Association of
BUSINESS PROCESS MANAGEMENT Professionals

Tony Benedict, President, ABPMP International
ABPMP
BPM Common Body of Knowledge®
(BPM CBOK®) Version 4.0
Webinar

What’s New in Version 4.0
Evolution of Version 3.0

• Version 3.0 launched in Feb 2013

• Collected feedback from members, EABPM, and industry analysts from 2014 through 2017 and updated to version 3.1, but didn’t publish due to advent of newer technologies entering market in late 2017 through 2018
  – RPA, Blockchain, AI, Machine/Deep Learning, IoT

• Waited to establish content foundations in newer technologies, then combined V3.1 with newer technologies and practices in V4.0.

• BPM CBOK v3.0 has been out for 6 years and we took all the feedback over this time as input into v4.0. In addition, we collected what we felt were accepted best practices in all the existing and new content areas that were added to v4.0.
Notes on BPM CBOK

• What is a Body of Knowledge?
  – A collection of all the available knowledge on the currently accepted practices of a topic, including all the published material on the subject.

• What is the Guide to the BPM Common Body of Knowledge?
  – A Guide to the Business Process Management Common Body of Knowledge® (BPM CBOK® Guide) is the globally recognized standard for the practice of business process management. The BPM CBOK® Guide describes business process management knowledge areas, key concepts, and generally accepted best practices (skills and competencies) to guide an organization on process led journey.
The 9 Knowledge Areas are foundational to Business Architecture.
Key Points on Version 4.0

- The BPM Competency Model is aligned to the BPM CBOK Knowledge areas and the knowledge areas are aligned to the BPM Life Cycle Framework.
- From a Career Path Architecture perspective, the focus is on the skills and competencies for business and digital transformation at the technician, manager and leadership levels.
- From a skill and competency development perspective, the focus is on areas that won’t be automated.
- Key skills:
  - Critical thinking, problem solving, communication as they relate to the following.
- Competencies:
  - The BPM CBOK knowledge areas
  - Strategic alignment and execution
  - Business process architecture
  - Leadership/People Mgmt
  - Org Design
  - Change Mgmt
  - Project Mgmt
  - Financial Mgmt
  - Risk Mgmt
  - Business Impact measurement
  - Technology
The BPM CBOK® Version 3.0 vs. 4.0 Overview

Version 3.0

• Included Best practices for all 9 knowledge areas
• Overall approach is business transformation using BPMS technologies
• Technology section stressed that BPMS technologies were pivotal for business transformation
• Didn’t consider other enterprise technologies as part of technology debt in transformation

Version 4.0

• Includes Best practices for all 9 knowledge areas
• Added BPM Life Cycle model for consistency of flow for transformation and aligned knowledge areas to BPM Competency Model and BPM Life Cycle Framework
• Overall approach is addressing business change inclusive of all disciplines:
  – Strategy alignment
  – Business process architecture
  – Leadership/People Mgmt
  – Change Mgmt
  – Project Mgmt
  – Org Design
  – Business Impact measurement
  – Technology as enabler
• Addresses business and digital transformation
• Technology section includes:
  – ERP, CRM, SCM, iBPMS plus
  – RPA, iDBMS, Process Mining, Case Management, Blockchain, AI, Machine/Deep Learning, IoT
BPM CBOK® Version 4.0 Sections

- Defining a BPM Professional
- The BPM CBOK® Versions (2, 3, 4) Evolution
- The BPM Professional – Career Path Architecture
- Overview of the BPM CBOK® Knowledge Areas
- Business Process Management
- Process Modeling
- Process Analysis
- Process Design
- Process Performance Measurement
- Business Process Transformation
- Technology and Transformation
- Process Management Organization and Culture
- Enterprise Process Management
BPM CBOK® Evolution

The BPM CBOK® Versions (2, 3, 4) Evolution:

- All the BPM CBOK® versions are consistent in knowledge area content with the following approach as a driver:
- BPM CBOK® (Knowledge, Skills, Competencies) + Experience → BPM Certification
- The BPM Competency Model® supports this Career Architecture

