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So you think you understand your business process

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Agenda

- /// Axes
- /// Kebabs
- /// Pyramids
- /// Monkeys
- /// Rabbits
- /// Spaghetti
- /// Pizzas
- /// Buckets

Challenge

To be able to get our heads around

- /// the dynamics
- /// the collaboration

that characterise our complex and inter-related world

Traditional process modelling has failed us on two counts ...

It has failed to give us reliable ways of

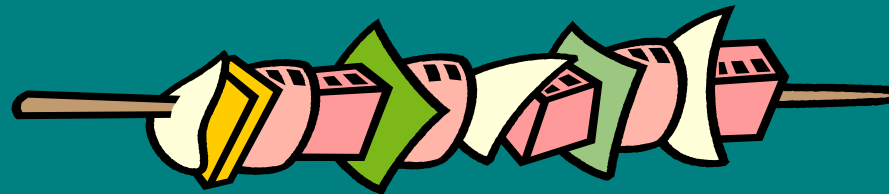
- /// deciding what processes we have
- /// talking about individual processes

that capture the dynamism and the collaboration

Leave the axe at home



Stay out of the kebab house



Ignore those pyramids



Two aspects of dynamism

- /// The monkeys
- /// The rabbit warren

The monkeys

- /// A customer places an order
- /// Someone sends an email
- /// A clinical trial is needed
- /// We take on a new supplier
- /// A new product is invented
- /// A piece of plant fails

The monkeys define the business

- /// Being in a particular business means there are certain things we must deal with
- /// ... let's call them Units of Work, eg
 - customer order
 - clinical trial
 - supplier
 - product
 - plant failure

Monkeys make demands

- /// Units of work generate demands:
 - demand to handle a customer order
 - demand to handle a clinical trial
 - demand to handle a supplier
 - demand to handle a product
 - demand to handle a plant failure

... until it is done

Demands mean processes

/// A process to handle each unit of work

- Handle a customer order
- Handle a clinical trial
- Handle a supplier
- Handle a product
- Handle a plant failure

/// The 'case process'

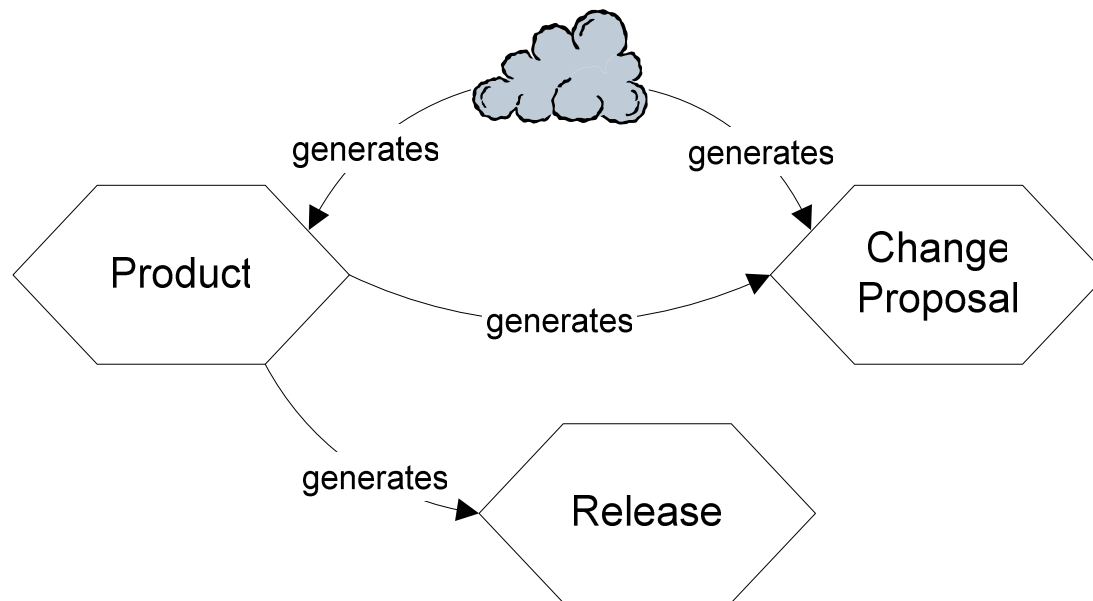
The rabbit warren ... demands multiply

- /// A procurement *generates* a contract with a supplier, perhaps a new supplier
- /// A drug compound *generates* clinical trials
- /// A clinical trial *generates* recruited patients
- /// A customer order *generates* a picking, a despatch, an invoice
- /// An email *generates* more emails

