

Riva

**A rigorous approach for
Business Process Management**

Martyn Ould



Venice Consulting Ltd



BPM – a world without method

- /// A world driven by programmers
- /// A world full of new languages
- /// A world of machine semantics
- /// A world without business semantics
- /// A world without a business-oriented method

Business features of business processes

- /// They are highly *concurrent*
- /// They are highly *collaborative*
- /// They are highly *mobile*

- /// Any BPM method must tackle these head-on

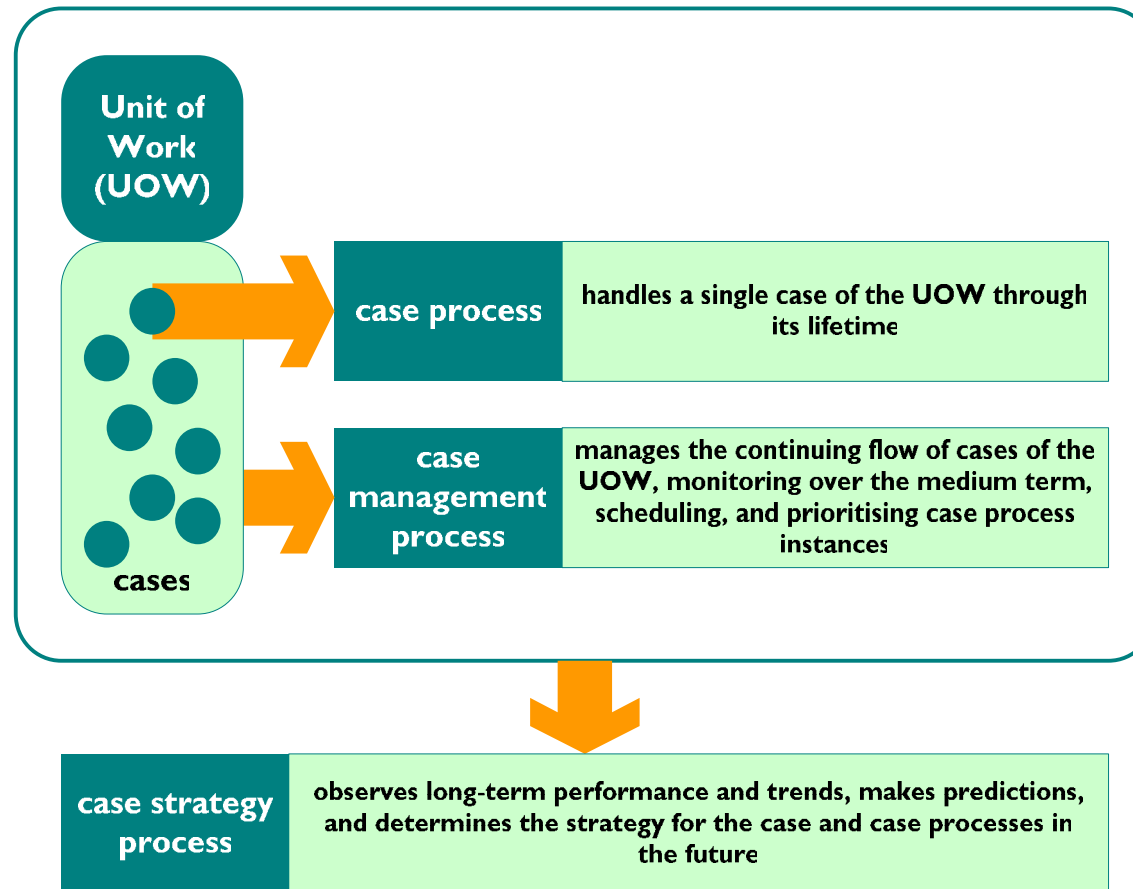
The secret: instantiation

- /// At any moment the world is a set of *instances*
 - /// of processes
 - /// of roles/responsibilities within processes
 - /// of threads within roles
- /// That set is constantly in flux
- /// Processes evolve as they run
- /// Evolution is about instantiation – instance flux
- /// A sound BPMS method must capture the *dynamics of instantiation*

