

# Process management in the era of digital transformation

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26 March 2026



## Freek Hermkens

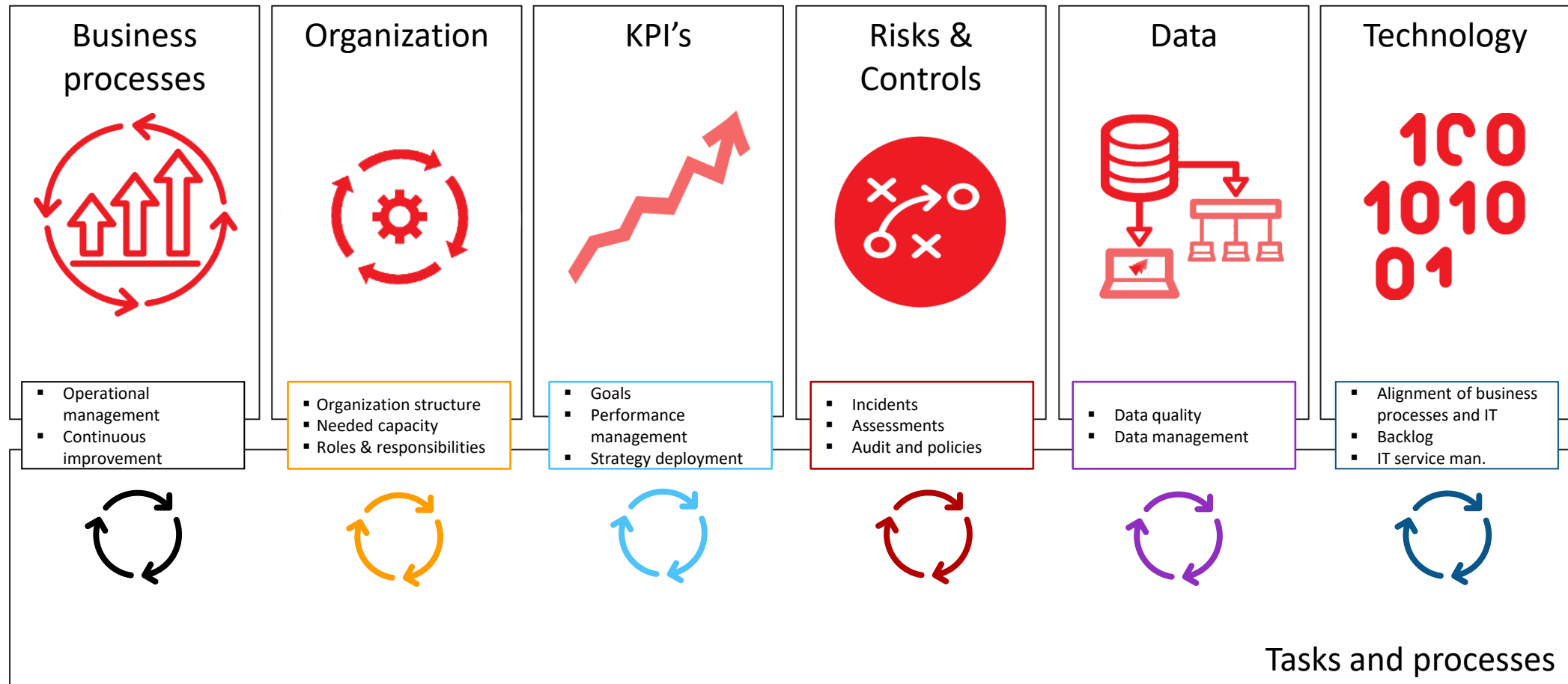
- ▶ **Principal business consultant MLC / IG&H**
    - ▶ **> 25 years experience as consultant**
    - ▶ **Financial service industry / Housing association**
    - ▶ **Trainer and manager at MLC academy**
    - ▶ **Mentor**
    - ▶ **PhD Role of middle management in achieving continuous improvement**
- 
- **51 years old, Married and a son**
  - **Utrecht**
  - **Field hockey, Running and skiing**