A case of one UOW generates cases of another

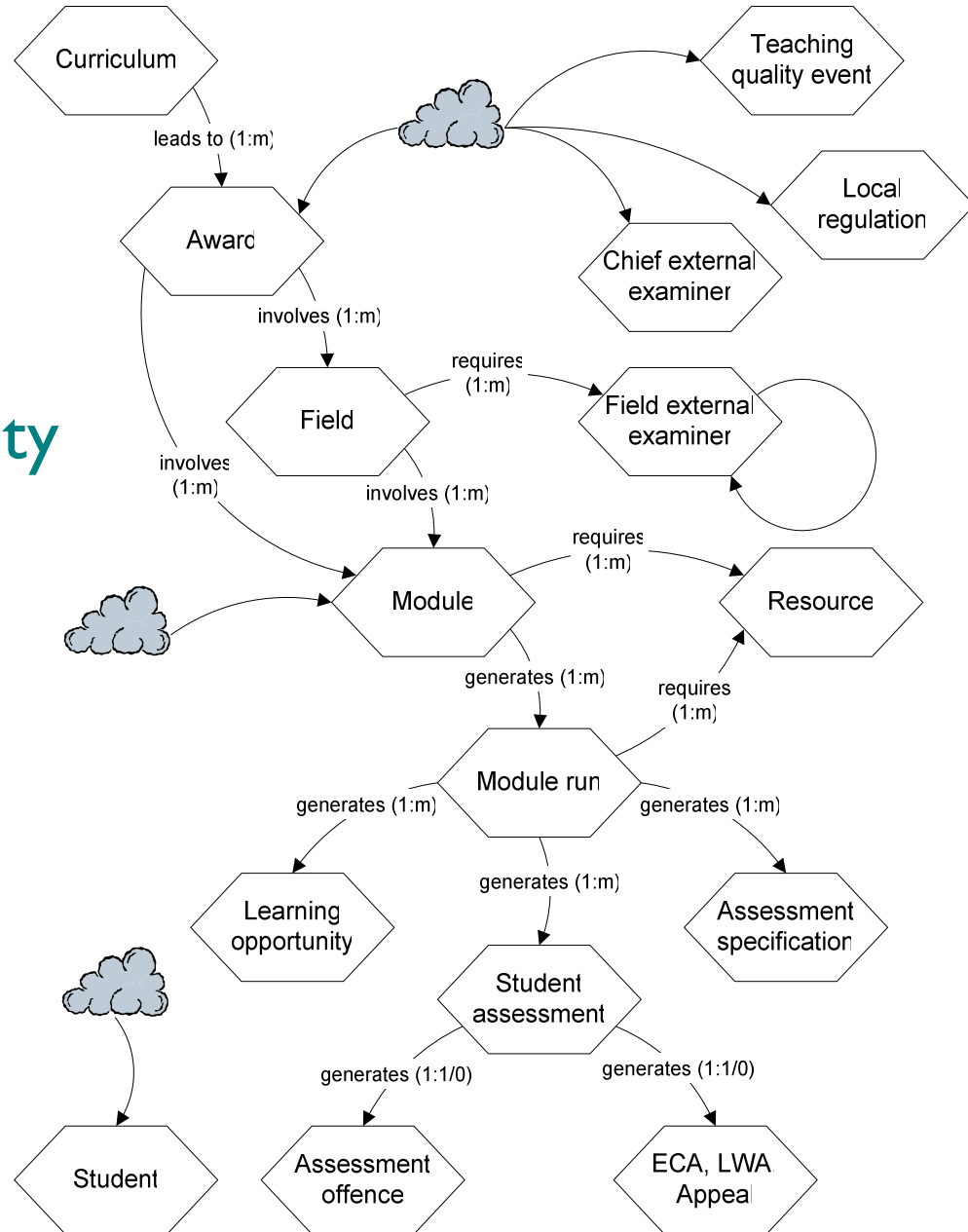
Let's draw a picture

The business of developing and running software