

BCS Business Information Systems Specialist Group May 2006

# Getting your head round your business processes – part 2

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# Challenge

To be able to get our heads around

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

that characterise our complex and inter-related world

# Building the foundation

- /// How do we get our heads around the dynamics of our organisation?
- /// How do we determine what processes we have?
- /// How do we determine their dynamic relationships?

# Process architecture

- /// A picture that tells us
  - /// what processes we have
  - /// what dynamic relationships they have
  
- /// But we need a *method* for constructing it and then for challenging what it is telling us

# The monkeys

- /// A possible new *product* is invented
- /// We gain a new *customer*
- /// A customer places an *order*
- /// A *clinical trial* is needed
- /// We take on a new *supplier*
- /// A piece of *plant fails*
- /// An *email* arrives

# The monkeys *define* our business

/// Being in a particular business means there are certain things we must deal with

/// ... let's call them *Units of Work*, eg

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

# Monkeys make demands

## /// Units of work generate demands:

- demand to handle a product
- demand to look after a customer
- demand to handle a customer order
- demand to handle a clinical trial
- demand to handle a supplier
- demand to handle a plant failure

demands which are generated dynamically

. . . each of which has a 'lifetime', from start to end

# Demands imply processes

/// A process to handle each unit of work

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

/// The *CASE PROCESS*

/// which is instantiated whenever the demand is generated

# Key properties of a case process

- /// It is by definition end-to-end
- /// It is a natural for appropriate measurement
- /// Inside it is where we make design decisions about
  - /// organisational structure
  - /// technology
  - /// culture
  - /// etc