<table>
<thead>
<tr>
<th>Version</th>
<th>Conveys</th>
<th>Towards BPM Certification</th>
<th>Level</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.0</td>
<td>Knowledge, skills, competencies</td>
<td>CBPP</td>
<td>Intermediate</td>
<td>Process Architect</td>
</tr>
<tr>
<td>3.0*</td>
<td>Knowledge, skills, competencies</td>
<td>CBPA</td>
<td>Entry</td>
<td>Process Analyst</td>
</tr>
<tr>
<td>4.0</td>
<td>Knowledge, skills, competencies</td>
<td>- CBPP</td>
<td>- Entry</td>
<td>- Process Analyst</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- CBPA</td>
<td>- Intermediate</td>
<td>- Process Architect</td>
</tr>
<tr>
<td>Future</td>
<td>Knowledge, skills, competencies</td>
<td>CBPL</td>
<td>Leadership</td>
<td>- Chief Process Architect</td>
</tr>
<tr>
<td>(CBPL BOK)</td>
<td></td>
<td></td>
<td></td>
<td>- Enterprise Business Architect</td>
</tr>
</tbody>
</table>

NOTE: The leadership BPM CBOK will be a separate body of knowledge with a didactic exam.

*CBPA level was introduced in version 3.0 and includes updates to CBPP level.
BPM CBOK® Version 4.0 Sections

- Defining a BPM Professional
- The BPM CBOK® Versions (2, 3, 4) Evolution
- The BPM Professional – Career Path Architecture
- Overview of the BPM CBOK® Knowledge Areas
- Business Process Management
- Process Modeling
- Process Analysis
- Process Design
- Process Performance Measurement
- Business Process Transformation
- Technology and Transformation
- Process Management Organization and Culture
- Enterprise Process Management
Leadership Pipeline Pyramid

- **Leaders** (1%)
  - C-Level Strategy & Communication
  - Enterprise design view
  - Organizational savvy
  - Cross-functional facilitation
  - **BPM Certification – CBPL®**

- **Managers** (9%)
  - Design & Methodology
  - Business Knowledge
  - People Management
  - Team Building
  - **BPM Certification – CBPP®**

- **Technicians** (90%)
  - Technical skills (domain areas)
  - Social/Interpersonal Skills
  - Design
  - **BPM Certification – CBPA®**
## BPM Competency Model™

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Primary Responsibilities</strong></td>
<td>Entry Level</td>
<td>Middle Manager</td>
<td>Senior Leader</td>
</tr>
</tbody>
</table>

### Background

<table>
<thead>
<tr>
<th>Education/Certification</th>
<th>Bachelors/ CBPA®</th>
<th>Bachelors and/or Masters/ CBPP®</th>
<th>Masters/ CBPL™</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Experience</td>
<td>&lt;1 year</td>
<td>&gt;4, &lt;10 years</td>
<td>&gt;10 years</td>
</tr>
</tbody>
</table>

### Business Process Management Competencies

<table>
<thead>
<tr>
<th>Process Modeling, Analysis &amp; Design (New Solution Design)</th>
<th>Beginner</th>
<th>Intermediate</th>
<th>Advanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process Methodology</td>
<td>&lt;1 Methodology</td>
<td>2 or less Methodologies</td>
<td>&gt;2 Methodologies</td>
</tr>
<tr>
<td>Process Measurement &amp; Management (Performance Measurement)</td>
<td>Basic identification &amp; Measurement</td>
<td>Benchmarking</td>
<td>Advanced Benchmarking and Integration into Corporate Strategy</td>
</tr>
<tr>
<td>Change Management &amp; Facilitation</td>
<td>Beginner</td>
<td>Intermediate</td>
<td>Advanced</td>
</tr>
<tr>
<td>Technology</td>
<td>&lt;1 Implementation, Any technology</td>
<td>&lt;5 Implementations, Any Technology</td>
<td>&gt;5 Implementations, Any Technology</td>
</tr>
</tbody>
</table>

### General Business Competencies

<table>
<thead>
<tr>
<th>Individual and Leadership Behavior</th>
<th>Participates on Team</th>
<th>Participates and Leads Small to Medium Size Teams</th>
<th>Leads Large Teams</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solutions Delivery</td>
<td>Participates on Team</td>
<td>Participates and Leads Small to Medium Size Teams</td>
<td>Leads Large Teams</td>
</tr>
<tr>
<td>Business &amp; Financial IQ</td>
<td>ROI</td>
<td>Benchmarking &amp; ROI</td>
<td>Benchmarking; ROI, Corporate Scorecard</td>
</tr>
</tbody>
</table>
Example of Changing Paths in Job Advancement