# The Importance of Process Excellence: A Look at the Future

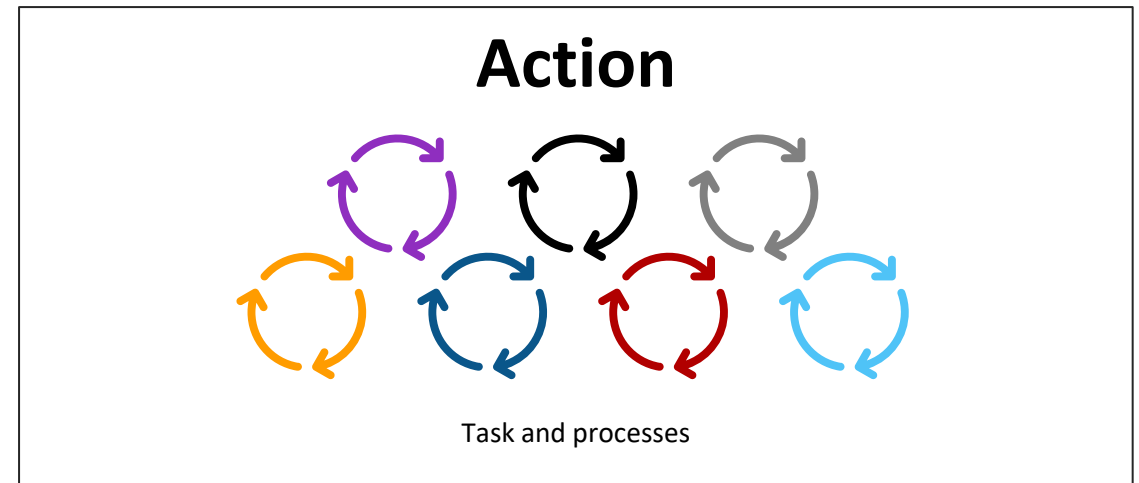
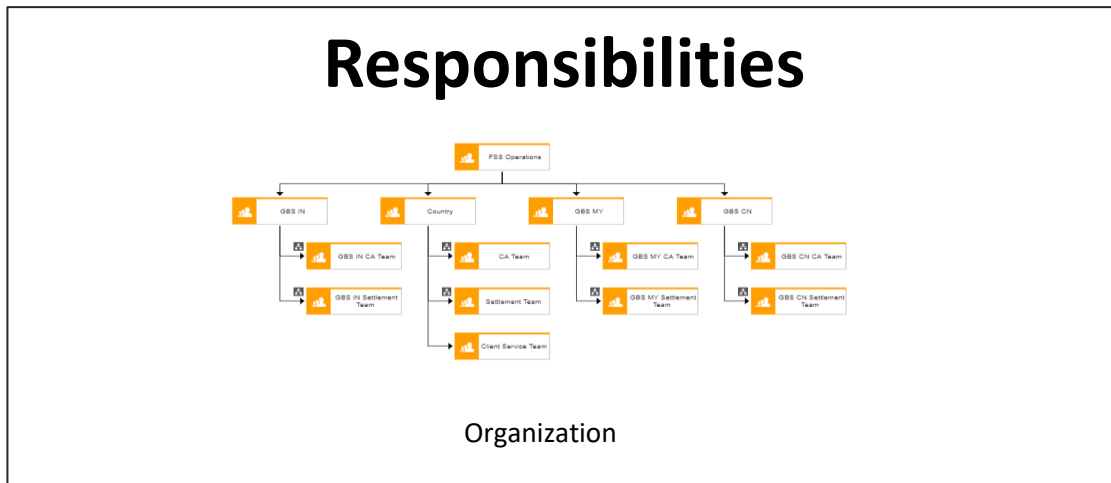
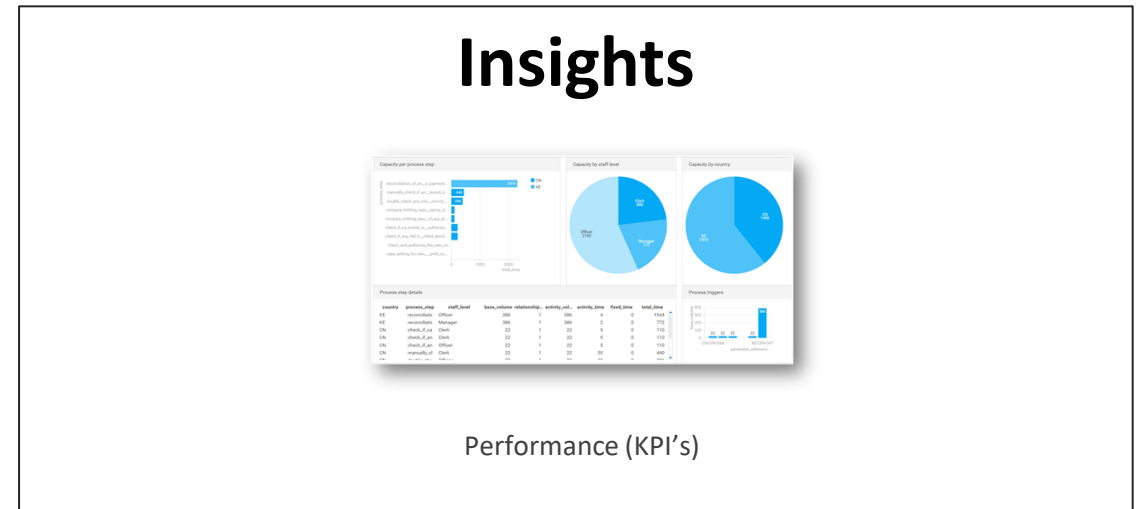
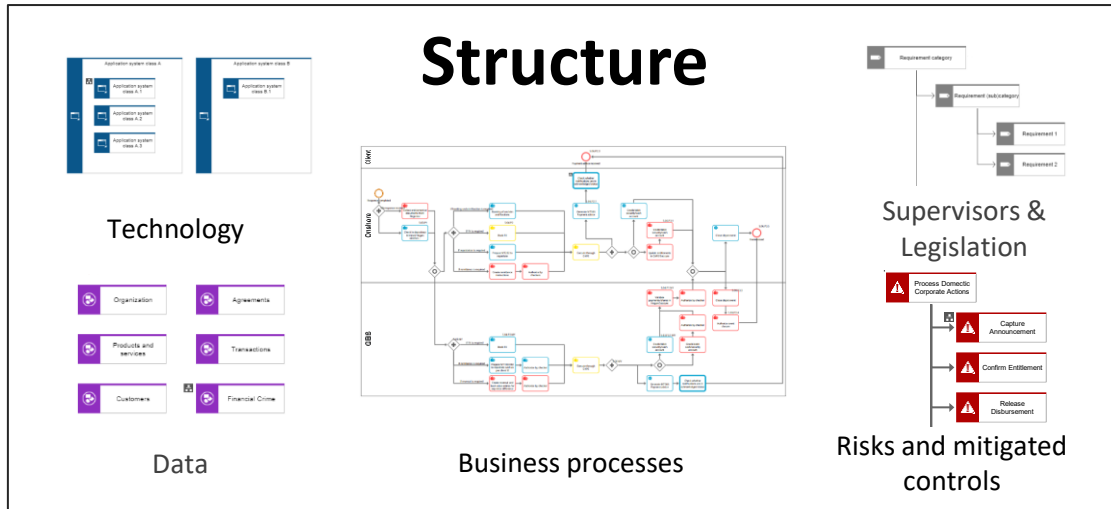
- Process excellence drives efficiency, quality, and customer satisfaction
- Goes beyond optimization focuses on continuous improvement and innovation
- Process management ensures structured, efficient, and high-quality operations
- Proactive approach: prevent issues by continuously analyzing and improving processes
- Digital twins enable real-time insights, predictive maintenance, and safe simulation
- Future is digital: organizations gain agility and competitive advantage



