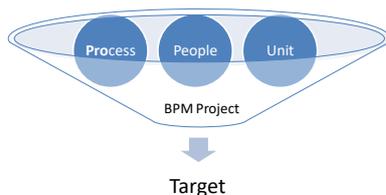


Fig. 2. Rational Model of Excellence

Each project contains basic elements such as purpose, deadline, resources, activities to be carried out, teams carrying out these activities, etc. We could say that the RME has all the basic elements of "classical projects" but refracted through the prism of the BMP concept.

The purpose of the RME has already been mentioned. It is to improve the management of business processes, and thereby to achieve transformation (where it is realized), the

functional structures in process. This primary goal, we can say, is with a permanent statute of limitation, focusing on continuous improvement, business process management, which will lead to continuous improvement of management of the entire organization. The sub-targets in the case of the model are related to the realization of each of its basic elements and will be described as the objectives of the elements.

Element "Processes"

This is the fundamental element of REMS. This element is to model business processes. "Business Process Modeling" is an instrument that will present the structure of the business process. We do not, in any way, oblige or recommend a business process visualization tool, with every organization here free to choose what tool to work with.

The tools for modeling business processes in practice are many. In general, they have to answer the following questions:

- what functions and activities are needed for implementation in order to achieve the objectives set;
- how the individual functions interact and in what order;
- what incoming documents are used and what output documents generate the performed functions;
- what regulation defines the performance of the functions.

Thus, we can say that REMS is a BMI project with a specific purpose and focus.

Element "People"

The second major element of REMS is the "people" element. It serves to illustrate the interaction of roles for the implementation of the business process. It is convenient to use the Role Active Diagrams (RAD).

These diagrams are useful in describing and documenting business processes because they show not only the way the business process takes place, but also who it is doing, and last but not least, the way in which all the roles interact. The chart itself consists of simple symbols of definite significance.

First of all, we need to portray Role. Role represents a set of activities that together achieve a certain goal. Roles are always represented as rectangles. Above each rectangle, the role name is recorded.

Next, we need to indicate what activities each role performs. These activities are displayed inside a rectangle like squares. The interaction between two roles, respectively, between two activities is accomplished by a straight connection line.

The conditions under which certain activities are performed are displayed in a circle. It is also important to highlight the work-improvement activities in RAD, these activities are represented by a triangle, the special feature

of which is that their sequence of realization can be done arbitrarily.

The concentric circles are used for the end of the activity. Lastly, arrows indicate activities that return to the starting state to perform a certain condition, that is, a certain condition is necessary to carry out a particular process.

To illustrate a RAD diagram we will use the interaction between three people - a manager and a chairman and shareholder of an organization. It is necessary to hold a general meeting of the shareholders and managers of the organization. The interaction between these roles is shown in Figure 3.

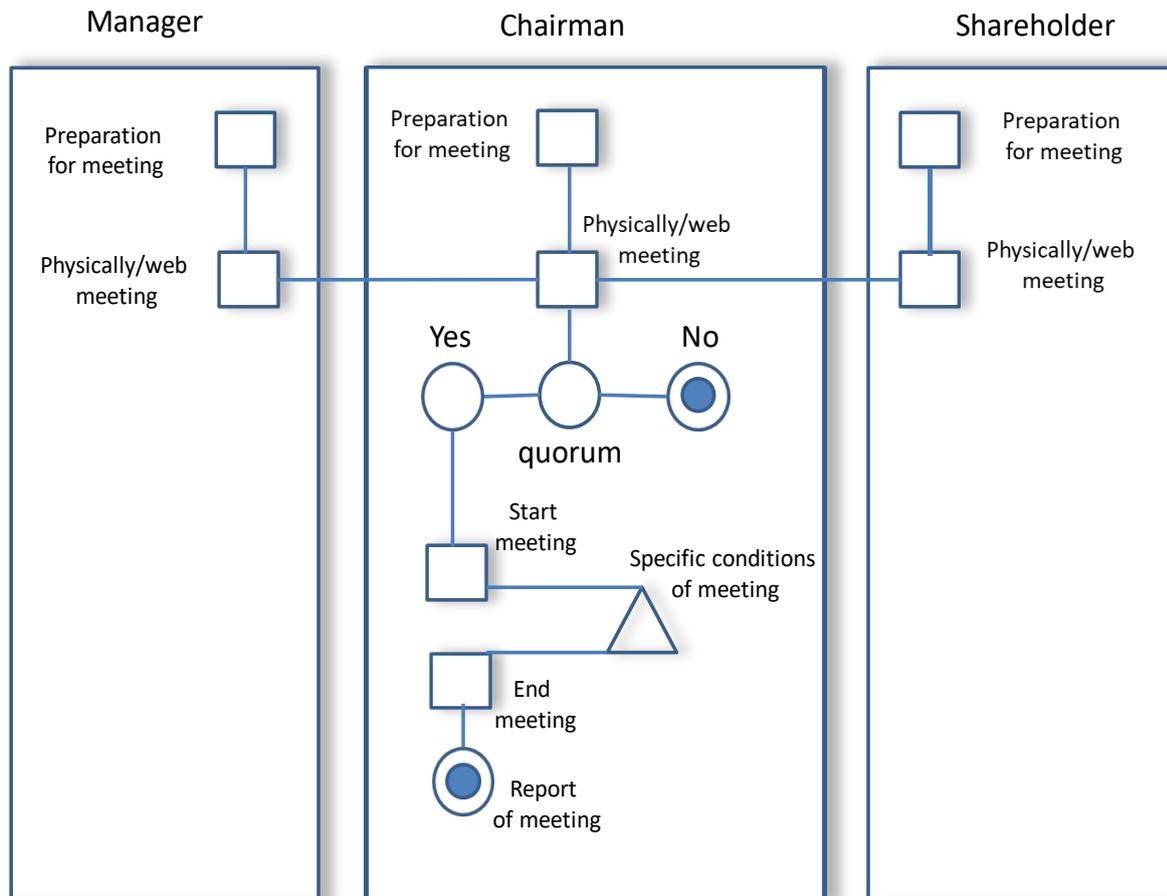


Fig. 3. RAD between three roles

This interaction shows the roles and activities that each role performs to carry out a particular business process (in this case, a meeting). In this way, all the points of contact between the employees and the places where a communication violation may occur. The more transparent and easier the figure is, the more clearly and comprehensibly it will be for the management, its leadership.

In summary, the "People" element shows us how all the participants in the business process interact.

Element "Unit"

The third major element of REMS is the final moment with which we end the real part of the Renewable Model. We need to describe where the improvement of the business process management is done physically in the organization. Specify the unit in which the application of RME is actually performed.

In summary, we can say that the final element is intended to show:

- Where the business process takes place - physically;

- Why the business process takes place - technologically;
- The role of the business process for the overall functioning of the organization.

III. CONCLUSION

To sum up, we can define the main goals of the RME:

- Description and optimization of the content of business processes;
- Clarifying the reasons for the existence of business processes and their constant improvement;
- Define the necessary resources for the fulfillment of the goal, the business processes and the search for ways to optimize them;
- Continuous improvement of the activities that have a useful value for the final result;
- Find ways to overcome the bottlenecks;
- Who participates in the implementation of business processes - prevention of a bulge or lack of staff;
- How Participants Interact - Preventing Ineffective Working Time;
- Where interruption can occur, giving the main reasons for this

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