Achieving sustainable development by integrating it into the business process management system (BPM)

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EuroAsiaSPI 2015
Ankara, Turkey – 2. 10. 2015
The full article is available in conference proceedings published by Springer:


Citation info:

What are we trying to answer?

- Are **business process management (BPM)** and **sustainability management (SM)** complementary and **HOW** can they be integrated?

- **Which existing BPM related standards could be used** to integrate sustainability into organization?
Let’s sync terminology

- BPM in reality is ...

Process identification and modelling (some AS-IS and already some TO-BE)

Process Measurement (AS-IS) or direct implementation of previously identified processes

Process improvement (TO-BE) or skip this phase

Continuous process management or skip this phase
Let’s sync terminology

- **Sustainability management is ...**
  - Sustainability is an integrated approach to ecological, social and economic impact issues (both internal and external), which leads to long term, sustainable profit growth

- ... juggling with all three dimensions at once
The ancient definition of sustainability

The old Turks believed the idea of “respect for the fire and for the ancestors”. Also, they carried the idea of “all parts of the nature have spirit” and believed the “Goodness Gods in the 5tharmament and Badness Gods in the underground” and “the spirit that sleeps in the trees, valleys, hills, forests, rivers, water sources, fire moon, stars sun and in the nature”.

"Shaman" wears a mask and puts on animal figures made of metal, during the ritual. Shaman wears clothes and a conical hat, which have some symbols and which carry some special meanings, and beats the drum or plays the tambourine. And the jumps, springs, begs, grumbles interesting words and rubs, until contacting with the spirits. Sometimes, he faints and falls down.

Shamanism influenced the Buddhism and Confucius, which are philosophical religions and also the religions of Islam, Christianity and the religion of Jew. Even it influenced the creation legend of Greek Gods.

Yaşar Çalli who likes the fire, the alcoholic drinks, the woman and the horse, was born under the influence of Sagittarius; he looks like the Centaur (the head of human with the body of horse) from which the Greek Civilization created Esatir.

So, a Greek artist Lita Mavrogeni who admires Anatolia and “Işığın Sövarileri” and who likes the horse, shares the same way with Yaşar Çalli.

Yaşar Çalli paints this painting for Erkal Zenger’s “Post modern ŞAMANİZM, ALEVİLİK ve Halk ozanları” book.

Bu tablo Erkal Zenger’in “Postmodern ŞAMANİZM, Alevilik ve Halk ozanları” adlı kitabı için, Yaşar Çalli tarafından yapılmıştır.
The challenge is... 

- The challenge is: integrate SUSTAINABILITY MANAGEMENT into company while:
  - ensuring survival of the company (in financial terms)
  - maintaining integrity of its MS (management system)
Issues and obstacles

- Too many standards
- Voluntary implementation
- No vision
- No motivation
- No awareness
- No knowledge
- MS not working
What can happen?

What can happen if sustainability related standards/initiatives are implemented in a company 'ad-hoc'?

- Social responsibility
- Environmental initiatives
- Management system based on ISO9001
- Production/services
What do we want?

- Integrated system!
  - = working **ecosystem** within a company with all sustainability dimensions covered
Top-down approach:

- **First things first!**
  - VISON, GOALS, OBJECTIVES, STRATEGY, TACTIC
- A suggestion: BMM (Business Motivation Model)
  - = structured way to define management-related concepts

BMM is a standard released by OMG – Object Management Group
Give me an example!

**Ends:**

Vision: “To become the best electrical tools maker in the European Union”.

**Sustainable vision:**

“To become the best electrical tools maker in the European Union with lowest quantity of electronic waste and most natural resources preserved”.

**Desired result:**

Goals: Qualitative description, for example: “New tool model launched every year, bigger number of units sold”.

**Sustainable goals:**

Same as above + “less resources used, lower water and carbon footprint, less units on the junkyard, more serviced units”

Objective (quantitative description): “To increase sales of tool units by 10% by 2016”.

**Sustainable objective:** “To reduce the amount of energy spent for production for 5% by 2016 while maintaining sales volume”
Summary: Using MEANS, we achieve business goals.