# Separate components with static and dynamic information.



...Often not addressed in an integrated manner...

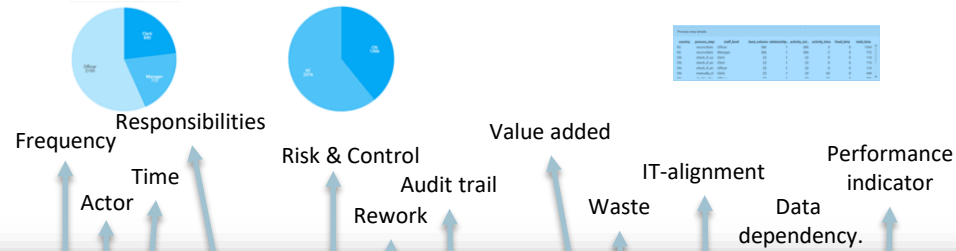


# To an integrated dynamic environment

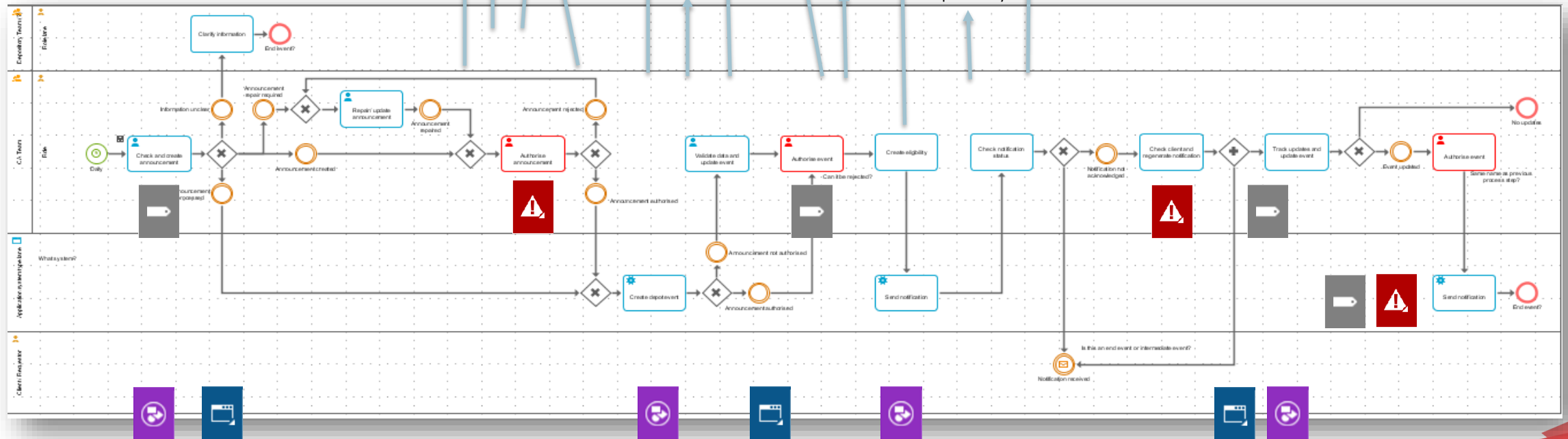
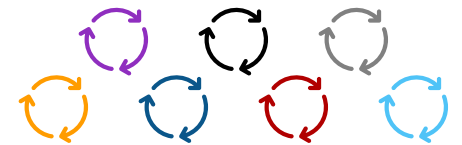
## Responsibilities



## Insights through integration



## Action



## Structure





A **digital twin** is an exact and dynamic **digital copy of reality**, which is fed with **real-time data** from the real world to **understand and respond** to the status of an **existing object** or system.

