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Implementing Business Process Management and Operational Excellence to Strengthen Operational Process Control at PT Doa Suryo Agong

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ABSTRACT

(1) Background: Incomplete process documentation, reliance on individual practices, and weak links between performance indicators and managerial action can undermine operational consistency and the resolution of recurring problems; (2) Purpose of the Study: This community engagement initiative aimed to strengthen process management and operational control capabilities at PT Doa Suryo Agong through BPM Process Mapping and Operational Excellence; (3) Methods: A six-hour participatory workshop was conducted on September 20, 2026, at D'Joglo Bercakap, Nganjuk, Indonesia. It combined presentations, discussions, process analysis, and group activities covering current-state mapping, pain-point diagnosis, future-state design, control planning, management boards, and A3 problem solving; (4) Results: The workshop introduced a practical framework connecting process visibility, performance control, managerial decisions, improvement, and standardization. It linked process mapping with standard work, key performance indicators, daily management, escalation, and root cause analysis. Changes in participant competence and operational performance could not be established because assessment and follow-up implementation data were unavailable; (5) Conclusions: The initiative provides a practical foundation for structured process management and operational control. Pre- and post-tests, artifact assessment, and implementation monitoring are needed to evaluate its effectiveness.

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1. INTRODUCTION

Business Process Management (BPM) conceptualizes processes as sequences of activities that require systematic understanding, management, evaluation, and improvement. In organizational practice,

process management extends beyond workflow design to encompass the maintenance of process knowledge, role clarity, data integrity, decision-making, and cross-functional coordination to ensure consistent execution. Systematic reviews of BPM identify challenges associated with changing business environments, technological developments, human factors, knowledge management, and the need to bridge academic inquiry and practical organizational needs (Ahmad & Van Looy, 2020; Berniak-Woźny & Szelągowski, 2022; Schmitt & Hörner, 2021; Szelągowski & Berniak-Woźny, 2024).

Process improvement therefore requires more than the production of process diagrams. Schmitt (2021) demonstrates that business process improvement can draw on multiple approaches to strengthen process adaptability. More recently, Milani and Lashkevich (2026) show that improvement opportunities may arise at the level of entire processes, process fragments, or individual activities and should be matched with appropriate redesign options. Process mapping should thus serve as a diagnostic instrument and a basis for decision-making, rather than merely as a documentation exercise.

Operational excellence, in turn, requires mechanisms that embed improvement within routine management practices. Lean daily management, for example, emphasizes performance visualization, abnormality management, leadership involvement, and follow-up as key elements in sustaining lean practices (Nicholas, 2023). Research also indicates a strong relationship between lean practices and operational performance, although their relationship with financial performance requires more careful measurement (Dieste, Panizzolo, & Garza-Reyes, 2021). These findings underscore the importance of linking operational key performance indicators (KPIs) to managerial action and, subsequently, to business outcomes.

PT Doa Suryo Agong served as the partner organization in this community engagement initiative. Based on the workshop materials, the need to strengthen process management was framed around several operational conditions: process knowledge concentrated in individual employees, incomplete process documentation, unclear or inconsistent roles, nonstandardized handoffs and approval procedures, and operational data that were not consistently translated into performance indicators. Such conditions may create dependence on specific individuals, variability in outputs, rework, difficulties in tracing the causes of problems, and decision-making that relies more heavily on individual judgment than on process visibility.

To address these needs, the initiative was designed as a practice-based workshop. The first session focused on BPM process mapping, covering the selection of priority processes, development of a process charter, current-state mapping, pain-point diagnosis, future-state design, and preparation of a control plan. The second session built on these outputs to introduce an operational management system incorporating KPIs, daily management, escalation procedures, abnormality management, and A3 problem solving. This approach is consistent with training-based community engagement practices that combine instructional sessions, discussion, hands-on activities, and evaluation to strengthen partner capabilities (Halim et al., 2024; Lubis et al., 2024; Syahroni, Suwidagdho, & Hananto, 2024).

The initiative aimed to: (1) enhance the partner organization's practical understanding of end-to-end process management; (2) develop its capacity to identify process pain points and control points; (3) introduce the connections among processes, KPIs, daily management, and escalation procedures; and (4) introduce A3 problem solving as an approach for translating operational abnormalities into structured improvement efforts.

