

Business Process Management Conference Europe 2005

Process modelling for the real world

Martyn Ould
Venice Consulting Ltd



Venice Consulting Ltd

Copyright © Venice Consulting Ltd 2005

Let's talk about

/// Monkeys

/// Rabbits

/// Kebabs

/// Axes

/// Spaghetti

/// Buckets

/// Pizzas

In the world of Business Process Management ...

- /// we must know what processes we have
- /// we must understand them individually

... or we have nothing to manage

Yesterday ...

it was enough to think in terms of

- /// a department
- /// a single thread
- /// fixed roles
- /// static structures

Today ... we must think in terms of

- /// A highly dynamic environment
 - /// changes in the process
 - /// changes of the process
- /// A highly coupled world
 - /// the dissolution of boundaries
 - /// greater process intimacy and transparency
 - /// networks of buyer-supplier relationships
 - /// insourcing and outsourcing

Examples

- /// A pharmaceutical R&D company
 - /// process scale-up
 - /// clinical trials
 - /// regulatory submission

- /// A utility
 - /// asset development
 - /// operations
 - /// maintenance

- /// A university
 - /// student recruitment and care
 - /// teaching
 - /// assessment

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 ways of

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

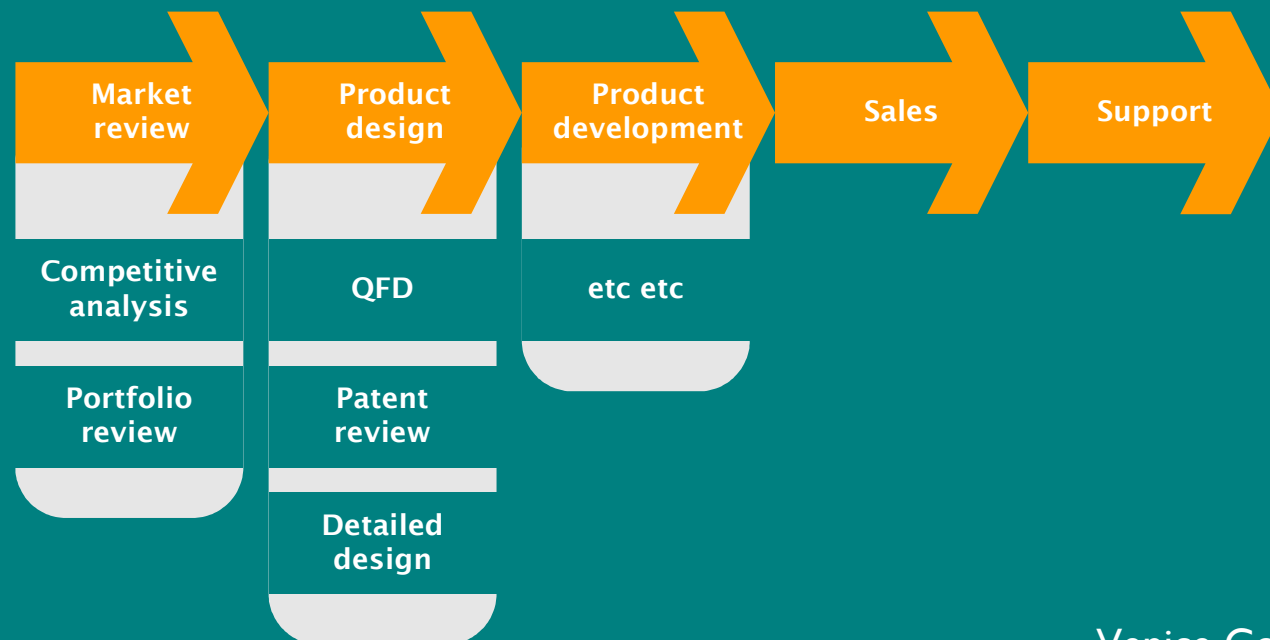
that capture the dynamism and the collaboration

Leave the axe at home

- /// We cannot chunk the organisational activity by decomposition
- /// We just get a static structure of random lumps

Stay out of the kebab house

- /// We cannot chunk according to functions, information flows, departments, chains – these are all design decisions and can be changed



Two aspects of dynamism

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

The monkeys

- /// A customer places an order
- /// Someone sends an email
- /// A clinical trial starts
- /// 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
 - customer order
 - clinical trial
 - supplier
 - product
 - plant failure