MY PERSONAL  
BODY  
DIGITAL TWIN



## Digital Twin of an Organization (DTO)

# Creating a clear understanding of a 'Digital twin'

**Gartner**

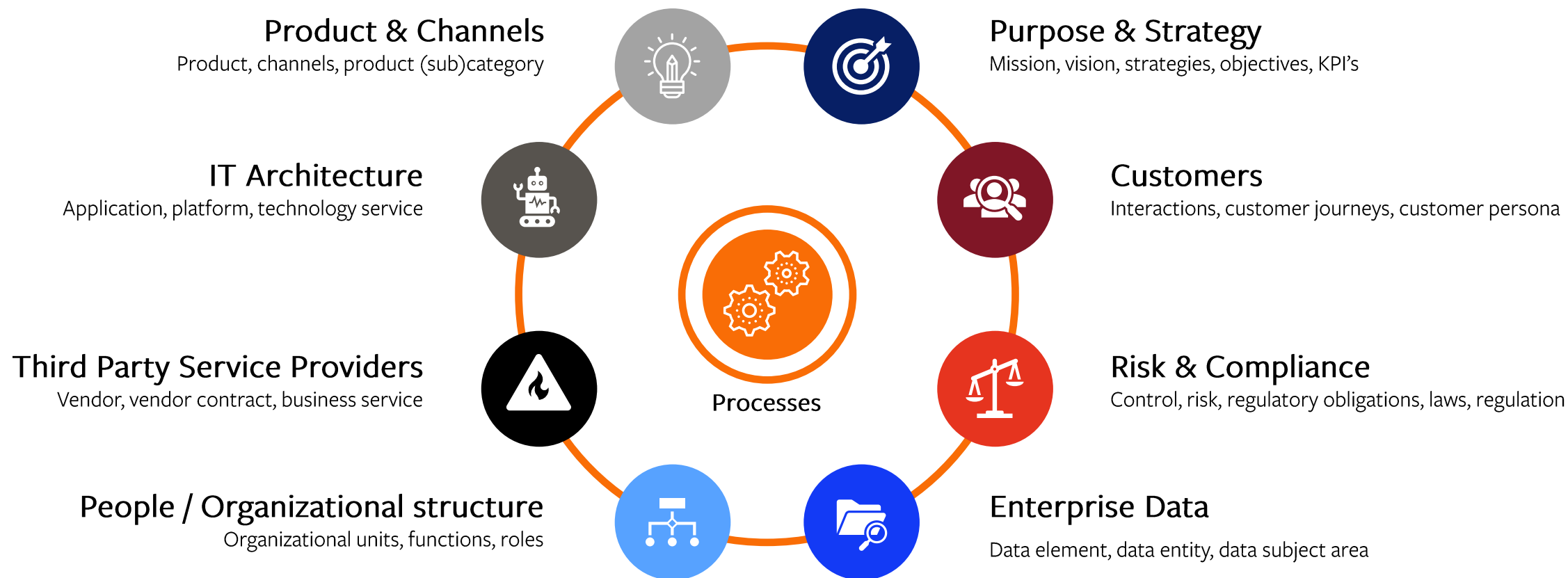
*“A digital twin of an organization (DTO) is a dynamic software model of any organization that relies on operational and contextual data to understand how an organization operationalizes its business model, connects with its current state, responds to changes, deploys resources and delivers customer value.”<sup>1</sup>*



<sup>1</sup> Gartner Market Guide for Technologies Supporting a Digital Twin of an Organization 4 January 2023, Author: Marc Kerremans, VP Analyst.

## Digital Twin of an Organization (DTO)

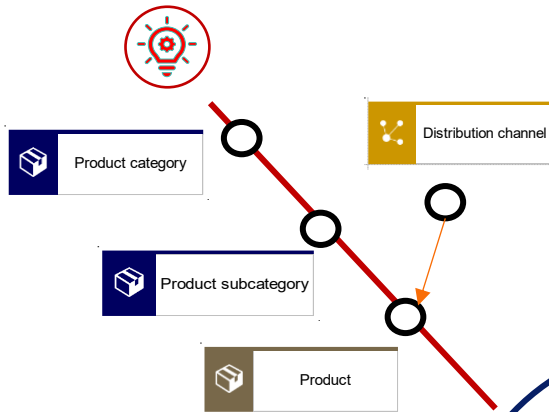
# Dynamic software model of an organization...



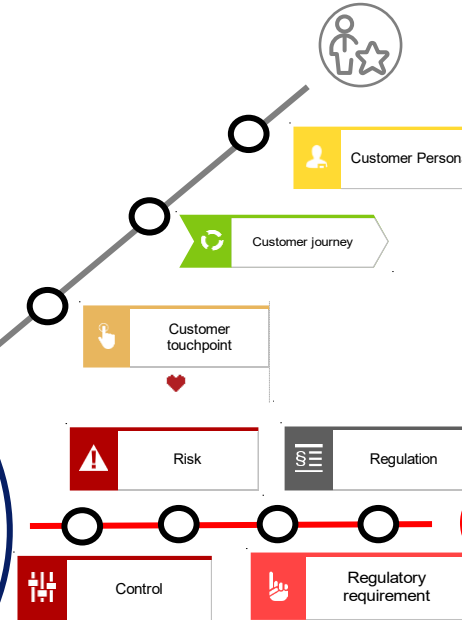
“Business processes are the blueprint for successful execution”

Purpose & Strategy

Product & Channels

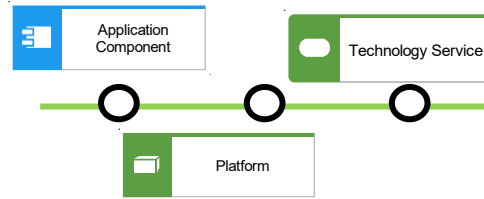


Customers

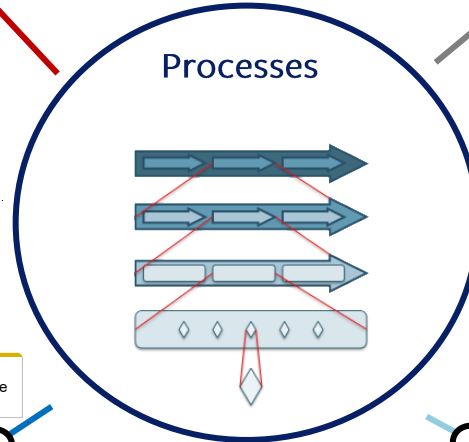
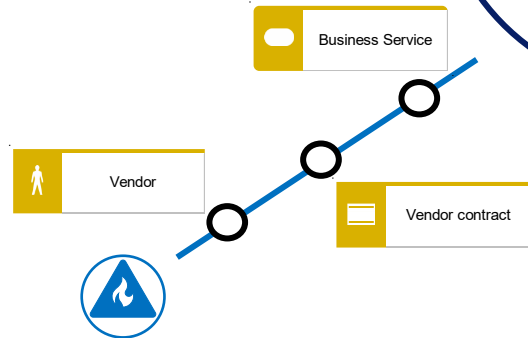