2. METHODS

2.1. Location, Schedule, and Partner Organization

The activity was conducted on Sunday, September 20, 2026, at D'Joglo Bercakap, Nganjuk, Indonesia. The six-hour workshop comprised two sessions. The first session, entitled "BPM Process

Mapping: From Process Chaos to Management Control," was held from 09:00 to 12:00 Western Indonesia Time (WIB; UTC+7). The second session, entitled "Operational Excellence: From Improvement to Management System," took place from 13:00 to 16:00 WIB. LeanCore Consulting organized the workshop in collaboration with PT Doa Suryo Agong. Three facilitators delivered the sessions: Dr. Timotius Febry Christian Wahyu Sutrisno, Associate Professor Dr. Eric Harianto, and Anak Agung Ayu Puty Andrina.

2.2. Workshop Approach

The activity adopted a participatory workshop approach, as the content required participants to identify actual processes, discuss operational problems, and develop control artifacts. The workshop followed a cycle of understanding existing conditions, analyzing processes, designing improvements, establishing controls, and formulating improvement actions. Within this approach, participants undertook the analysis, while facilitators provided methodological guidance and maintained the logical consistency of the analysis. The approach was operationalized through the workshop materials that informed the design of the BPM and Operational Excellence sessions (LeanCore Consulting, 2026a, 2026b).

2.3. Stages of the BPM Process Mapping Session

The first stage involved process selection. Participants were guided to select a cross-functional process using the criteria of frequency × impact × pain × controllability. Selection emphasized the process's implications for revenue, customers, cost, quality, or speed, rather than its ease of representation. The intended output was a process charter specifying the process, customer, trigger, output, owner, and problem statement. The second stage involved current-state mapping. Participants mapped the actual process from its initial trigger to its final output, identifying activities, decisions, handoffs, approvals, waiting periods, rework, exceptions, data and documents, and existing controls. Emphasis on actual operating conditions helped ensure that the map reflected organizational practice rather than an idealized workflow.



Figure 1. BPM process mapping workshop activities

The third stage involved pain-point diagnosis. Participants located pain points within the process map to associate problems with specific activities or handoffs. This was followed by future-state design, which focused on developing a more controlled process by reducing non-value-adding activities, clarifying ownership, improving handoffs, and establishing control points. The session concluded with the development of a control plan to sustain the redesigned process.

2.4. Stages of the Operational Excellence Session

The second session connected process design with management practices. Participants were introduced to the relationships among standard work, KPIs, daily control, escalation, root cause analysis (RCA), and improvement. The first activity involved developing a one-page management board containing five to eight KPIs representing both outcomes and process drivers. Each KPI was to include a baseline, target, green/yellow/red thresholds, response rule, owner, and due date.



Figure 2. Operational Excellence workshop activities.

The subsequent activities addressed abnormality management and problem solving. Abnormalities were addressed through six stages: detection, containment, analysis, correction, verification, and prevention. An A3 problem-solving sheet was used to structure the business impact, current conditions and supporting evidence, target and performance gap, root causes, countermeasures, implementation, verification of results, and standardization and follow-up, consistent with the structure introduced in the A3 literature and workshop materials. The session emphasized examining underlying system conditions when identifying root causes. Explanations such as "the operator forgot" or "staff were insufficiently attentive" were treated as starting points for further investigation, requiring analysis of the conditions that allowed the problem to occur.

2.5. Instruments and Evaluation

The main workshop instruments comprised a process charter, current-state map, pain-point diagnosis worksheet, future-state design, control plan, management board, and A3 problem-solving sheet. These instruments served as learning tools and practical artifacts for subsequent workplace use. Methodologically, their use provides a basis for assessing participants' ability to produce process management documents alongside their perceptions of the workshop.

A comprehensive evaluation framework for this initiative would comprise three levels. The first would assess learning through pre- and post-tests to measure changes in understanding. The second would assess the quality of workshop outputs, including process maps, management boards, and A3 sheets. The third would examine follow-up implementation through monitoring of control plans, KPI use in weekly meetings, completion of assigned actions, and standardization of improvements.

However, quantitative data for these three evaluation levels were unavailable in the activity documentation underpinning this article. The findings are therefore presented descriptively, without claims regarding the magnitude of improvements in participant competence. The principle of staged evaluation, incorporating assessment of understanding and subsequent follow-up, is also consistent with training evaluation practices reported in the community engagement literature (Syahroni et al., 2024).