Monkeys mean responsibilities

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

... until it is done

Responsibilities 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'

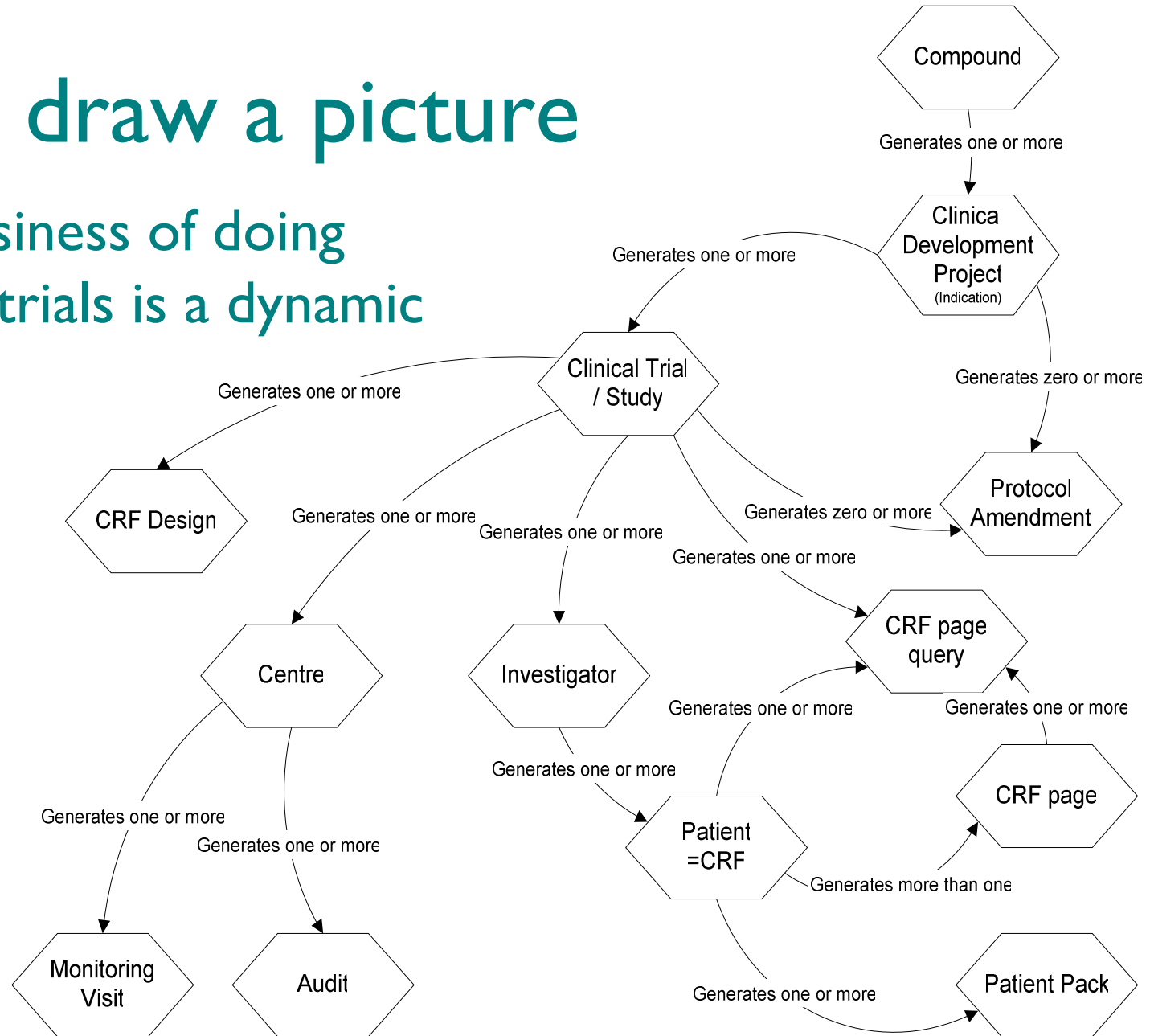
The rabbit warren ... responsibilities multiply

- /// 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 doing clinical trials is a dynamic affair