Department Level
- Business Analyst
- Business Intelligence Analytics
- Database Architect
- Business Architect
- Chief Executive Officer
- CIO; VP, Enterprise Architecture
- Chief Operations Officer; VP, Supply/Operations/Chain, Operational Excellence

Cross Functional
- Data Analyst
- Process Architect
- Data Architect, Solution Architect
- Business Intelligence Analytics
- Data Scientist
- Business Intelligence Architecture

Enterprise Level
- Chief Process Architect
- Business Analyst
- Process Analyst
- Business Intelligence Analysis
- Analytics
- Data Scientist
- Design & Architecture

Value Chain Management
- Value Chain Management
BPM CBOK® Version 4.0 Sections

- Defining a BPM Professional
- The BPM CBOK® Versions (2, 3, 4) Evolution
- The BPM Professional – Career Path Architecture
- Overview of the BPM CBOK® Knowledge Areas
- **Business Process Management**
- Process Modeling
- Process Analysis
- Process Design
- Process Performance Measurement
- Business Process Transformation
- Technology and Transformation
- Process Management Organization and Culture
- Enterprise Process Management
Business Process Management

STRATEGY EXECUTION – BPM LIFE CYCLE

Integrated Life Cycle Model for Business / Digital Transformation

- Starts with BPM Life Cycle Model Framework and explains each Phase from Strategy to Execution content to show scope and breadth of change
- Introduce Process Organization early (instead of later)
  - **Phase 1**: New section that focuses on aligning Process to Strategy and Goals
  - **Phase 3**: Process Transformation, Process Organization
  - **Phase 4**: This is new section based on BPM Life Cycle and covers Organizational Design, Job training, Technology go-live and stabilization
  - **Phase 5**: Enterprise Process Management
Strategic Alignment

Design & Plan

Execute, Measure & Improve
STRATEGY EXECUTION – BPM LIFE CYCLE
Integrated Life Cycle Model for Business / Digital Transformation

Competencies In Organizations

Enterprise Process Governance

Project Management / Change Management, Communication

Process Performance Management

Enterprise Architecture – Business Architecture

Business Architecture / Process Architecture

Business Analysis / Process Engineering / Design

Solution Architecture Development / Configuration

Quality Management / Assurance

Centers of Excellence / Competency Centers

Organization Change Management

IT Change Planning / Management

Knowledge Management

ABPMP International
DESIGN: FROM STRATEGY TO EXECUTION – BPM LIFE CYCLE FRAMEWORK

Integrated Life Cycle Model for Business / Digital Transformation

**PHASE 01**
ALIGNMENT TO STRATEGY & GOALS

**PHASE 02**
ARCHITECT CHANGES

**PHASE 03**
DEVELOP INITIATIVES

**PHASE 04**
IMPLEMENT CHANGES

**PHASE 05**
MEASURE SUCCESS

---

Organizational Design

- Product & Service Design
- Enterprise Architecture
- Business Architecture
- Portfolio, Program & Project Management
- Business Planning
- Solutions Architecture
- Solutions Development
- Business Analysis

---

**Design:** Design: From Strategy to Execution – BPM Life Cycle Framework

Integrated Life Cycle Model for Business / Digital Transformation
Alignment is identifying which primary processes will drive customer value based on strategy of organization.