2.6. Intervention Framework

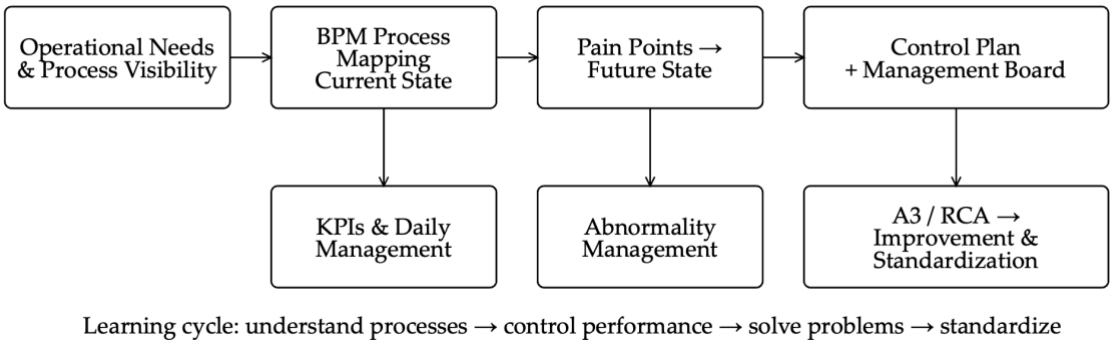


Figure 3. Intervention framework integrating BPM Process Mapping and Operational Excellence

The framework presented in Figure 3 positions the two sessions as interconnected components of a single intervention. BPM establishes process visibility and generates improvement designs, while Operational Excellence translates these outputs into mechanisms for performance control and problem solving. The cycle then feeds back into standardization and further improvement, supporting ongoing process management. Standardization and continuous improvement are central principles of lean and operational excellence practices (Liker, 2020; Santos, Santos, & Santos, 2021).

3. FINDINGS AND DISCUSSION

3.1. Strengthening the End-to-End Process Perspective

The principal outcome of the first session was a shift in analytical focus from individual activities to end-to-end processes. The workshop introduced a hierarchy comprising value streams, end-to-end processes, subprocesses, activities, and tasks. Participants were guided to begin at the end-to-end level to identify cross-functional relationships and handoff points before examining individual tasks. This perspective is particularly relevant because operational problems often arise at the interfaces between organizational units, even when each unit considers its own responsibilities fulfilled. End-to-end mapping helps clarify the process customer, initiating trigger, expected output, process owner, and points requiring control. It also redirects discussion from assigning individual blame to identifying where process conditions allow problems to occur. This reframing provides a foundation for a systematic and replicable approach to process diagnosis.

3.2. Process Charter and Priority Process Selection

The process charter provided an initial instrument for defining the scope of analysis. Its elements, such as process, customer, trigger, output, owner, and problem statement, helped participants establish clear boundaries for the selected process. Applying the criteria of frequency, impact, pain, and controllability also ensured that prioritization extended beyond ease of analysis. Scope definition is particularly important in organization-based community engagement, where participants may otherwise attempt to address numerous problems simultaneously.

From an academic perspective, process selection can be understood as a mechanism for prioritizing interventions. Research on business process improvement indicates that improvement opportunities can be classified by process level and by analytical perspectives, including activities, control flow, resources, and data objects (Milani & Lashkevich, 2026). The workshop translated this principle into a practical decision rule: select a process with substantial operational impact and analyze it in depth before expanding the scope.

3.3. Current-State Mapping as a Diagnostic Instrument

The current-state map served as a key artifact by requiring participants to distinguish between the intended process and its actual execution. Beyond core activities, the map captured waiting periods, approvals, rework, exceptions, handoffs, data and documents, and existing controls. This enabled examination of workflow alongside the flows of information and decisions. This approach aligns with a broader understanding of BPM that encompasses people, knowledge, communication, and organizational context. Berniak-Woźny et al. (2022) identify knowledge intensity as an important dimension of business processes. Similarly, a recent BPM review highlights people and culture as areas requiring greater attention, given the influence of knowledge, experience, involvement, and communication on value creation during process execution (Szelągowski & Berniak-Woźny, 2024).

3.4. Pain-Point Diagnosis and Future-State Design

Pain points identified within the current-state map provided the basis for future-state design. Redesign focused on establishing clearer controls, simplifying handoffs, and making process ownership explicit and traceable. The intended improvements sought to reduce dependence on individual working practices and increase the repeatability of process execution. Strengthening standard work is relevant in this context because standardization supports consistent execution after process changes have been introduced (Santos et al., 2021). A conceptual insight emerging from the workshop is the need to connect process improvement with control mechanisms. Without a control plan, a future-state map may remain a design proposal. The control plan therefore links process design to implementation by specifying indicators, responsible owners, monitoring frequency, escalation points, and responses to deviations.