products is a dynamic affair



And another

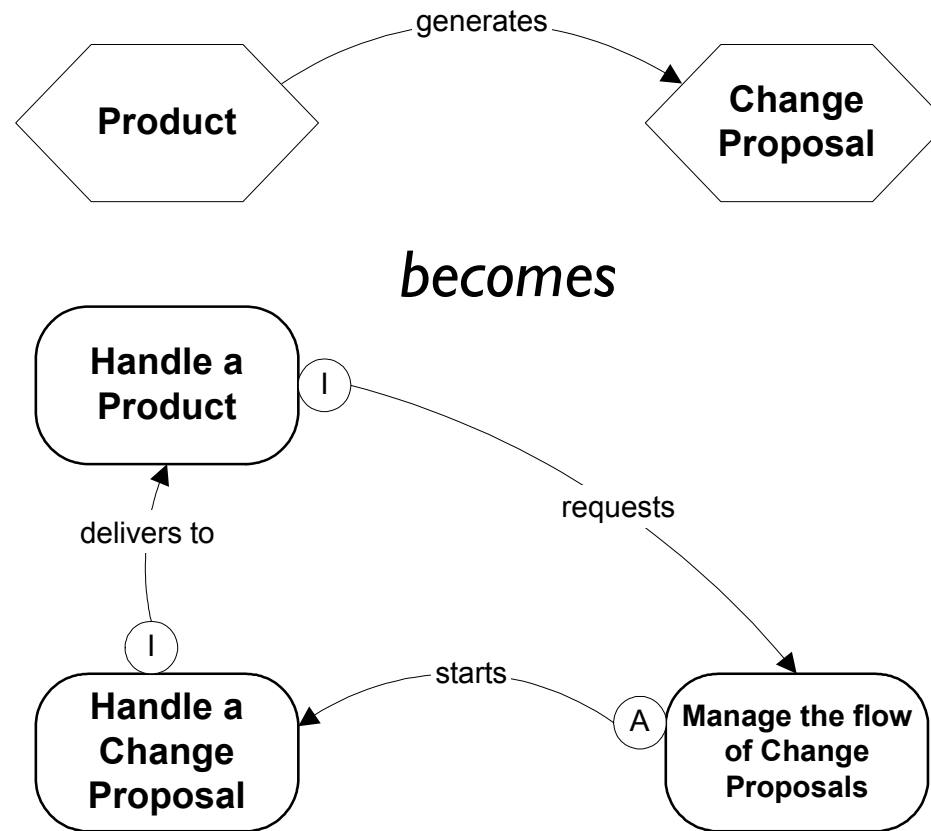
The business of administering a faculty is a dynamic affair



