KOENIG SOLUTIONS · COURSE OUTLINE

Business Process Management (BPM): Methodologies, Modelling and Tools

Model it. Measure it. Improve it. Automate it.

5 Days	40	20	5
DURATION	LEARNING HOURS	SESSIONS	FREE BPM TOOLS

COURSE OVERVIEW

This 5-day programme provides a complete, practical grounding in Business Process Management (BPM) as a discipline for improving how work gets done across an organisation. It covers the full BPM lifecycle, from identifying and prioritising processes, through modelling them in BPMN 2.0, analysing performance and root causes, redesigning and governing them, to automating and continuously monitoring them.

The course combines established methods, including the BPM lifecycle, process architecture, Lean, Six Sigma thinking, value-stream analysis and process maturity models, with structured governance concepts such as process ownership, a BPM Centre of Excellence and process KPIs. Each day includes guided hands-on exercises built around a single running case process. On the final day, participants use freely available BPM tools to model, simulate, document and automate processes, and leave with a practical BPM roadmap for their own area.

WHO THIS COURSE IS FOR

Process Owners & Managers **Business / Process Analysts** **Operations & Quality Managers** **Transformation & Strategy Teams** **Project & Change Professionals** **Digital & Automation Teams** **Audit, Risk & Compliance**

PREREQUISITES

- Working knowledge of how processes run in the participant's own organisation.
- No prior BPM, BPMN or process-modelling experience is required.
- Basic computer skills; a laptop (Windows recommended) is needed for the hands-on tool sessions.

LEARNING OBJECTIVES

What You Will Learn

In this programme you will learn how to:

- Explain BPM principles, the BPM lifecycle and the difference between process thinking and functional thinking
- Build a process architecture and prioritise processes for improvement using value, risk and feasibility criteria
- Model as-is and to-be processes correctly in BPMN 2.0, including pools, lanes, gateways, events and message flows
- Analyse processes using value-added analysis, waste identification, bottleneck analysis and root-cause techniques
- Define process KPIs (cycle time, throughput, cost, quality, customer experience) and set baselines and targets
- Redesign processes using Lean, simplification, automation and customer-centric redesign heuristics
- Design process governance: process ownership, RACI, a BPM Centre of Excellence and a process change-control model
- Lead the people side of process change, including stakeholder engagement, resistance and adoption
- Use free BPM tools to model, simulate, document and automate a business process
- Develop a practical BPM implementation roadmap aligned to organisational strategy

PROGRAMME AT A GLANCE

5 Days, 20 Sessions

DAY	THEME	SESSIONS
Day 1	**Foundations of Business Process Management**	BPM Concepts and the Process-Oriented Organisation · The BPM Lifecycle and Methodologies · Process Architecture and Prioritisation · BPM Maturity and Readiness
Day 2	**Process Discovery, Mapping and BPMN 2.0 Modelling**	Process Discovery Techniques · Mapping Notations and Levels of Detail · BPMN 2.0 Essentials · Advanced Modelling and As-Is Documentation
Day 3	**Process Analysis, Measurement and Performance Metrics**	Qualitative Process Analysis · Root-Cause Analysis · Process Performance Measurement · Quantitative Analysis and Gap Analysis
Day 4	**Process Redesign, Governance and Change**	Process Redesign Methods · Evaluating and Implementing the To-Be Process · BPM Governance and Process Ownership · Change Management and Sustaining Improvement
Day 5	**BPM Tools, Automation and Strategic Integration**	Hands-On: Business Process Modelling Tools · Process Simulation and Measurement · Workflow Automation · BPM Strategy, Centre of Excellence and Future Trends

COURSE SYLLABUS

Day-wise, Session-wise Learning

DAY 1

01

Foundations of Business Process Management

From functional silos to end-to-end processes: what BPM is, why it matters and where to start.