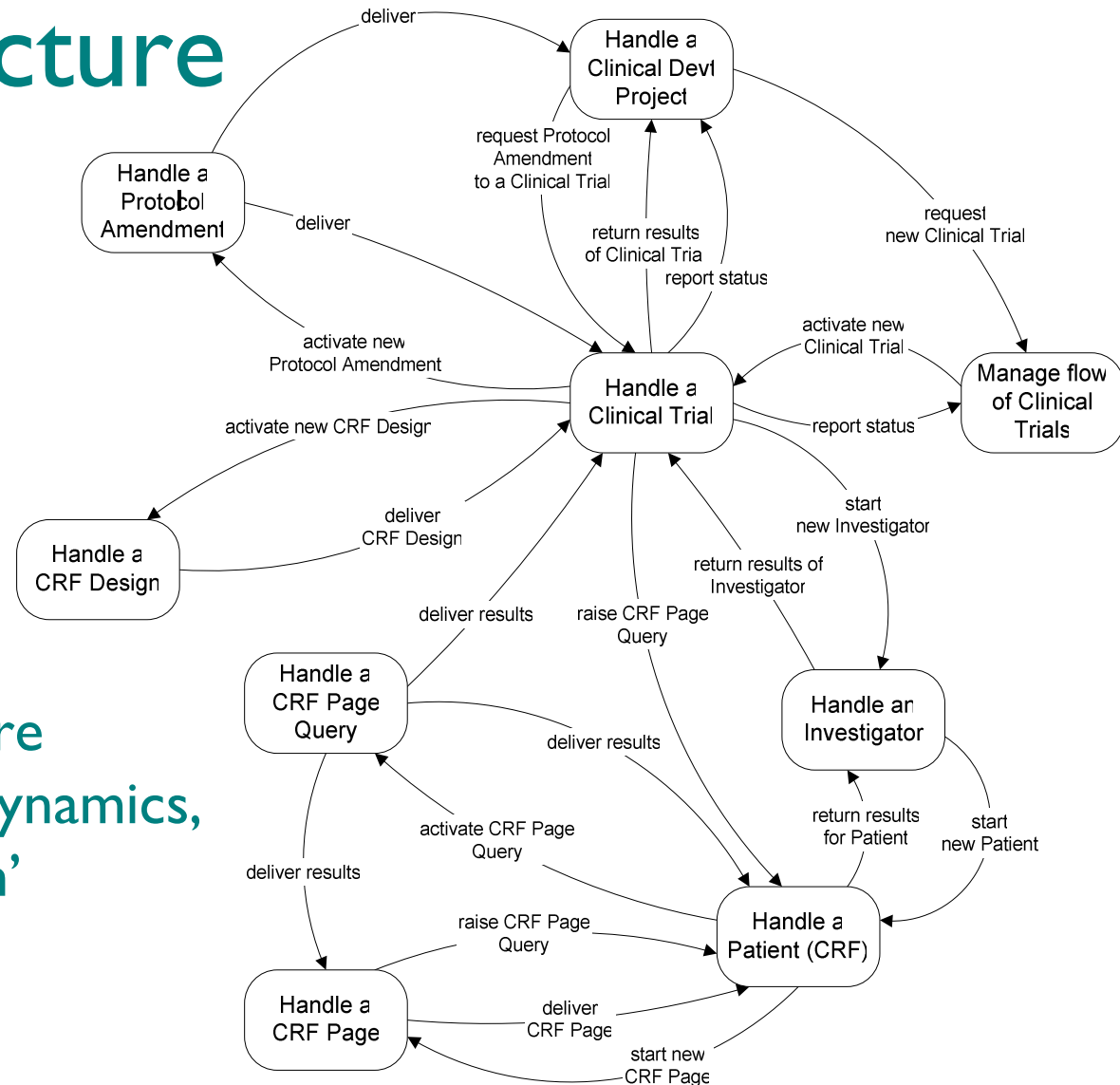
The rabbit warren needs management

- /// 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

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
 - /// nothing static about this
- /// Those are the true dynamics

Let's draw another picture



This *Riva* Process Architecture captures the true dynamics, not just a glib 'chain'