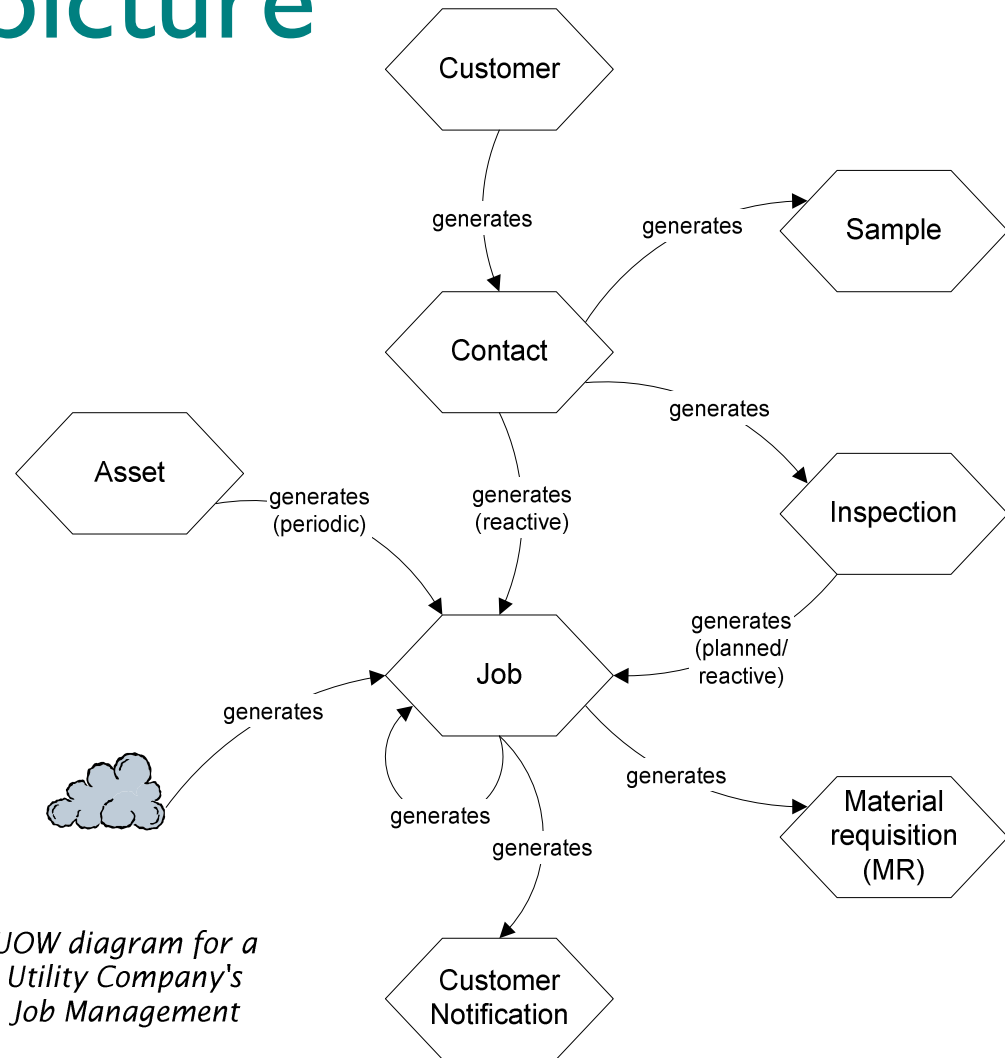
# The rabbits multiply