Risk & Compliance

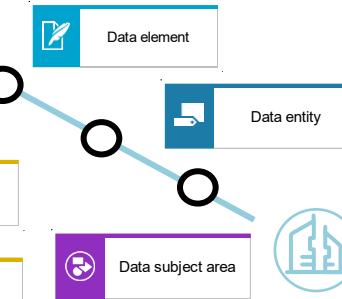
IT Architecture



Third Party Service Providers



People / org structure

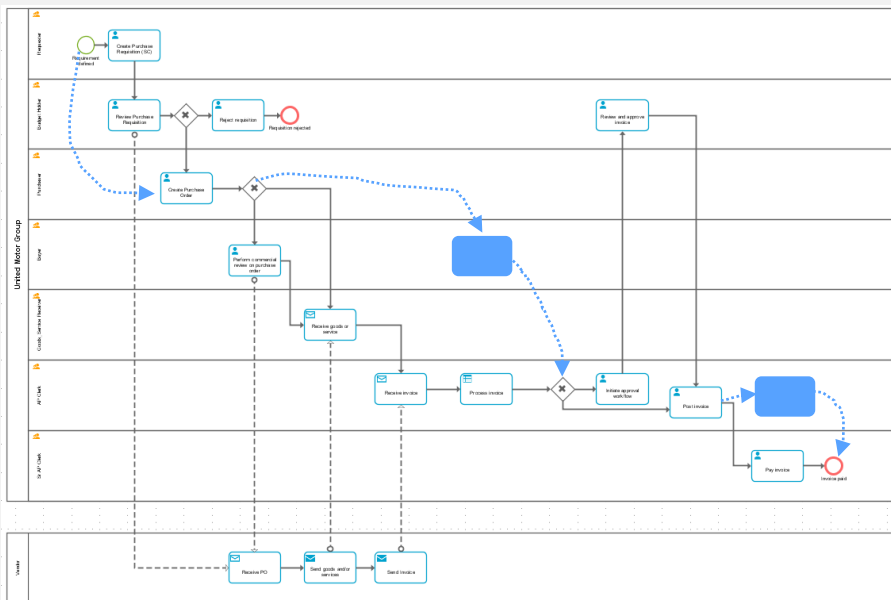


Enterprise Data

## Digital Twin of an Organization (DTO)

# Data driven Process Excellence

### Digital Twin of the Process (design)

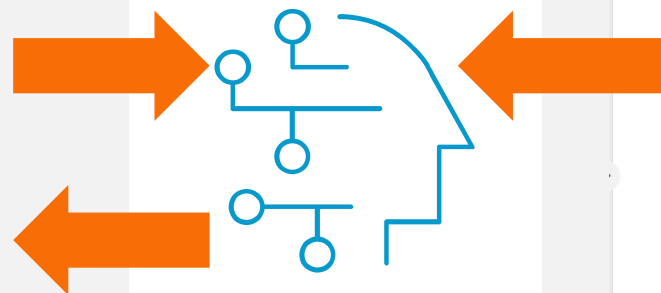
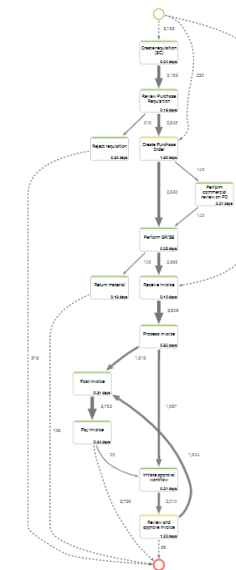