The *Riva* method

- /// Has *concurrency*, *collaboration*, and *mobility* at its heart
- /// Uses instantiation to capture concurrency:
 - /// an architectural level captures the flux of process instances in the active business
 - /// a process level captures the flux of responsibility and thread instances in an active process instance
- /// Uses role interaction to capture collaboration
- /// Uses process and role instantiation and interaction to capture mobility

1: An organisation is a network of three types of process

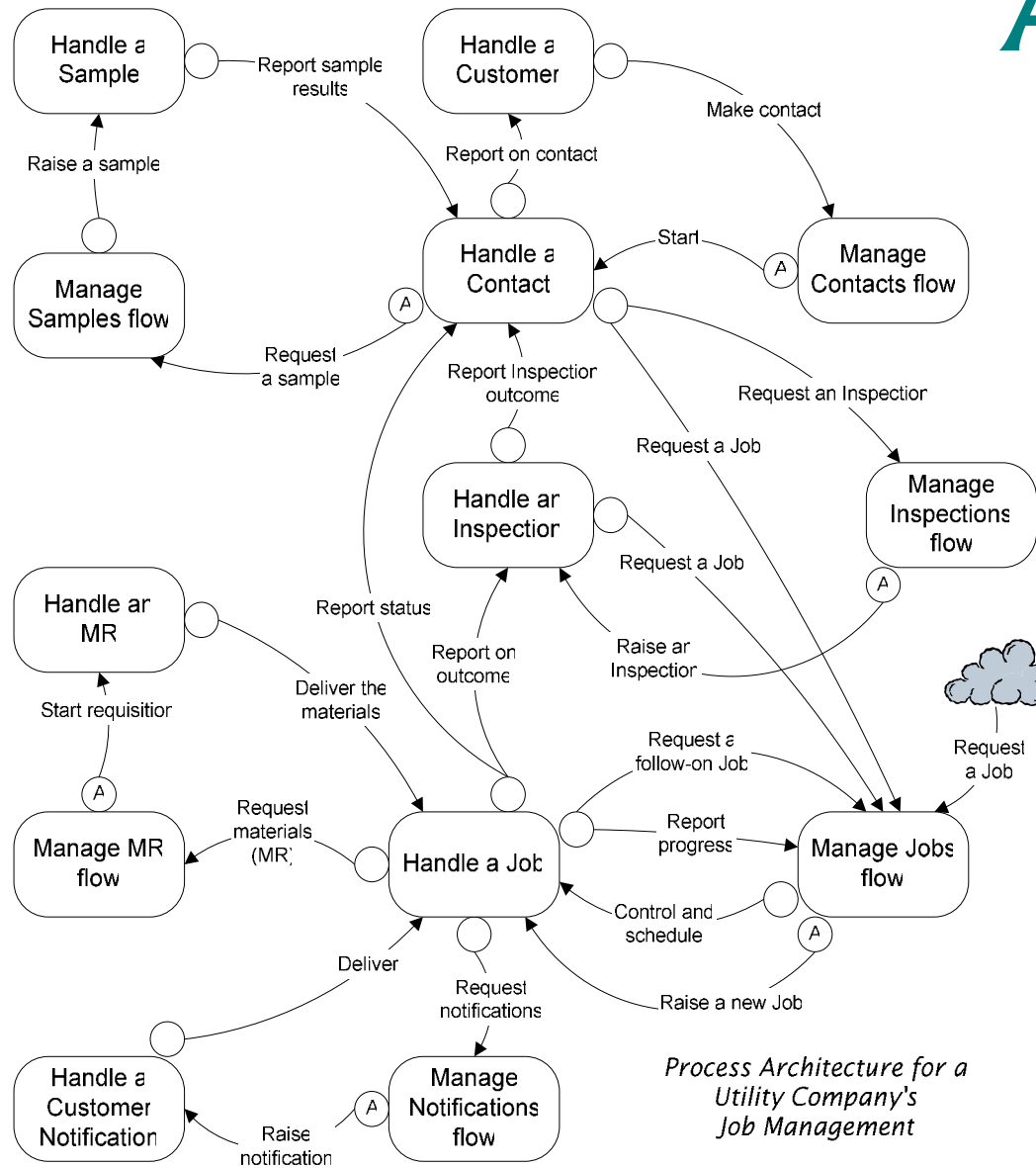


The *Riva* process architecture

- /// Any BPM approach must build on a sound basis, in particular an appropriate ‘chunking’ of *all* the organisational activity
- /// ***Riva*** starts by building an understanding of what business the organisation is in, in terms of ‘units of work’
- /// It then uses a very fast and repeatable technique to build a *process architecture*: a network of the three types of process and their dynamics: interaction and instantiation