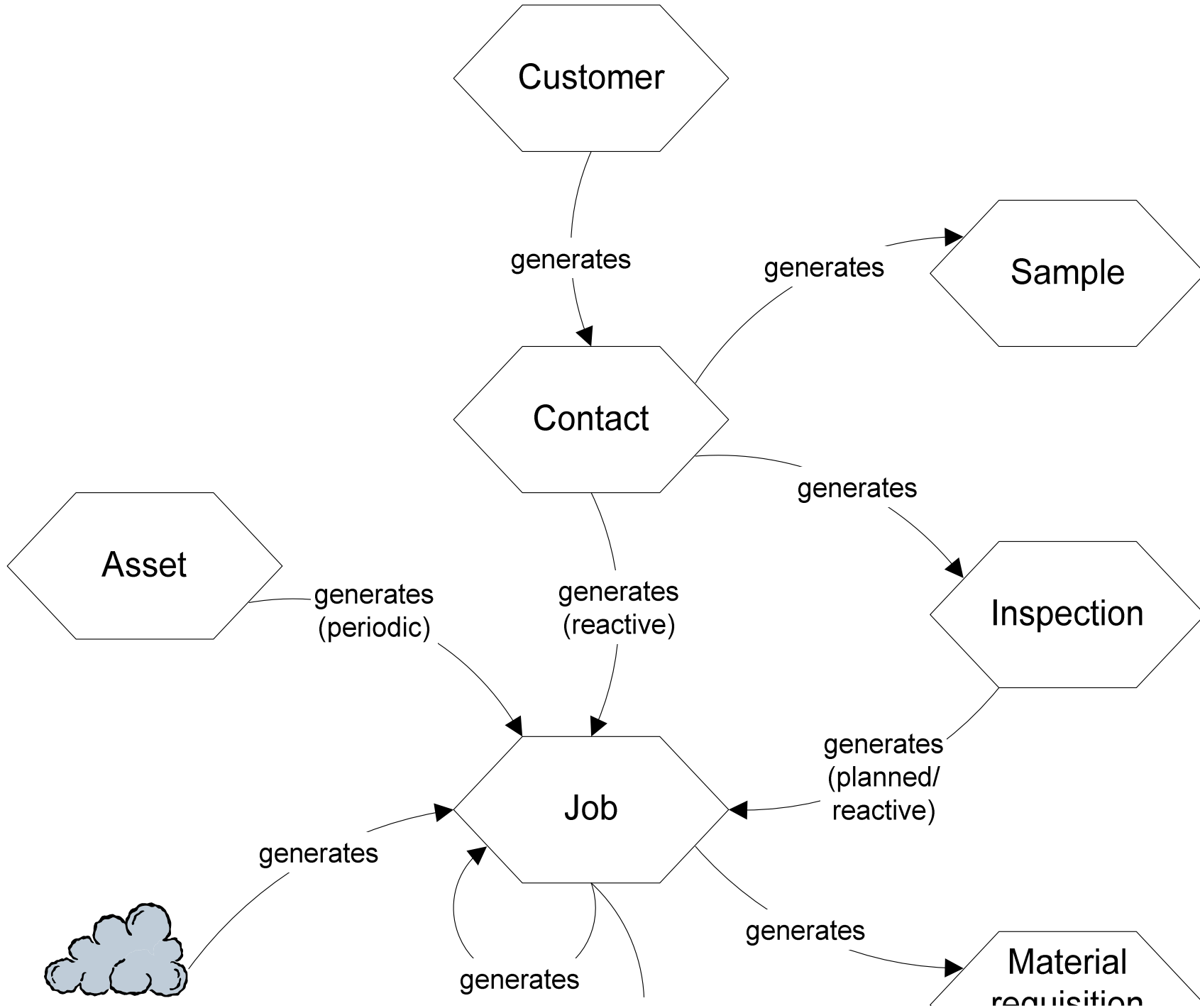
– a case of one UoW generates cases of another