SESSION 1

BPM Concepts and the Process-Oriented Organisation

- What a business process is: inputs, activities, outputs, customers and value
- BPM as a management discipline vs BPM as technology (BPMS)
- Process thinking vs functional thinking; end-to-end processes and hand-offs
- Core, support and management processes
- Benefits of BPM: efficiency, consistency, customer experience, compliance and agility

SESSION 2

The BPM Lifecycle and Methodologies

- The BPM lifecycle: identify, discover, analyse, redesign, implement, monitor and control
- Overview of leading approaches: BPM CBOK, Lean, Six Sigma (DMAIC), Total Quality Management
- Incremental improvement vs radical process re-engineering
- Where BPM fits with ISO 9001 process approach, Agile and digital transformation

SESSION 3

Process Architecture and Prioritisation

- Building a process architecture: value chain, process levels (L0 to L4) and process landscape
- Reference frameworks for process classification (e.g. APQC Process Classification Framework)
- Selecting processes to improve: strategic importance, performance gap, risk and feasibility
- Prioritisation matrix and process portfolio
- **Hands-on:** Draft a level-0/level-1 process landscape for a sample organisation and prioritise three processes

SESSION 4

BPM Maturity and Readiness

- BPM maturity models: levels, dimensions and benchmarks
- Assessing current process performance and strategic alignment
- Common reasons BPM initiatives fail and critical success factors
- **Hands-on:** Rapid BPM maturity self-assessment and introduction to the course running case

DAY 2

02

Process Discovery, Mapping and BPMN 2.0 Modelling

Capturing how work really happens and modelling it in a standard, unambiguous notation.

SESSION 1

Process Discovery Techniques

- Discovery methods: interviews, workshops, observation, document review and system data
- Running an effective process discovery workshop; facilitation and validation
- Defining process scope: trigger, start and end points, outcomes and customers
- SIPOC (Suppliers, Inputs, Process, Outputs, Customers) as a scoping tool
- **Hands-on:** Build a SIPOC for the running case process

SESSION 2

Mapping Notations and Levels of Detail

- Choosing the right map: flowcharts, swim-lane diagrams, value-stream maps and BPMN
- Levels of detail: from high-level overview to step-level procedures
- Modelling conventions, naming rules and readability guidelines
- Linking process maps to business objectives, policies and controls

SESSION 3

BPMN 2.0 Essentials

- BPMN elements: events, activities, gateways, sequence flows, pools and lanes
- Gateway types: exclusive, parallel, inclusive and event-based
- Message flows, data objects, artefacts and sub-processes
- Common BPMN modelling errors and how to avoid them
- **Hands-on:** Model the as-is running case in BPMN 2.0 using a free modelling tool

SESSION 4

Advanced Modelling and As-Is Documentation

- Intermediate events: timers, messages, errors and escalations
- Collaboration diagrams between departments and external parties
- Visualising bottlenecks, hand-offs, rework loops and delays on the map
- Documenting roles, activities, interfaces, systems and business rules
- **Hands-on:** Peer review of as-is models against a BPMN quality checklist

DAY 3

03

Process Analysis, Measurement and Performance Metrics

Turning process maps into evidence: where value is lost, why, and how to measure it.

SESSION 1

Qualitative Process Analysis

- Value-added, business-value-added and non-value-added activity analysis
- The eight wastes of Lean (TIMWOODS) applied to office and service processes
- Hand-off, bottleneck and rework analysis
- Issue register and Pareto prioritisation of process problems
- **Hands-on:** Value-added analysis and waste walk on the running case

SESSION 2

Root-Cause Analysis

- Identifying root causes of process variation and failure
- Cause-and-effect (fishbone) diagram and 5 Whys
- Why-why and cause-effect matrices; validating root causes with data
- **Hands-on:** Fishbone and 5 Whys workshop for the top running-case issue

SESSION 3

Process Performance Measurement

- Process KPIs: cycle time, waiting time, throughput, cost, first-time-right and customer satisfaction
- Leading vs lagging indicators; process vs functional KPIs
- Little's Law, flow efficiency and capacity basics
- Establishing baselines, targets and benchmarks for improvement
- Building a simple process KPI dashboard in a spreadsheet

SESSION 4

Quantitative Analysis and Gap Analysis

- Process simulation concepts: arrival rates, resources, durations and probabilities
- What-if analysis to test improvement options
- Gap analysis and impact evaluation between as-is and target performance
- Using data to support decisions; introduction to process mining concepts
- **Hands-on:** Calculate cycle time and flow efficiency for the running case and identify the gap

DAY 4

04

Process Redesign, Governance and Change

Designing a better process, and the governance and people practices that make improvements stick.

