Erfolgreich und nachhaltig Prozesse standardisieren

Implementierung eines Process-Governance-Modells bei der Lufthansa Technik AG

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• Graduate Research Assistant and PhD student at the University of Bamberg and Research Associate at Frankfurt School of Finance & Management
• Research interests:
  • Business process standardization
  • The human side of business process management and standardization
  • Process standardization acceptance by employees

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• Head of IQ MOVE Process Center at Lufthansa Technik AG
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• Chairman of Process Management Alliance e.V.
Content

The current situation and its challenges

The concept to tackle the current problems

FAR+ implementation procedure – Action Design Research

Process change acceptance
Business Segments of Lufthansa Group

- **Passenger Transportation**
  The Group’s airlines rank among the world’s leading carriers.

- **Logistics**
  Lufthansa Cargo – One of the world’s leading cargo carriers in international air traffic.

- **Lufthansa Technik**
  Maintenance, Repair, Overhaul
  Lufthansa Technik – Leading provider of MRO services in the world’s airline business.

- **Catering**
  LSG Sky Chefs – World’s largest provider of airline catering and integrated in-flight solutions.

- **Other activities**
  Lufthansa Flight Training
  Lufthansa AirPlus
  Lufthansa Industry Solutions (and many more)
Lufthansa Technik Group

- 795 customers worldwide
- 3,290 aircraft under exclusive contracts
- 32 subsidiaries and affiliates worldwide
- 4,337 billion Euros in revenue*
- 20,085 employees worldwide*

*Lufthansa Technik AG Germany and 21 consolidated companies of Lufthansa Technik Group in 2014; employees as of 31.12.2014
Lufthansa Technik has become a world wide network
Our Starting Position: The Dilemma of Cross-References

Have you already read all procedures?

and further regulations not considered yet

140 pages per document

QMH-Part 1

1
2
3
...
 ...
30

30 QM regulations à 10 – 25 pages

QMH-Part 2

Procedures

WF
WD
TQ
...
...
TB

360 Procedures à 10 – 25 pages

Supplements

1
2
3
...
...
34

34 Supplements à 10 – 25 pages

inter-
divisional
Procedures

Have you already read all procedures?
The Vision of our Management System IQ MOVE

With IQ MOVE was the aim of replacing the previous Lufthansa Technik management documentation achieved.

The documentation consisted of:
1. Quality Management Handbook (QMH Part I)
2. QM-Regulations (QMH Part II)
3. Procedure Instructions
4. Environmental Handbook and Procedures
5. Occupational Health and Safety Procedures,

The vision:
To find all relevant procedures quickly and easily!

Dr. Thomas Stüger,
Chairman Product, Services & IT
Lufthansa Technik AG
Member of the IQ MOVE Review Board

“The key performance indicator of IQ MOVE is acceptance by the employees...Everybody should find the information held in procedures quickly and easily.”
Increasing Maturity of Management System and Processes

PDF-based Quality Management Handbook with Procedures and Supplements

2000

Process-oriented management system with numerous process versions within LHT Group + LHT Standards for LHT AG

Near Future

One common standardized LHT Group Process

Shared Services

Competence Centers

LHT Group Processes with process-oriented company structure

Increasing maturity of management system and processes

2010
Growing process complexity needs to be handled within LH Group to increase effectiveness - a clear understanding of roles is needed.
Three major challenges exist, that have to be overcome

1. Missing support for group-wide process-orientation and standardization
2. Unclear assignment of “accountability” and “responsibility” for process definition, improvement, coordination, and execution
3. Slow decision-making processes, low execution speed and quality
Agenda

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Process change acceptance
The clearly defined accountabilities and responsibilities are at the core of the Framework for Assignment of Responsibilities (FAR+).

- **Design**
  - Process Domain Owner
  - Process Owner
  - Process Architect
  - Process Manager

- **Execution**
  - Line Manager
  - Administrative Responsible

- **Accountable for**
  - Process domain strategy
  - Process definition, improvement and coordination
  - Process definition and improvement
  - Inter-org unit coordination of process instances
  - Process performance
  - Budget fulfillment
  - Role assignment to employees
  - Target agreement
  - Personnel development
  - Signing contracts and issuing power of attorney
  - Execution of activities in processes of assigned roles
A process instance can be location-, product-, or customer-specific.
For a successful realization of the framework’s benefits, it is essential to establish structured and purposeful communication.
Agenda

The current situation and its challenges

The concept to tackle the current problems

FAR+ implementation procedure – Action Design Research

Process change acceptance
Action Design Research

1. Problem Formulation
   - Principle 1: Practice-Inspired Research
   - Principle 2: Theory-Ingained Artifact

2. Building, Intervention & Evaluation
   - Principle 3: Reciprocal Shaping
   - Principle 4: Mutually Influential Roles
   - Principle 5: Authentic and Concurrent Evaluation

3. Reflection & Learning
   - Principle 6: Guided Emergence

4. Formalization of Learning
   - Principle 7: Generalized Outcomes

Sein et al. (2011)
Action Design Research

1. Problem Formulation
   - Principle 1: Practice-Inspired Research
   - Principle 2: Theory-Ingrained Artifact

Identification and elaboration of field problem:
- Increasing complexity due to internationalization to be managed
- Weak perception of ‘process owner’ as management role
- Missing assignment of process and disciplinary responsibility to management roles
- Non-uniform implementation of cross-linking of processes and structure

3. Reflection & Learning
   - Principle 3: Reciprocal Shaping
   - Principle 4: Mutually Influential Roles
   - Principle 5: Authentic and Concurrent Evaluation

4. Formalization of Learning
   - Principle 7: Generalized Outcomes

Action Design Research

Reciprocal Shaping:
Project team consisted of BPM experts at LHT and university researchers. One researcher was onsite at LHT during the project.

Mutually Influential Roles:
- Initial design of the role concept as artifact by project team
- Discussion of the initial concept
- Evaluation of the concept in the context of a test process using an exploratory case study approach to collect feedback on the influence of the role concept on BPS and in its applicability to practice
- Further improvement of the concept by the project team

Authentic and Concurrent Evaluation
- Continuous evaluation of concept within the project team and test process while defining further details
- Several cycles to define the concept

Kettenbohrer et al. (2013)
Action Design Research

Guided Emergence

- Circular discussion of the concept with university researchers
- Circular discussion of the concept with project review board consisting of LHT managers

Action Design Research

1. Problem Formulation
   - Principle 1: Practice-Inspired Research
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2. Building, Intervention & Evaluation
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   - Principle 4: Mutually Influential Roles
   - Principle 5: Authentic and Concurrent Evaluation

4. Formalization of Learning
   - Principle 7: Generalized Outcomes

Generalize Outcomes
- Generalized formulation of the concept
- Specialized application of the concept to LHT organizational context
- Discussions about the generalizability of the concept with several other companies (e.g., Airbus, Olympus or Berenberg)

## Agenda

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Die zugehörigen Folien sind in dieser Präsentation nicht enthalten, da das entsprechende Paper momentan noch unter Begutachtung ist.
Die Folien können aber ab Mitte April bei Janina Kettenbohrer (janina.kettenbohrer@uni-bamberg.de) angefragt werden.