- /// A drug compound *generates* (needs) several clinical trials
  - /// During the life of the compound, clinical trials are started for it
- /// A clinical trial *generates* (recruits) many patients
- /// A plant failure can *generate* (require) one or more maintenance tasks
- /// A customer can *generate* sales opportunities
- /// An email can *generate* (lead to) more emails

# Let's draw a picture

The business of carrying out jobs at a utility company is a dynamic affair





# The rabbit warren needs management

- /// What about the scheduling, resourcing, and prioritising of all those competing cases of a unit of work?
- /// That's the *CASE MANAGEMENT PROCESS*
- /// Examples:
  - /// 'Manage the flow of jobs'
  - /// 'Manage the flow of inspections'
  - /// 'Manage the flow of samples'
  - /// 'Manage the flow of contacts'

# Properties of a case management process

- /// It concentrates all the resourcing, scheduling, and prioritisation of cases of its UoW
- /// It determines the efficiency of resource usage
- /// It affects the transit time of requesting cases
- /// It is responsible for delay if it batches and queues

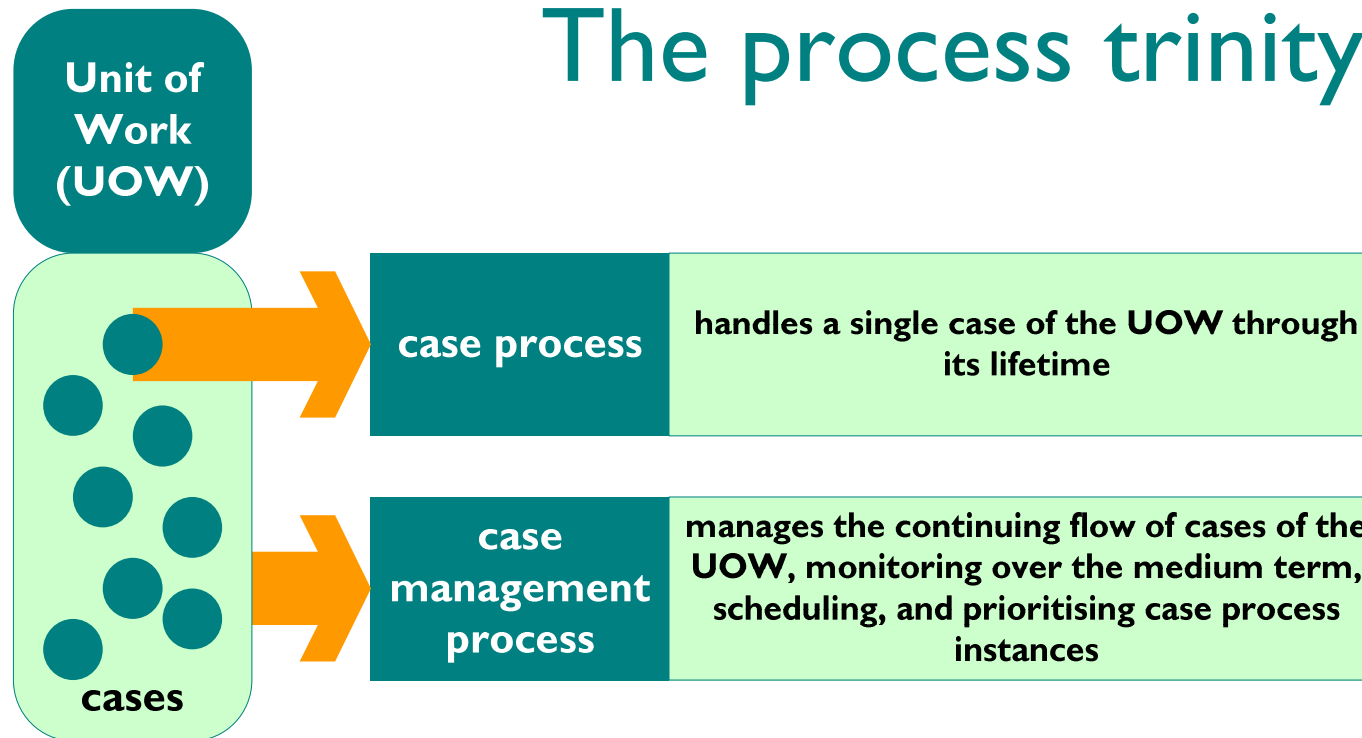
# There is a third process type

- /// The *case process* deals with one case
- /// The *case management process* deals with the flow of cases – short and medium term management
- /// Where do we take the long view?
  
- /// In the *CASE STRATEGY PROCESS* for each UoW