vs

### Process reality (execution)

4,229

Discovered process model  
Total number of processes used for process discovery



Process  
Conformance  
Checking

## Digital Twin of an Organization (DTO)

# Digital Twin as the key to Process Optimization

### Digitized Resource Management

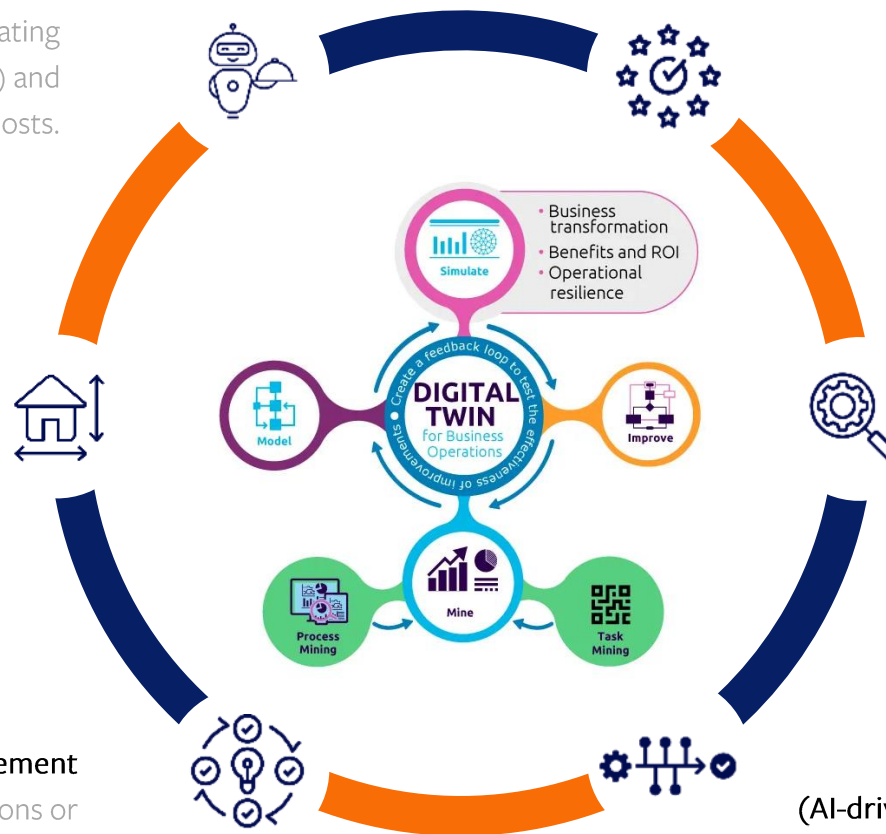
Optimize resource allocation by simulating workforce models (e.g. on-site versus remote) and visualizing their impact on productivity and costs.

### Sustainability as strategic driver

Sustainability is becoming a strategic focus for companies, with technological solutions being used to reduce energy consumption and waste, but also to optimize operational costs.

### Real-time & process-driven Risk management

Simulating different market conditions or operational disruptions, allowing organizations to identify potential (compliance) risks and develop mitigation strategies.



### Data-driven Process Excellence

Continuously improving customer journeys and business processes based on real-time analysis and KPI monitoring. Process mining technologies and AI support this by analyzing patterns in existing processes and identifying optimization opportunities.

### Customer focussed process design

Today's customers expect fast, smooth, and personalized experiences, and BPM is adapting to meet these expectations

### (AI-driven) smart automation

Automation becomes smarter and more specific through AI, making processes faster, more accurate and more optimized..

# Middle Manager impact with digital twins

## The role of the Middle Manager

- Bridge between strategy and operations
- Lead, implement, and sustain change (“Bermuda triangle” of roles)
- Translate strategy into daily behavior and results
- Enable collaboration, engagement, and continuous improvement

## How digital twins empower this role

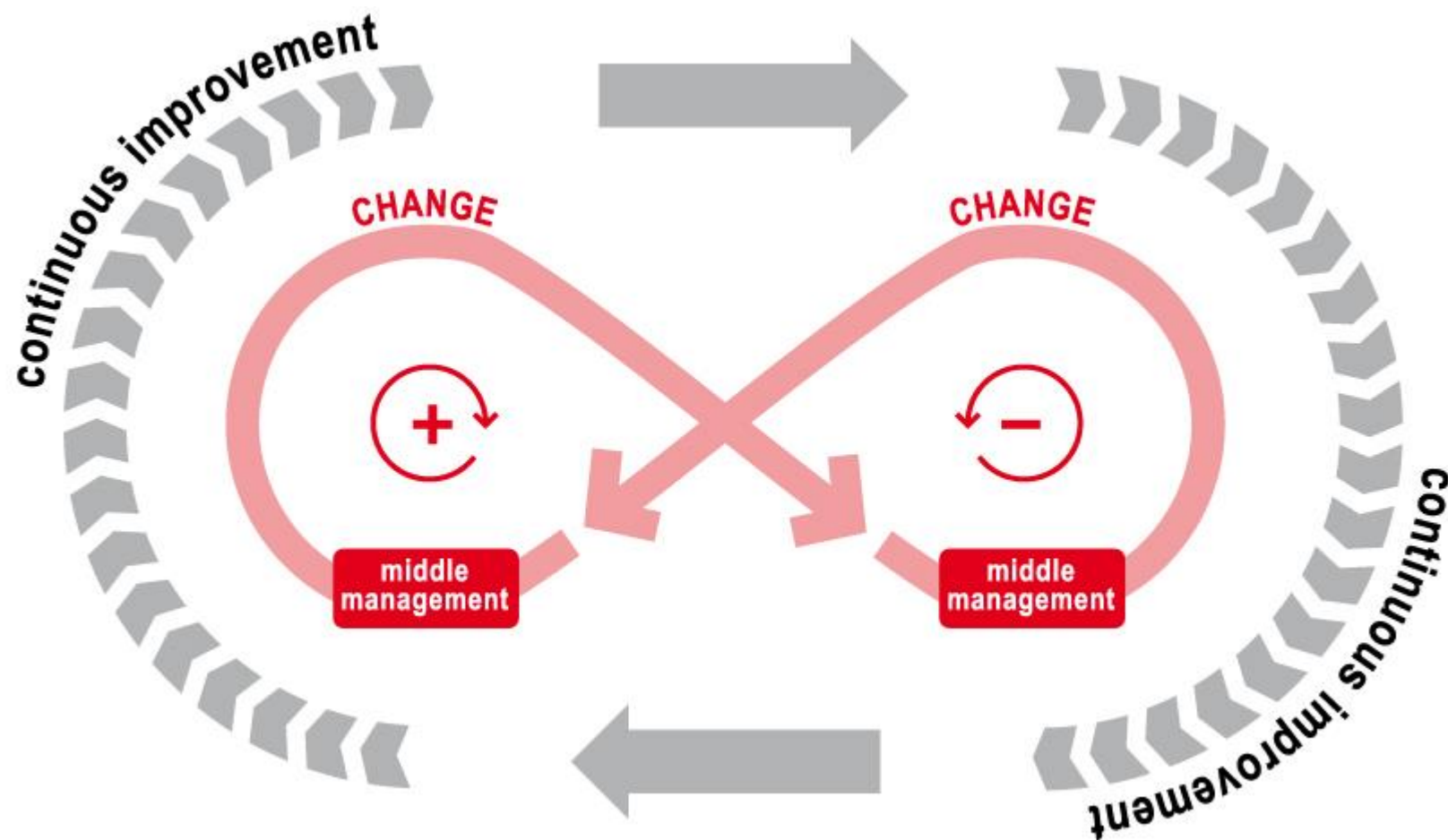
- **Better decisions:** real-time process insights
- **Stronger implementation:** simulate changes before execution
- **Continuous improvement:** identify inefficiencies & optimize processes
- **Alignment:** create shared understanding across teams