A sample Riva process architecture

(Note that any process architecture, including this one, is drawn from the viewpoint of the organisation under the searchlight)



Benefits of a *Riva* process architecture

- /// It is a sound – and **constant** – basis that is
 - /// derived only from the business the organisation is in
 - /// independent of how the organisation is structured
 - /// independent of the culture of the organisation
 - /// ‘reengineering-proof’
- /// It provides the necessary **chunking** of all the organisational activity into separate processes, eg for a BPMS implementation
- /// It gives equal importance to **management processes** and the interfaces they represent, and where hidden delays may be found
- /// It highlights **concurrency** that is or could be achieved, and hence where cycle time gains may be won or lost

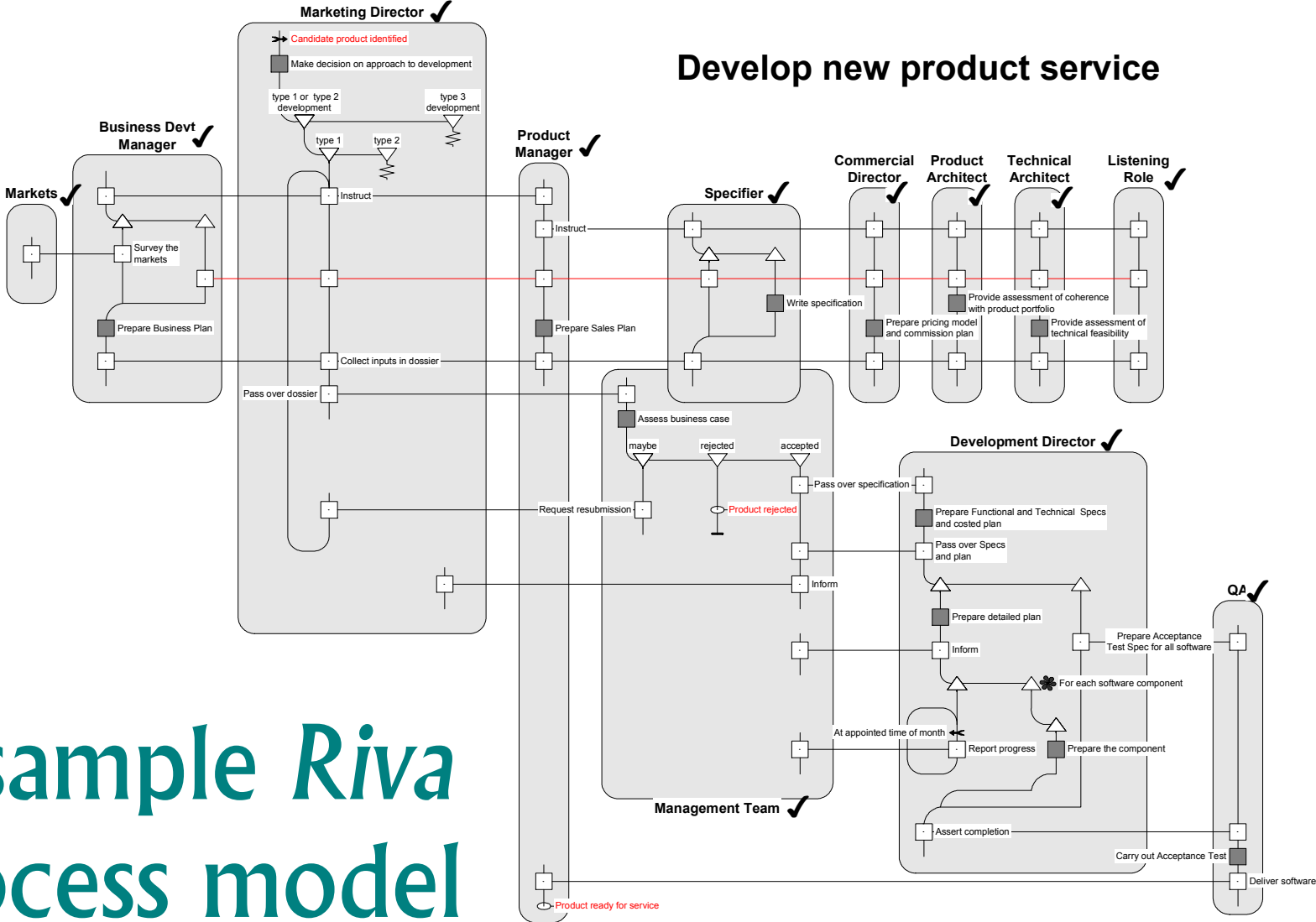
2: A process is a network of interacting roles