- /// For example:
  - /// ‘Take a strategic view of contacts’
  - /// ‘Take a strategic view of plant failures’

# Properties of a case strategy process

- /// It encapsulates the organisation's strategic thinking about how a given UoW is dealt with
- /// It is where trends are observed and acted on
- /// It is where process improvement happens
  - /// It can change and control the case process and the case management process
- /// It might generate new cases of its UoW
  - /// 'Take a strategic view of assets' might decide on some new assets

# The process trinity



**case strategy process**

observes long-term performance and trends, makes predictions, and determines the strategy for the case and case processes in the future

# Five steps to the process architecture

1. Brainstorm the *essential business entities*
2. Extract the ones that are *units of work*
3. Capture the 'generates' relationships between them on a *Unit of Work Diagram*
4. Transform that Unit of Work Diagram into the 'first-cut' *Process Architecture Diagram*
5. Refine this into the 'second-cut' PAD

# Example: the business of buying a house and moving to it

- /// A loose, transient organisation carries this out:
  - /// we, the buyer
  - /// vendors
  - /// intermediaries
  - /// financiers
  - /// utilities
- /// The end-to-end unit of work is the 'House move'

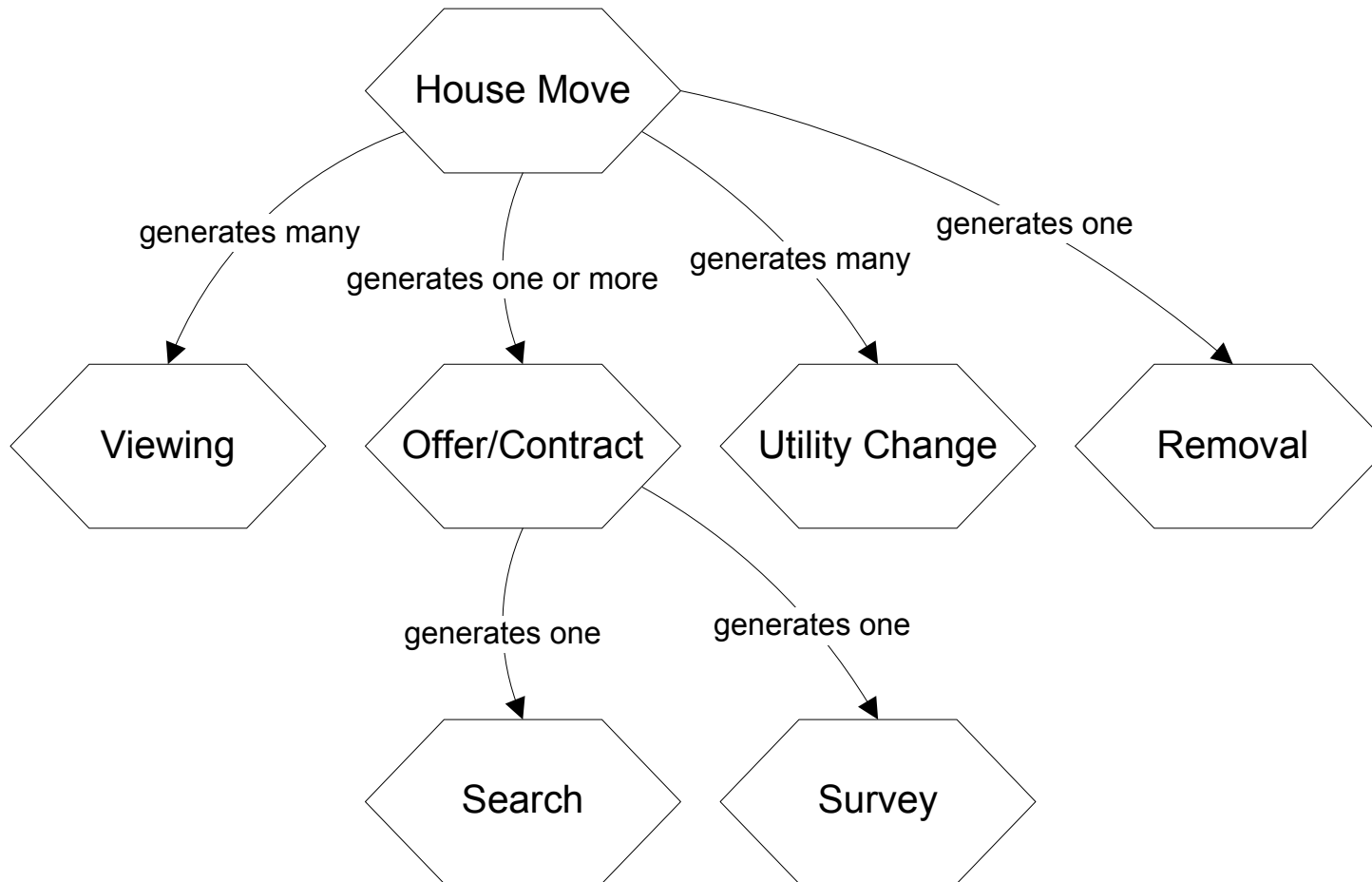
# I: Brainstorm the essential business entities