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

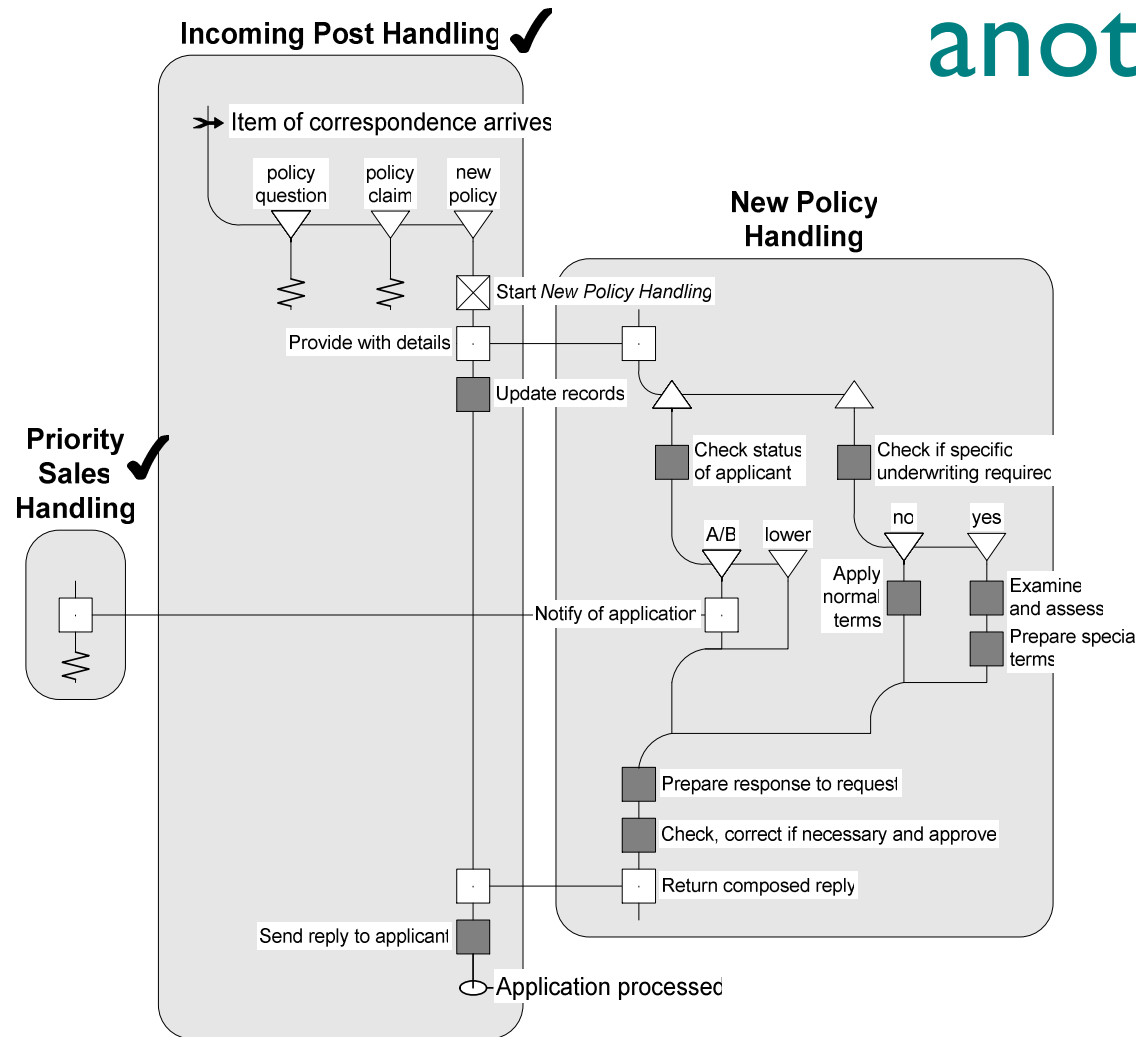
- /// We don't pass the pizza from one to another
- /// We share it out, leaving strands of mozzarella between us
- /// And we can all eat at the same time

- /// 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

Benefits

With this approach we can meet the challenges of
Business Process Management by truly
understanding

- /// our highly dynamic environment
- /// our highly coupled world

Exercise for the train home

- /// Take your favourite process modelling notation
- /// Model the 'email process':
 - /// 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)

web www.veniceconsulting.co.uk
email mao@veniceconsulting.co.uk
phone +44 (0)1225 7623 822
voip +44 (0)870 931 3379



Venice Consulting Ltd

Copyright © Venice Consulting Ltd 2005