

Process in action

Xerox

Update

Xerox creates a continuous learning environment for business transformation. The company's transformation by 'Leadership through Quality' has allowed it to focus on the processes that contribute to success, to rationalise work and to leverage the great resource of its people.

Xerox's new market is significantly different than the one it pioneered. The company is moving from a stand-alone, analogue, copier business to a digital-technology-based, network-computing-related document services business. This means it will be dealing with different customers, different decision-makers, different competitive models, different customer requirements and different ways of selling.

The idea behind business process architecture is to devise a high-level model of the enterprise in process terms, showing the composition and relationships of the processes by which work is done.

Of course, there are multiple ways of looking at architecture in a business. Xerox is now defining its various architectures: technology architectures, data architectures, application architectures, product architectures, and so on.

Xerox Business Architecture (XBA) is made up of seven enterprise-level processes, which are then broken down into fifty sub-processes. The whole point in creating this XBA model was to establish a basis for moving forward with integrated coordinated and successful business process management. The XBA model captures and institutionalises the organisational learning about the core processes that make up the company.

The 'Business Process Board'

Another essential component is a strong structure for governance. This is being set up in the form of a 'Business Process Board' that brings together senior management with the managers assigned a championship role for one or more of the core process areas. Meanwhile, well-respected second-tier managers are being named as 'process-owners' for specific end-to-end core processes and made accountable for productivity improvement through process innovation.

The future of process management at Xerox

The ability to learn and progress in process management will become increasingly important to Xerox as it pushes beyond its basic level of competence to pursue the promising avenues of opportunity envisioned in its overall mission. Xerox is enthusiastic about the concept of document based process management not only because it seems to provide a more rational basis than other approaches, but also because it positions process change as something Xerox is uniquely qualified to do.