- /// House move
- /// House
- /// Vendor
- /// Loan
- /// Title
- /// The Land Registry
- /// Purchase
- /// Utility change
- /// Exchange of contract
- /// Keys
- /// Viewing
- /// Offer-contract
- /// Survey
- /// The Local Authority
- /// Removal
- /// Local Authority Search
- /// ...

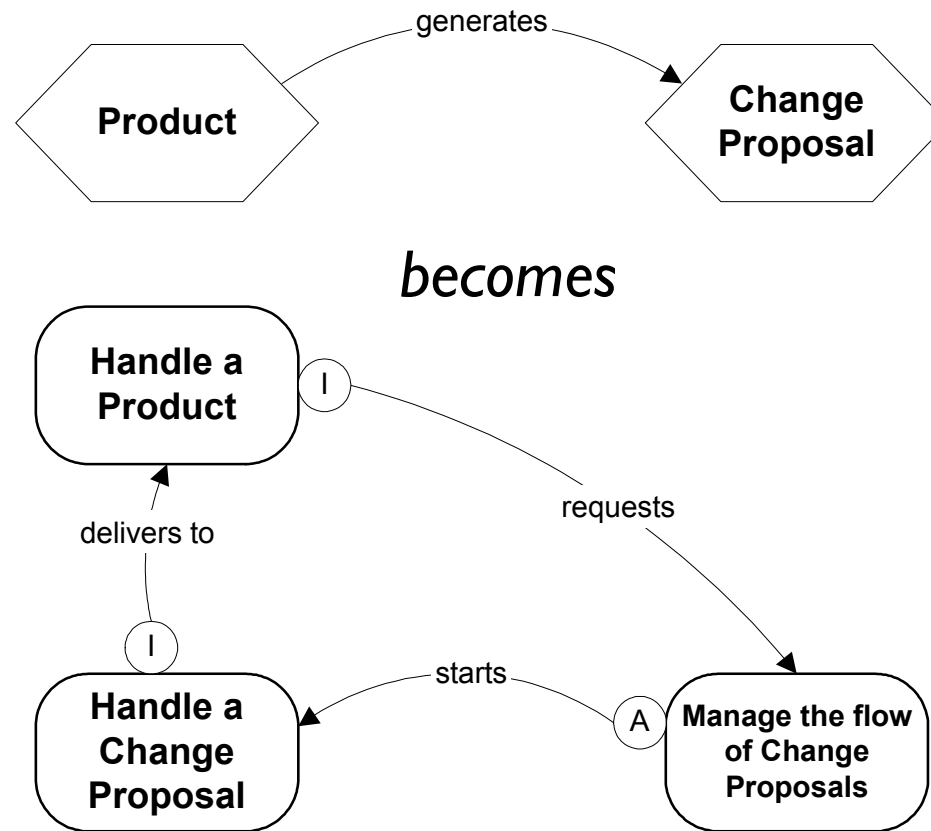
## 2: Extract the units of work

- /// House move
- /// *House*
- /// *Vendor*
- /// Loan
- /// *Title*
- /// *The Land Registry*
- /// *Purchase*
- /// Utility change
- /// *Exchange of contract*
- /// *Keys*
- /// Viewing
- /// Offer-contract
- /// Survey
- /// *The Local Authority*
- /// Removal
- /// Local Authority Search
- /// ...

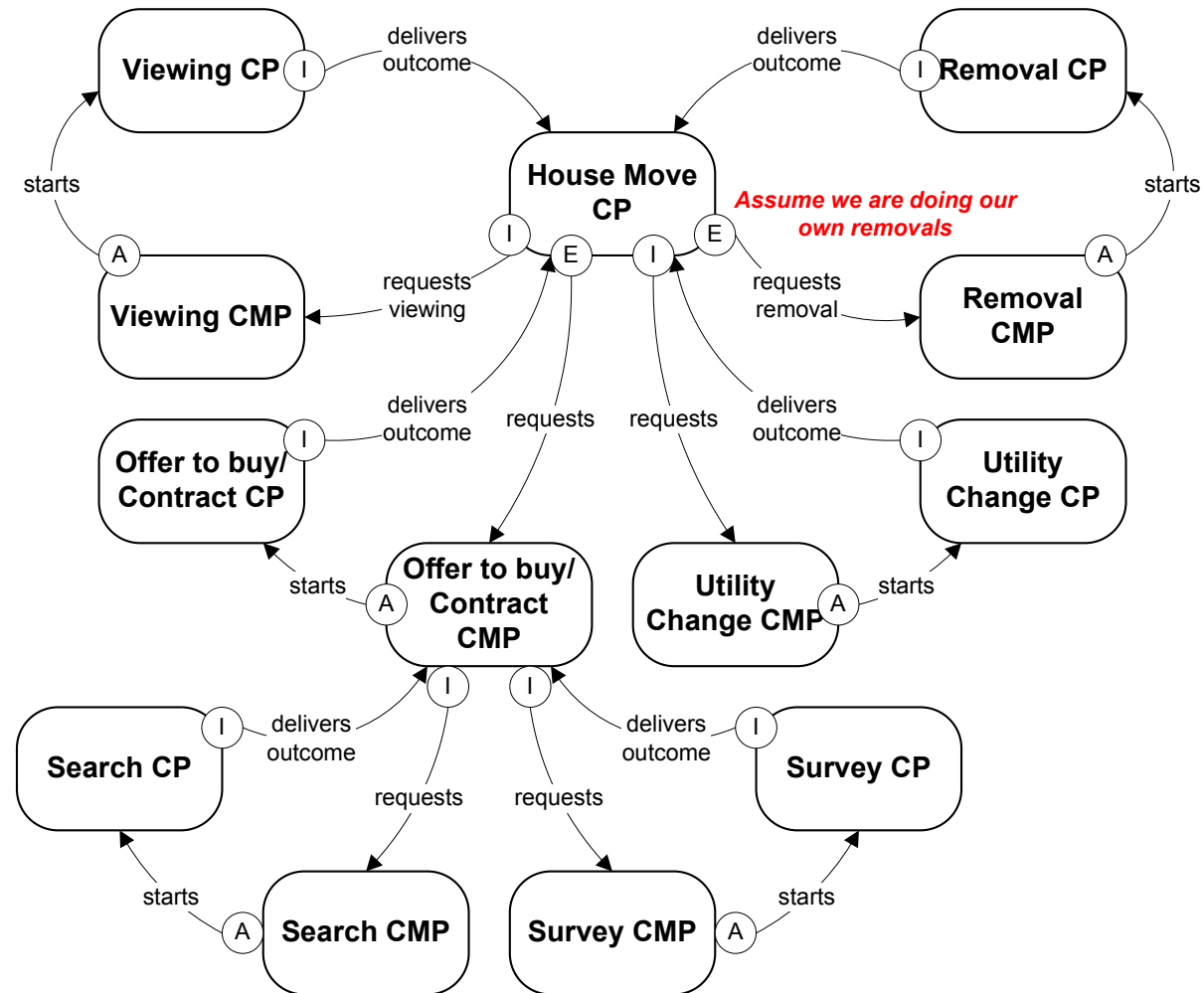
# 3: Capture their 'generates' relationships