- Entirely new section in Version 4.0
- Added internal and external factors influencing business change
- **Internal**: Bring in Porter’s Value Chain model and Strategy Maps for aligning Strategy
- **External**: Bring in Porter’s 5 Forces and SWOT models for aligning Strategy
BPM CBOK® Version 4.0 Sections

• Defining a BPM Professional
• The BPM CBOK® Versions (2, 3, 4) Evolution
• The BPM Professional – Career Path Architecture
• Overview of the BPM CBOK® Knowledge Areas
• Business Process Management
• Process Modeling
• Process Analysis
• Process Design
• Process Performance Measurement
• Business Process Transformation
• Technology and Transformation
• Process Management Organization and Culture
• Enterprise Process Management
Includes the following sections:

- **Business process modeling**
  - Added process repository & tools
  - Introduce Business Architecture

- **Business process analysis**
  - Introduce Process mining
  - Process maturity at organizational and process level

- **Business process design**
  - Added McKinsey MDI and value of design on business

- **Process Performance Management**
  - Added Balanced Scorecard and
  - 3 Levels of performance measurement
BPM CBOK® Version 4.0 Sections

- Defining a BPM Professional
- The BPM CBOK® Versions (2, 3, 4) Evolution
- The BPM Professional – Career Path Architecture
- Overview of the BPM CBOK® Knowledge Areas
- Business Process Management
- Process Modeling
- Process Analysis
- Process Design
- Process Performance Measurement
- Business Process Transformation
- Technology and Transformation
- Process Management Organization and Culture
- Enterprise Process Management
STRATEGY EXECUTION – BPM LIFE CYCLE
Integrated Life Cycle Model for Business / Digital Transformation

- Includes the following sections:
- Technology and Transformation (new)
- Added Definition of business and digital transformation, business versus technology enabled change
- Added Chief Digital Officer content
- Added Technology as enabler section
- Added EA intro, Business Architecture and Business Capability Development & tools
- Added Business Model Canvas, Porter’s Competitive Strategy model
- Added Coherence Premium definition for selecting and prioritizing business capabilities
STRATEGY EXECUTION – BPM LIFE CYCLE
Integrated Life Cycle Model for Business / Digital Transformation

- Includes the following sections:
  - Added Enterprise Technologies content for ERP, CRM, SCM and BPMS
  - Show evolution of BPMS to iBPMS with Advanced Analytics (Big Data), Dynamic Case Management, and Process Mining
  - Added newer technologies: RPA, Blockchain, AI, Machine/Deep Learning, and IoT as related to BPM
  - Added case examples for each where available (mostly supply chain related)
STRATEGY EXECUTION – BPM LIFE CYCLE
Integrated Life Cycle Model for Business / Digital Transformation

- Includes the following sections:
- Shows concurrency of EA disciplines with Business Architecture
BPM CBOK® Version 4.0 Sections

- Defining a BPM Professional
- The BPM CBOK® Versions (2, 3, 4) Evolution
- The BPM Professional – Career Path Architecture
- Overview of the BPM CBOK® Knowledge Areas
- Business Process Management
- Process Modeling
- Process Analysis
- Process Design
- Process Performance Measurement
- Business Process Transformation
- Technology and Transformation
- Process Management Organization and Culture
- Enterprise Process Management
### STRATEGY EXECUTION – BPM LIFE CYCLE

Integrated Life Cycle Model for Business / Digital Transformation

<table>
<thead>
<tr>
<th>PHASE</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Alignment to Strategy &amp; Goals</td>
</tr>
<tr>
<td>02</td>
<td>Architect Changes</td>
</tr>
<tr>
<td>03</td>
<td>Develop Initiatives</td>
</tr>
<tr>
<td>04</td>
<td>Implement Changes</td>
</tr>
<tr>
<td>05</td>
<td>Measure Success</td>
</tr>
</tbody>
</table>

#### Includes the following sections and content:
- Building a Process organization and culture
- Leadership development
- Culture change
- 3 Levers of Organizational change and engagement
- Process Driven Organization
- Added Organizational Change
- Added Organizational Design
- Added Project Management
- Added Change management
- Added Financial and Risk management
- BPM CoE

---

**Chapter 7: Process Transformation**
- 7.0 Introduction
- 7.1 Transformation: Beyond Improvement
- 7.2 Executive Commitment
- 7.3 Change management: Getting the staff behind transformation
- 7.4 Getting Ready for Process Transformation
- 7.5 Transforming the business: reaching optimization
- 7.6 Sustaining Optimization
- 7.7 Key Concepts