Source (dutch): <https://www.linkedin.com/pulse/de-kracht-van-digital-twins-een-onmisbaar-hulpmiddel-hermkens-phd-gnjde>

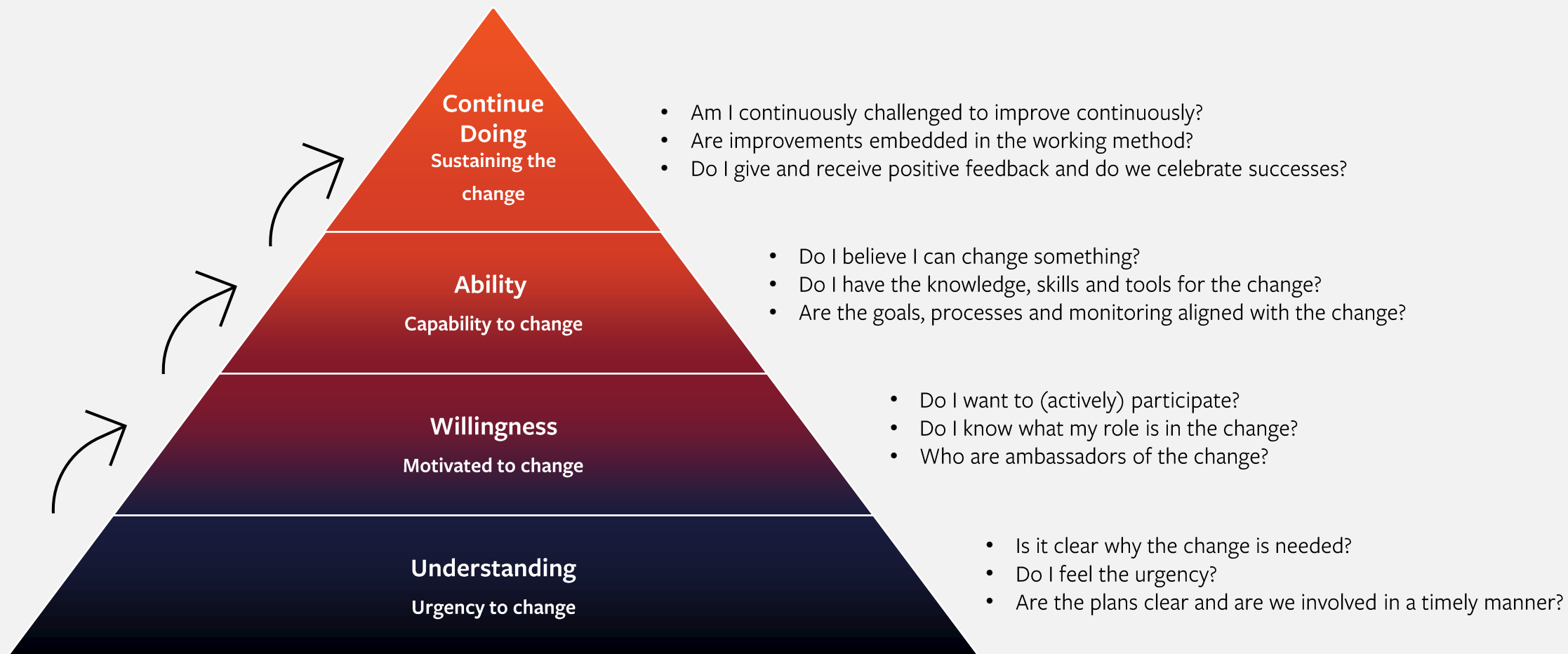
**Digital Twins empower middle managers to make change work  
From strategy to measurable results**

# Middle management a reinforcement of change?



Involving employees in the change using the 4 phases that an employee must go through

# Our vision on how to approach successful changes



## Zooming in on actions in every phase

# IG&H adoption approach

The four main steps towards a successful adoption:

## 1. Understanding

Understanding the why, urgency, and value of the change

- Perform a **baseline measurement** on readiness and ability to change
- Create employee **adoption plan** incl. KPI's and training approach per adoption step
- Create compelling **story** and **communication plan** for organization\*
- Assign people to the multiple roles in a project team – e.g. a **pilot group** to validate plans and identify workforce needs and sentiments
- **Kick-off** the implementation with an inspiring event at our office