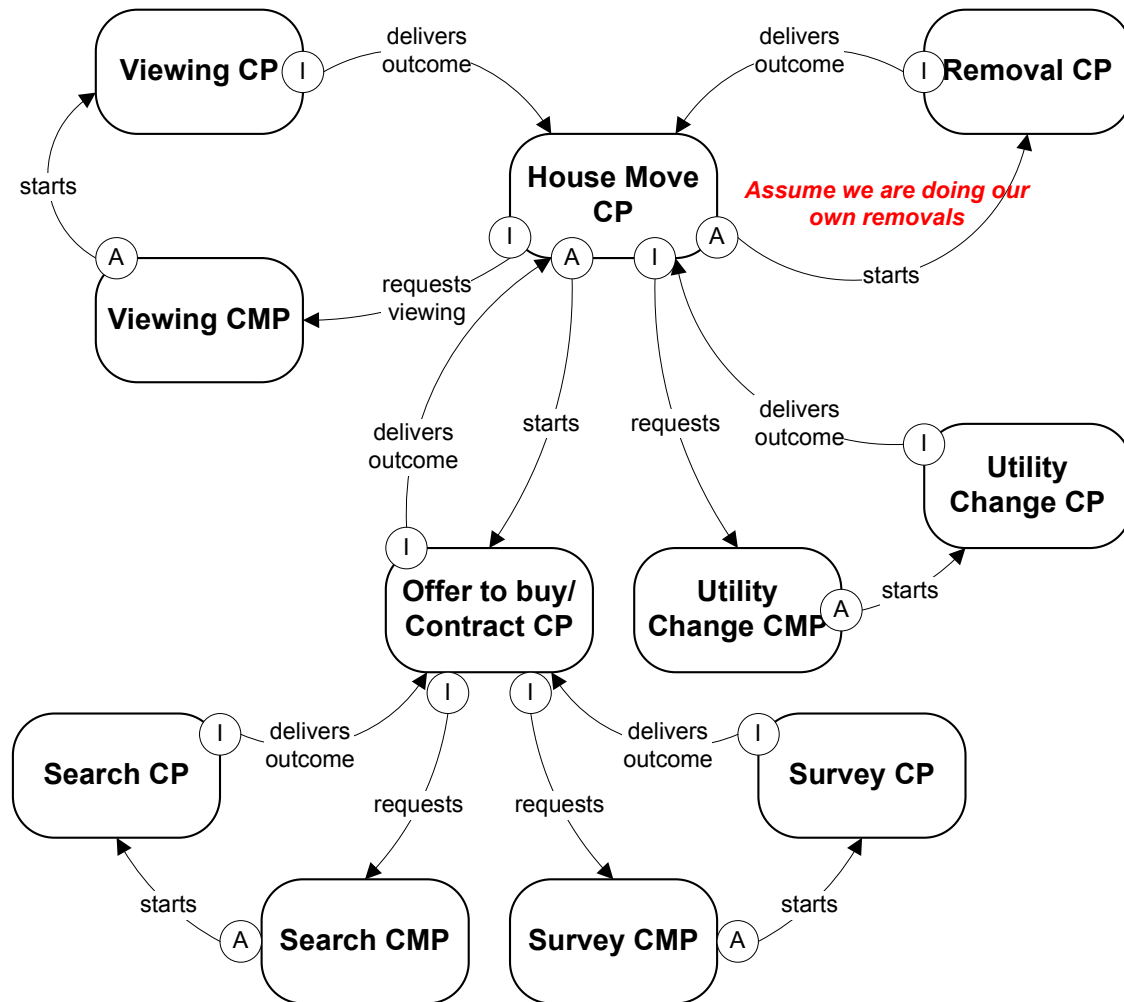
# From UoWs to processes



# 4: Transform into the first-cut process