**Chapter 8: Process Organization**
- 8.0 Introduction
- 8.1 The Process-Driven Organization
- 8.2 From Hierarchical Structures to the Process-Driven Organization
- 8.3 Process Management Roles
- 8.4 Governing Bodies
- 8.5 A Summary Discussion
- 8.6 Key Concepts
DESIGN: FROM STRATEGY TO EXECUTION – BPM LIFE CYCLE FRAMEWORK

Integrated Life Cycle Model for Business / Digital Transformation

PHASE 01
ALIGNMENT TO STRATEGY & GOALS

PHASE 02
ARCHITECT CHANGES

PHASE 03
DEVELOP INITIATIVES

PHASE 04
IMPLEMENT CHANGES

PHASE 05
MEASURE SUCCESS

Business Planning

Organizational Design

Product & Service Design

Business Architecture

Portfolio, Program & Project Management
STRATEGY EXECUTION – BPM LIFE CYCLE
Integrated Life Cycle Model for Business / Digital Transformation

- Includes the following content:
  - Organizational Design
  - People plan
  - Change Management plan
  - Business process implementation plan and benefits realization plans.
- Acknowledges need for concurrent Data – data models (conceptual, logical and physical) and Technology (Application & Infrastructure)
• Includes the following sections:
• Shows concurrency of EA disciplines with Business Architecture during Phase
STRATEGY EXECUTION – BPM LIFE CYCLE
Integrated Life Cycle Model for Business / Digital Transformation

- Includes the following content:
- Implement Org Design & Job Role changes
- Implement Process change & Job training
- Implement Technology Go-Live
- Stabilize Technology & Monitor Process Performance
BPM CBOK® Version 4.0 Sections

- Defining a BPM Professional
- The BPM CBOK® Versions (2, 3, 4) Evolution
- The BPM Professional – Career Path Architecture
- Overview of the BPM CBOK® Knowledge Areas
- Business Process Management
- Process Modeling
- Process Analysis
- Process Design
- Process Performance Measurement
- Business Process Transformation
- Technology and Transformation
- Process Management Organization and Culture
- Enterprise Process Management
STRATEGY EXECUTION – BPM LIFE CYCLE
Integrated Life Cycle Model for Business / Digital Transformation

- Includes the following section and content:
  - Enterprise Process Management
  - Added Collaboration
  - Customer centered measurement
  - Added process repository management
  - Added Process Maturity measurement for organization and process
  - Added Benefits realization and Balanced Scorecard
  - Added content on transformation as a journey not destination

Chapter 9: Enterprise Process Management
  9.0 Introduction
  9.1 Transitioning to Enterprise Process Management
  9.2 Current state: Assessing Process Maturity
  9.3 Process Enablement
  9.4 Process Governance
  9.5 Business Process Management Roadmap
  9.6 Process Management Center of Excellence
  9.7 BPM Integration in Support of Process Management
Points to remember about the BPM CBOK Guide

- Strategy matters only when it can be executed to create value for the customer.
- It’s all about the processes that create value for the customer.
- Business and digital transformation must focus on the customer journey.
- People matter the most in a process-focused culture.
- When you follow the BPM life cycle, it doesn’t end at phase 5. It starts all over again in phase 6.
- Embrace change and have fun!
Notes on BPM Certifications

CBPA

- Certification exam questions are taken from the knowledge areas contained in the BPM CBOK

CBPP

- Certification exam questions require you to apply your knowledge and experience to the knowledge areas in order to answer the exam questions.

NOTE:

- ABPMP will add more questions based on the new BPM CBOK content to both the CBPA and CBPP exam banks with target of Q3 – Q4 2020 updates.

- In the meantime, the content in the current exams is still relevant for taking the exams.

- ABPMP will send out an email announcement with adequate lead time prior to when new questions are added to exam banks.

- In the meantime, both BPM CBOK V3.0 and V4.0 can be used to study for current exams.
Participation in Committees

• Certification Committee
  – CBPA Young Professional Chair
    • Subcommittee
  – CBPP Professional Chair
    • Subcommittee

• Courseware Committee
  – BPM CBOK 4.0
  – CBPA/CBPP Prep Courses
  – BPM Training & Education (Continuing Education for BPM Certified Professionals)

• For More information:
  – ABPMP.ORG: Resources ➔ Committees
  – Click on “Volunteer Committee Descriptions and Open Positions”
Thank You

Questions?