Table 1. Learning artifacts and their control functions.

Artifact	Key question	Function
Process charter	Which process is being analyzed, and who are its owner and customer?	Defines the scope and establishes the process context.
Current-state map	How does the process operate in practice?	Establishes process visibility.
Pain-point diagnosis	Where do problems, delays, rework, or handoff issues occur?	Identifies priority areas for improvement.
Future-state design	How should the process operate?	Designs a process with clearer controls.
Control plan	How will improvements be sustained?	Specifies indicators, responsible owners, and response procedures.

3.5. Management Board: Translating KPIs into Decisions

In the Operational Excellence session, KPIs were presented as indicators requiring defined responses. Participants were guided to connect each indicator to a response rule. The one-page management board included the indicator, actual performance, target, gap, status, action, owner, and due date. Green status indicated performance within the established standard, requiring maintenance and monitoring. Yellow status indicated performance approaching a threshold, prompting review or preventive action. Red status indicated performance outside the standard, requiring immediate action, assignment of a responsible owner, and escalation. Recurring problems were directed toward root cause analysis (RCA) and systemic improvement. This approach reinforces the role of KPIs as decision-making instruments. Without response rules, dashboards may remain historical reports that generate little subsequent action. Daily management structures meetings around decisions concerning performance gaps and abnormalities. The lean daily management literature similarly emphasizes its

role in sustaining lean practices by connecting daily activities, leadership, and improvement (Liker, 2020; Nicholas, 2023).

Table 2. Management board structure introduced in the workshop.

KPI	Actual	Target	Gap/Status	Action	Owner/Due
Sales / Outcome	—	—	—	—	—
Production / Process	—	—	—	—	—
Quality	—	—	—	—	—
Complaint	—	—	—	—	—
Delivery	—	—	—	—	—

Note: Dashes indicate template fields to be completed using the partner organization's actual data. They do not represent measured workshop outcomes.

3.6. Abnormality Management

Abnormality management was introduced as a mechanism for ensuring that deviations receive systematic follow-up beyond immediate corrective action. Detection makes the problem visible; containment limits its impact; analysis identifies its causes; correction addresses the identified condition; verification assesses the effectiveness of the response; and prevention reduces the likelihood of recurrence. This sequence connects daily management with continuous improvement. A central principle was the distinction between isolated and recurring problems. As a workshop decision rule, the occurrence of the same problem at least twice prompted RCA and systemic improvement. Recurrence was therefore treated as a potential indication of weaknesses in standards, processes, systems, capacity, or control points.

3.7. Problem Solving as a Learning Mechanism

A3 problem solving was used to translate operational abnormalities into structured learning opportunities. The A3 framework covered business impact, current conditions and supporting evidence, targets and performance gaps, root causes, countermeasures, implementation, verification of results, and standardization and follow-up. Participants were required to establish an evidence base before selecting countermeasures. The A3 practice literature describes A3 as a disciplined thinking process that connects problem definition, analysis, action, and organizational learning (Dieste et al., 2021; Shook, 2008). Accordingly, its use in this workshop sought to develop evidence-based reasoning and a coherent connection between identified problems and proposed actions. Completing the template served as a means of documenting this reasoning.

3.8. Integrating BPM and Operational Excellence

The principal value of the workshop lay in the integration of its two sessions. BPM Process Mapping addressed how processes operate and where problems arise, while Operational Excellence addressed how these conditions can be controlled and improved on an ongoing basis. This relationship can be expressed as: Process Visibility → Control → Decision → Improvement → Standardization

This integration addresses a common separation between process improvement and management systems. Process maps may provide documentation without informing management meetings. Conversely, management boards may display KPIs without making explicit the processes that generate those results. The workshop connected these elements by using the selected priority process as the basis for identifying KPIs, control points, abnormalities, and improvement actions.

3.9. Improvement Portfolio

The workshop materials distinguished improvement actions according to their time horizon, impact, effort, and governance requirements. Quick wins involved relatively low-effort actions with a time horizon of approximately 14 days or less. Process fixes typically extended over several weeks and required designated project ownership. System changes required decisions and governance at a higher organizational level, while capability development involved recurring training and coaching. This classification helps organizations match their response to the nature of the problem and avoid treating every issue as a major project.

The approach also aligns with lean research emphasizing the need to assess how operational improvements translate into broader outcomes. In their systematic literature review, Dieste et al. (2021) found that evidence linking lean to operational performance was more prevalent than evidence linking it to financial performance. For the partner organization, this suggests that each improvement initiative should first specify clear operational indicators and, where feasible, subsequently examine its contribution to business outcomes.