## 2. Willingness

Making sure employees are involved in the process and see the added value of the change

- Perform **communication activities** following the communication plan
- **Assign roles** such as the pilot group and change ambassadors within the different teams
- Focus on **employee involvement** by using effective and creative tools and methods\*
- Maintain energy towards implementation high, for example by **celebrating successes and inspirational sessions**

## 3. Ability

Ensuring employees of the client develop knowledge and skills to the change to its full potential

- Coach managers and change ambassadors in becoming drivers of the change through leading by example
- Train employees via **train-the-trainer** workshops and provide training materials\*
- Set up **feedback loop** and **follow-up actions** based on KPI results, employee feedback and evaluations with pilot group (PDCA)
- **Secure capabilities** and best practices by creating ownership

## 4. Continue doing

The change is sustainable, and the client continues the new way of working

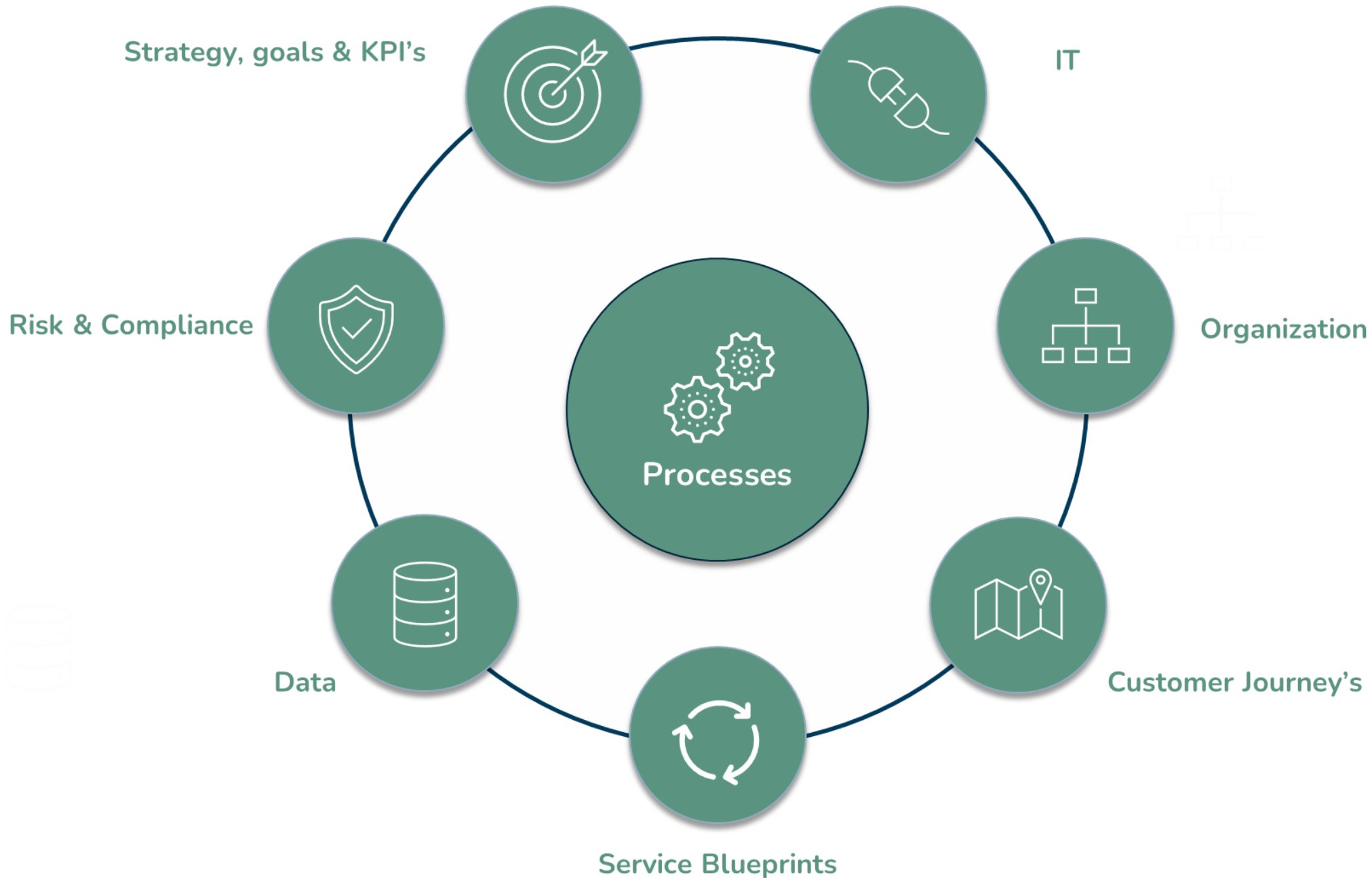
- A designated group of employees is assigned to regularly discuss the role of the change in the organization and **ensures new trainings or communication when necessary\***
- A fixed rhythm is incorporated, and **regular check-ins** with pilot group established to maintain the momentum of change
- Celebrate successes
- The necessary follow-up actions are mapped out based on **the results of KPIs, feedback, and evaluations\***

\* Specified per target audience (team, function, etc.)

**Demo**



# World Class Insurance



# De digital twin als versneller van procestransformatie



<https://www.consultancy.nl/nieuws/60923/de-digital-twin-als-versneller-van-procestransformatie>



# Procesmanagement in het tijdperk van digitale transformatie



<https://document.igh.com/procesmanagementinhettijdperkvanandigitale#page=1>

# Questions



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