- /// A **Riva** process model chunks a process as a network of collaborating *roles*
- /// Each role is a (set of) business responsibilities
- /// A role can be
 - /// permanent: Head of R&D
 - /// transient and hence instantiated: the responsibility for project safety
- /// Roles interact to collaborate

3: A role is a network of actions and interactions

- /// A role is a network of *threads* of actions and decisions, interspersed with interactions with other roles
- /// A **Riva** process model captures
 - /// collaboration as interactions
 - /// the way responsibilities are allocated to roles
 - /// the concurrency of activity
 - /// the ordering of actions, interactions, and decisions
 - /// triggers, outcomes, and goals
 - /// rework, failure points, exception conditions

Develop new product service



A sample Riva process model

(Note that any process model, including this one, is drawn for a particular purpose, to answer a specific question)

Benefits of a *Riva* process model

- /// It correlates **responsibilities** with organisational entities
- /// It exposes the **collaboration** in the process – good or bad
- /// It shows **concurrency** at the role instance level
- /// It highlights within-role **concurrency**, where cycle time gains may be won or lost

- /// NB: these are all **business** concerns

Riva contains techniques for

- /// mapping the organisation as a network of processes on a *Process Architecture Diagram*
- /// mapping a process on a *Role Activity Diagram* for
 - /// understanding or defining an existing process
 - /// diagnosing problems in an existing process
 - /// diagnosing relationship between organisation and process
 - /// designing a new or improved process
 - /// defining requirements for BPMS enactment, or traditional IS support
- /// capturing all the concurrency, collaboration, and mobility

The benefits of using *Riva*

By concentrating on the right things, it is

- /// business-focused
- /// thorough
- /// quick
- /// productive

**The *Riva* method is being
published in a new book
*Business Process Management –
A Rigorous Approach*
by the BCS in September 2004.**



For further details about *Riva* contact Martyn Ould at

Venice Consulting Ltd



The Old School, Hinton Charterhouse, Bath BA2 7TJ

e-mail mao@veniceconsulting.co.uk

phone +44 (0)1225 723 822

fax +44 (0)870 056 7443

Visit www.veniceconsulting.co.uk