3.10. Contributions to the Partner Organization

The first contribution was the introduction of a shared vocabulary and analytical structure for discussing processes. Terms such as process owner, customer, trigger, output, handoff, control point, abnormality, action owner, due date, and escalation provided a common basis for structuring cross-functional discussions. The second contribution was the provision of artifacts for use beyond the workshop, particularly process maps, control plans, management boards, and A3 sheets.

The third contribution was the introduction of a cyclical management approach linking problem identification with action, verification, and standardization. The fourth was an emphasis on examining system conditions beyond the immediate attribution of problems to human error. Analysis was extended to questions concerning standards, training, workload, error-proofing, and the placement of control points. This perspective directs improvement toward the conditions that allow problems to recur.

3.11. Comparison of Intended Conditions

Table 3. Operational Management Patterns and Intended Changes through the Intervention

Aspect	Patterns Prior to System Strengthening	Intended Condition
Processes	Process knowledge may be dispersed across individuals.	End-to-end processes are documented and have designated owners.
KPIs	Figures primarily serve reporting purposes.	KPIs have defined thresholds and response rules.
Meetings	Discussions focus on status updates.	Decisions are based on performance gaps and abnormalities.
Problems	Responses emphasize immediate correction.	Responses incorporate RCA, countermeasures, and verification.
Improvement	Actions depend on individual initiatives.	An improvement portfolio guides actions through defined governance.
Standardization	Standardization follows the emergence of problems.	Standard work and follow-up form part of the management cycle.

Note: This table presents the changes intended by the intervention. It does not report measured before-and-after outcomes.

3.12. Evaluation and Limitations

The workshop established a learning design that combined process analysis with operational control. A more comprehensive assessment of its outcomes would require additional empirical evidence, including participant numbers by organizational function, pre- and post-test scores, photographs of group outputs, examples of current-state maps, management boards and A3 sheets, and records of post-workshop follow-up. The principal limitation of this article is the absence of quantitative participant evaluation and post-workshop implementation data in the source documentation. Consequently, the article makes no claims regarding percentage improvements in competence, reductions in lead time or defects, or increases in productivity. This boundary keeps the conclusions consistent with the available evidence.

Future activities could incorporate pre- and post-tests to assess knowledge, scoring rubrics to evaluate artifact quality, and implementation reviews at 30, 60, and 90 days. Follow-up indicators could include the number of processes mapped, the proportion of KPIs with defined response rules, the frequency of abnormalities addressed through RCA, the proportion of actions completed on time, and the number of standard work documents updated. Such measurements would support the extension of community engagement from knowledge transfer to sustained support for operational change.

3.13. Practical Implications

For the partner organization's management, the initial post-workshop step is to select one priority process for consistent monitoring. The process charter and current-state map can provide a baseline, while the future-state design can be translated into a control plan. The management board can then support weekly management meetings by making performance gaps visible, assigning action owners, establishing due dates, and initiating escalation when thresholds are exceeded.

Recurring problems can subsequently be addressed through A3 problem solving. Once countermeasures have been verified, the resulting improvements should be incorporated into revised standard operating procedures, standard work, training, or control points. This cycle connects process documentation with performance management and supports continuous improvement beyond temporary projects, consistent with the principles of standard work and continuous improvement in lean practice (Liker, 2020; Santos et al., 2021).

4. CONCLUSION

The community engagement initiative at PT Doa Suryo Agong, delivered through the BPM Process Mapping and Operational Excellence Implementation workshop, provided a practical framework for strengthening process management and operational control. The BPM session introduced an end-to-end approach encompassing process selection, process charter development, current-state mapping, pain-point diagnosis, future-state design, and control planning. The Operational Excellence session connected these elements with KPIs, management boards, daily management, escalation, abnormality management, root cause analysis (RCA), and A3 problem solving.

Conceptually and practically, the two sessions formed an integrated cycle of understanding processes, identifying problems, establishing controls, making decisions, resolving problems, and standardizing improvements. The artifacts introduced during the workshop provide a potential foundation for sustained workplace implementation. However, this article makes no claims regarding quantified improvements in competence or operational performance, as evaluation and post-workshop monitoring data were unavailable. Pre- and post-tests, artifact assessment, and implementation monitoring at 30, 60, and 90 days are recommended to support a more robust assessment of the intervention's impact.

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Conflict of Interest: The authors declare no conflicts of interest relating to the conduct of this initiative or the preparation of this article.

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