SESSION 1

Process Redesign Methods

- Redesign heuristics: eliminate, simplify, integrate, parallelise and automate (ESIA)
- Customer-journey and outside-in redesign
- Lean techniques: standard work, pull, error-proofing (poka-yoke) and visual management
- Designing controls into processes: segregation of duties, approvals and exception handling
- **Hands-on:** Redesign the running case and model the to-be process in BPMN

SESSION 2

Evaluating and Implementing the To-Be Process

- Comparing as-is and to-be: time, cost, quality and risk
- Building the business case for process change
- Implementation planning: pilots, phased roll-out and quick wins
- Standard operating procedures, work instructions and training material

SESSION 3

BPM Governance and Process Ownership

- Process governance models: process owners, stewards, councils and steering committees
- RACI for processes; roles and responsibilities in process ownership
- Process change control, version management and a central process repository
- Risk and compliance considerations: controls, audit trails and regulatory requirements
- **Hands-on:** Define a governance model and RACI for the running case process

SESSION 4

Change Management and Sustaining Improvement

- The people side of process change: stakeholders, resistance and communication
- Change models (e.g. Kotter, ADKAR) applied to process change
- Linking BPM with quality, Lean, Six Sigma and Agile practices
- Sustaining improvements: control plans, feedback loops and continuous improvement (PDCA)

DAY 5

05

BPM Tools, Automation and Strategic Integration

Hands-on with free BPM tools, then connecting BPM to automation, strategy and the future of process work.

SESSION 1

Hands-On: Free Process Modelling Tools

- **draw.io (diagrams.net)**: quick flowcharts, swim-lane diagrams and BPMN shapes, online or desktop
- **bpmn.io / Camunda Modeler**: standards-compliant BPMN 2.0 modelling in the browser or free desktop app
- **Bizagi Modeler (free edition)**: BPMN modelling, process documentation export to Word / PDF
- **Hands-on:** Model the to-be running case in Bizagi Modeler and export the process documentation

SESSION 2

Hands-On: Process Simulation and Measurement

- Process simulation in **Bizagi Modeler (free edition)**: validation, time and resource analysis
- Running what-if scenarios to compare as-is and to-be performance
- Building a process KPI tracker in **Microsoft Excel or Google Sheets**
- **Hands-on:** Simulate the as-is and to-be processes and compare cycle time and resource use

SESSION 3

Hands-On: Workflow Automation

- Automation options: workflow, BPMS, robotic process automation (RPA), low-code and AI
- Deciding what to automate: automation suitability criteria
- **Microsoft Power Automate for desktop** (free with Windows 10/11): recording and building a simple desktop flow
- **Hands-on:** Automate one repetitive step from the running case, e.g. reading data from Excel and filling a form

SESSION 4

BPM Strategy, Centre of Excellence and Future Trends

- Aligning BPM initiatives with strategic goals and performance management
- Creating a BPM Centre of Excellence: roles, services, standards and methods
- Selecting BPM software for the organisation: modelling, BPMS, process mining and RPA evaluation criteria
- Future trends: intelligent BPM (iBPM), process mining, AI and generative AI in process work
- **Hands-on:** Present a 90-day BPM roadmap for your own area; course recap and knowledge check

HANDS-ON TOOLKIT

BPM Tools Used in This Course

All hands-on sessions use free software, so participants can keep practising after the course.

TOOL	USED FOR	AVAILABILITY
draw.io (diagrams.net)	Flowcharts, swim lanes, BPMN shapes	Free; browser or desktop; no account needed
bpmn.io / Camunda Modeler	Standards-compliant BPMN 2.0 models	Free; browser demo or free desktop download
Bizagi Modeler	BPMN modelling, simulation, Word/PDF documentation	Free edition; free account registration to download
Power Automate for desktop	Desktop workflow automation (RPA basics)	Free with Windows 10/11 for local, attended flows; Microsoft account
Microsoft Excel / Google Sheets	KPI tracker, cycle-time and flow-efficiency calculations	Google Sheets free; Excel if already available

All software used in this course is free to download or use online. Participants should install the tools listed on Day 5 before the course, or use the browser-based options. Tool features referred to are those of the free versions.

WHAT IS INCLUDED

Everything You Need to Succeed

- Koenig course material for every module, plus a BPMN 2.0 quick-reference guide
- Templates: SIPOC, process inventory and prioritisation matrix, value-added analysis, RACI and KPI tracker
- Your own as-is and to-be BPMN models, simulation results and a simple automation flow
- A 90-day BPM roadmap for your own area
- Delivery by certified instructors and subject matter experts
- Course completion certificate from Koenig

ABOUT KOENIG

Who We Are

Established in 1993, Koenig Solutions is a globally recognised training provider with 35+ technology partnerships, 5,000+ training programmes and a network of certified instructors and subject matter experts, supporting individuals and enterprise teams worldwide.

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