Mission: “Designing and producing electrical tools”.

Sustainable mission: “Designing, producing electrical tools and providing renting services”.

Course of action:

• Strategy: “Producing of electrical tools for professionals, who can order personalized package of attachments”
• **Sustainable strategy:** Same as above + “providing a service where professionals can borrow tool attachments”
• Tactic: “Selling them as many tool attachments as possible”.
• **Sustainable tactic:** Same as above + “Providing tool attachment exchange service and battery renting service”

Directive:

• Business policy: (usually unstructured): “If the tool is broken, buy a new one”,
• **Sustainable business policy:** “If the tool is broken, rent a new one”
• Business rule: (usually structured): “Return policy of tools: within warranty period”
• **Sustainable business rule:** same as above + “return old tool (if it still works) or battery anytime and rent a new tool or battery”
- Add sustainability related key-process areas (EA)
How? (3)

- Refine processes

2nd level: Key process 3.5. Reusing materials

3.5 Reusing materials

3.5.1 Accepting used batteries

3.5.2 Dissasembling and sorting

3.5.3 Warehousing of sorted materials

3.4 Production
Process 3.5.1 Accepting used batteries

Product user

- Battery return policy

Company's customer service department

- Yearly
- Product registration received

- Informing customers/resellers about batteries return policy

Company's return centres

- Accepting the batteries
- Check the type
- Weight
- Calculate bonus
- Send to dissassembly unit

Company's dissassembly unit

- Receipting batteries
- Sort
- Dissassemble

A letter with bonus

Send customer a bonus
### Which methods are useful?

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<th>Sustainability related action/task</th>
<th>BPM related standard / approach</th>
<th>Usefulness</th>
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</thead>
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<tr>
<td>Redefining vision, mission, strategy, tactics of an organization</td>
<td>BMM (Business Motivation Model)</td>
<td>Strategic concepts can be defined in the form of clear structure and related to processes</td>
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<tr>
<td>Redefinition of processes – high level</td>
<td>Process maps (ARIS tool process landscaping)</td>
<td>High level sustainability related processes can be presented</td>
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<tr>
<td>Redefinition of processes – low level</td>
<td>BPMN (Business Modelling Notation) Process</td>
<td>Sustainability related activities can be clearly defined and incorporated in business processes (operations level)</td>
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<td>Maintaining sustainable organization</td>
<td>PDCA cycle (Plan-Do-Check-Act)</td>
<td>Continuous monitoring and improvement of sustainability related processes</td>
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<td>Automating sustainability related processes</td>
<td>BPMS (Business Management Systems) Process</td>
<td>Less complex automation of sustainability related processes (in comparison with traditional software development)</td>
</tr>
</tbody>
</table>
Who will do it? Related ECQA Job Roles

Sustainability manager

Applied S. and CSR manager

Business Process Manager

Innovation Manager

Social responsibility manager

Management systems, people management and change management related topics
Example of integrated job role(s)

Suggested learning paths:

- **U1: Understanding sustainability**
  - Learn more about sustainability
  - Applied Sustainability and CSR manager

- **U2: Technical Resource Efficiency Management**
  - Learn more about ISO 26000
  - Social responsibility manager

- **U3: Social Responsibility**
  - Learn more about diversity realated issues
  - Diversity manager

- **U4: Sustainability and Eco-Design**
  - Learn more about innovations
  - Innovation Manager

- **U5: Management for Sustainability**
  - Learn more about MS deployment
  - Business Process Manager more LSSA
Example of integrated job role(s)

ECSM:
- U1: Understanding sustainability
- U2: Technical Resource Efficiency Management
- U3: Social Responsibility
- U4: Sustainability and Eco-Design
- U5: Management for Sustainability

ECBPM:
- U1: Process oriented management
- U2: BPM & IT
- U3: Human aspects

Learn more about MS deployment
Visit: www.leadsus.eu
THANK YOU!

The project has been funded with support from the European Commission. This publication – presentation – reflects the views of the author – the LeadSUS consortium – and the Commission cannot be held responsible for any use which may be made of the information contained therein.