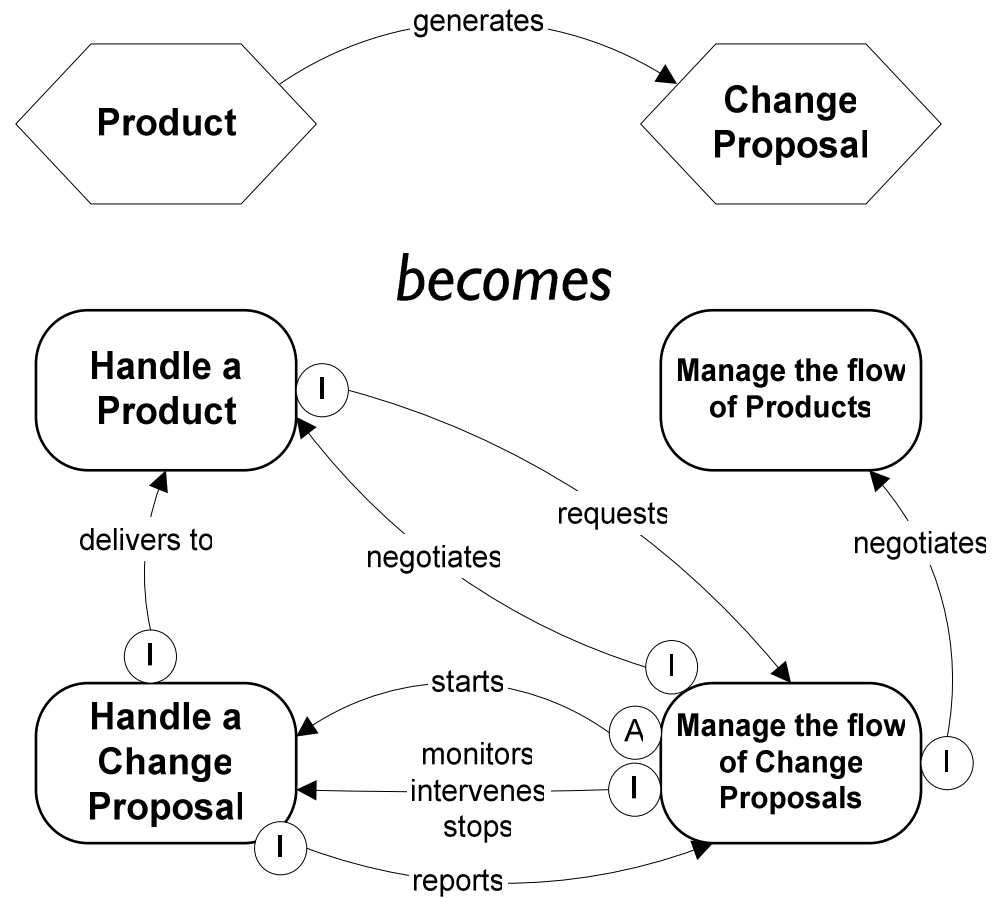
The rabbit warren needs management

- /// How do we manage the scheduling, resourcing, and prioritising of competing cases of a unit of work?
- /// With a 'case management process'
- /// Examples
 - /// Manage the flow of products (pipeline)
 - /// Manage the flow of orders
 - /// Manage the flow of deliveries
 - /// Manage the flow of production batches

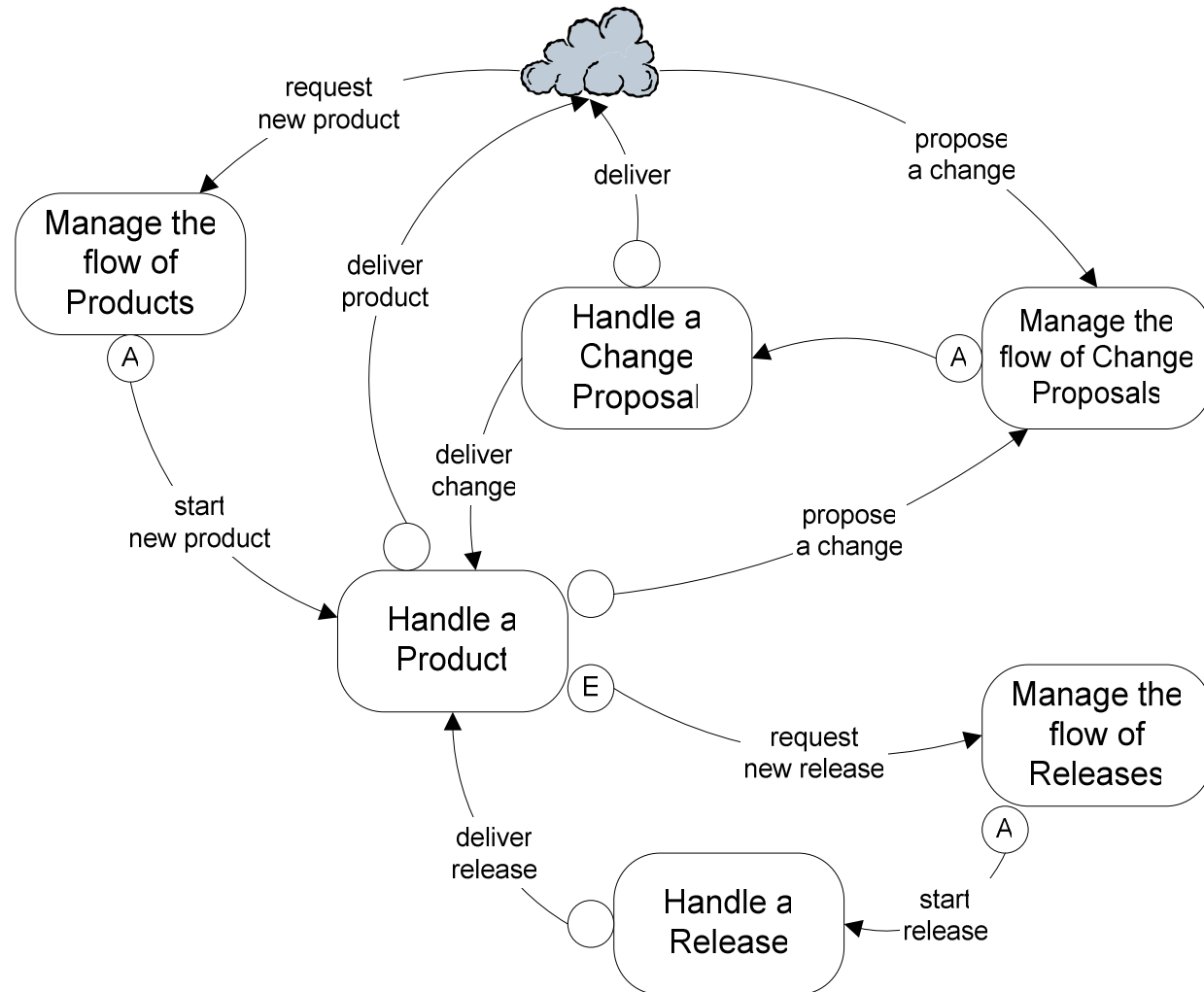
From UOWs to processes



From UOWs to processes



Deducing the process architecture



Think living spaghetti

- /// Chunk the organisational activity according to the subject matter of your business
- /// Your organisation is a network of processes
- /// As it runs, there is a flux of case processes under the control of a set of case management processes



- /// Those are the true dynamics

Let's open up a process

- /// We see people acting and interacting
- /// Again, a lot of concurrency
- /// Now with added collaboration

- /// We need a language that allows us to talk about
 - /// the dynamics
 - /// the collaboration that makes it work

Enter the world of pizza sharing

- /// When we share out the responsibility for a case, we create the need to interact

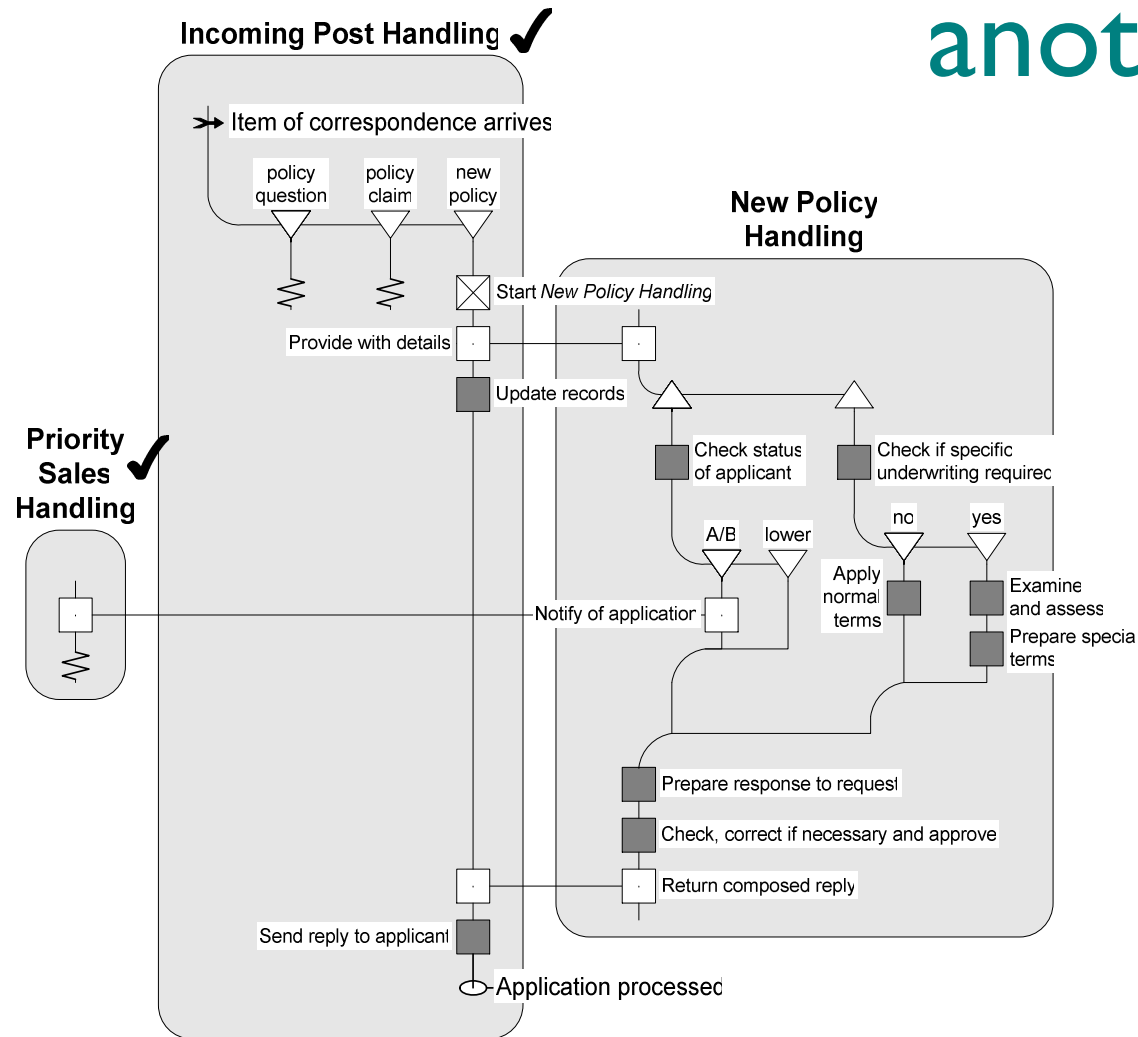


- /// And we can all be working at the same time

Forget static bucket chains

- /// Dealing with a case is distributed across collaborating roles, each taking its responsibility
- /// Responsibilities are created dynamically, carried out, and disappear
- /// Roles operate concurrently
- /// Within roles, there can be concurrent threads of activity

Let's draw another picture



This *Riva*
Role Activity
Diagram captures
the true dynamics,
not just a glib
sequence

To capture the dynamics and collaboration of the real world

- /// We must view our business as a network of interacting and activating processes
 - /// the spaghetti
- /// We must view each process as a network of interacting and activating roles
 - /// the mozzarella that binds us

Exercise for the train home

- /// Take your favourite process modelling notation
- /// Model the process of 'email conversation':
 - /// Conversations start spontaneously
 - /// They generate threads spontaneously
 - /// Threads are made up of emails to people chosen dynamically
 - /// People get involved or leave
 - /// There is a dynamic address book
- /// If you can't do it, you couldn't manage it in a BPMS – you need *Riva*

For the full story of *Riva*, read

Business Process Management A Rigorous Approach

by Martyn Ould

published by the British Computer Society
and Meghan-Kiffer (North America)

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