architecture

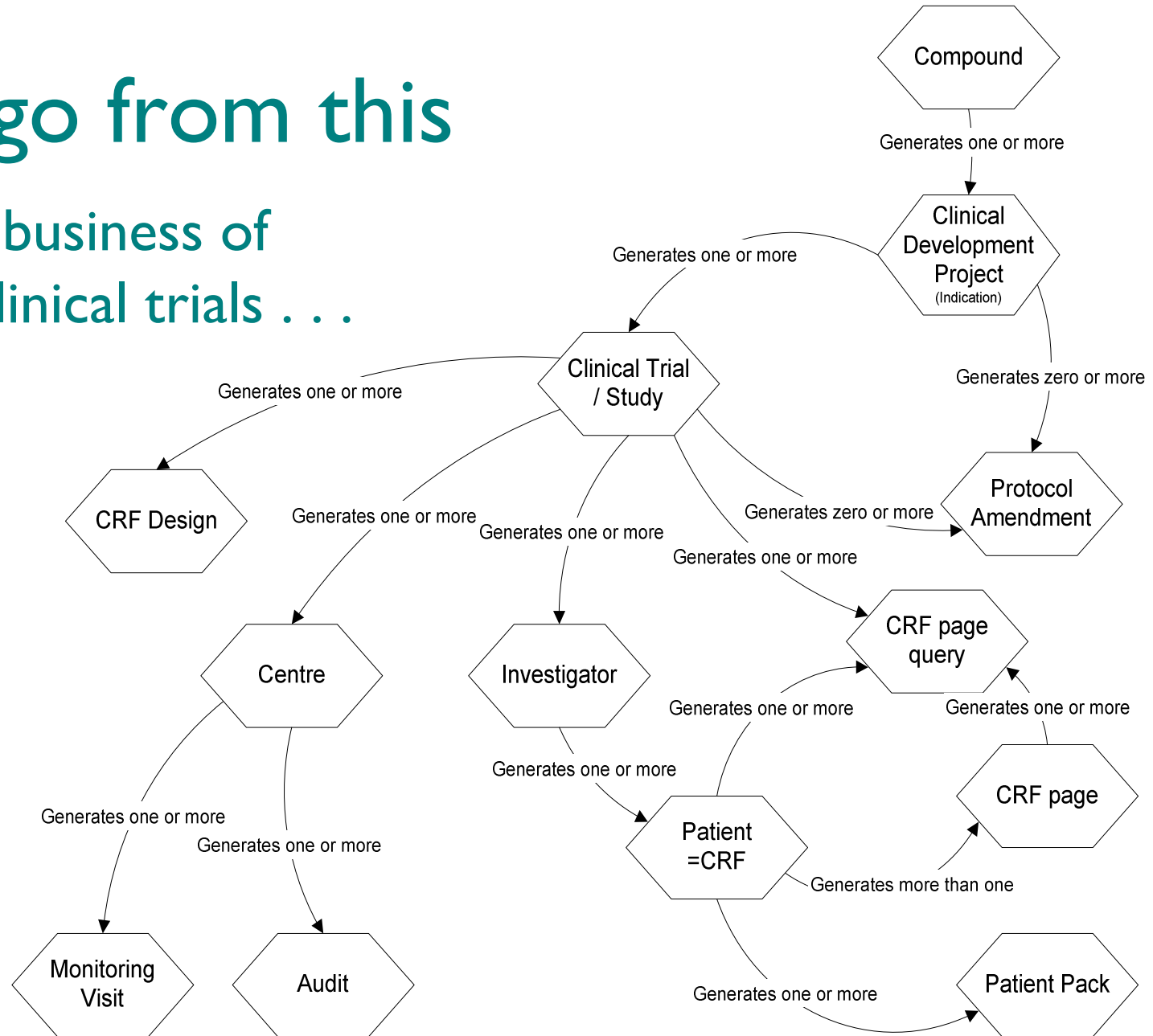


# 5: Refine into the second-cut process architecture

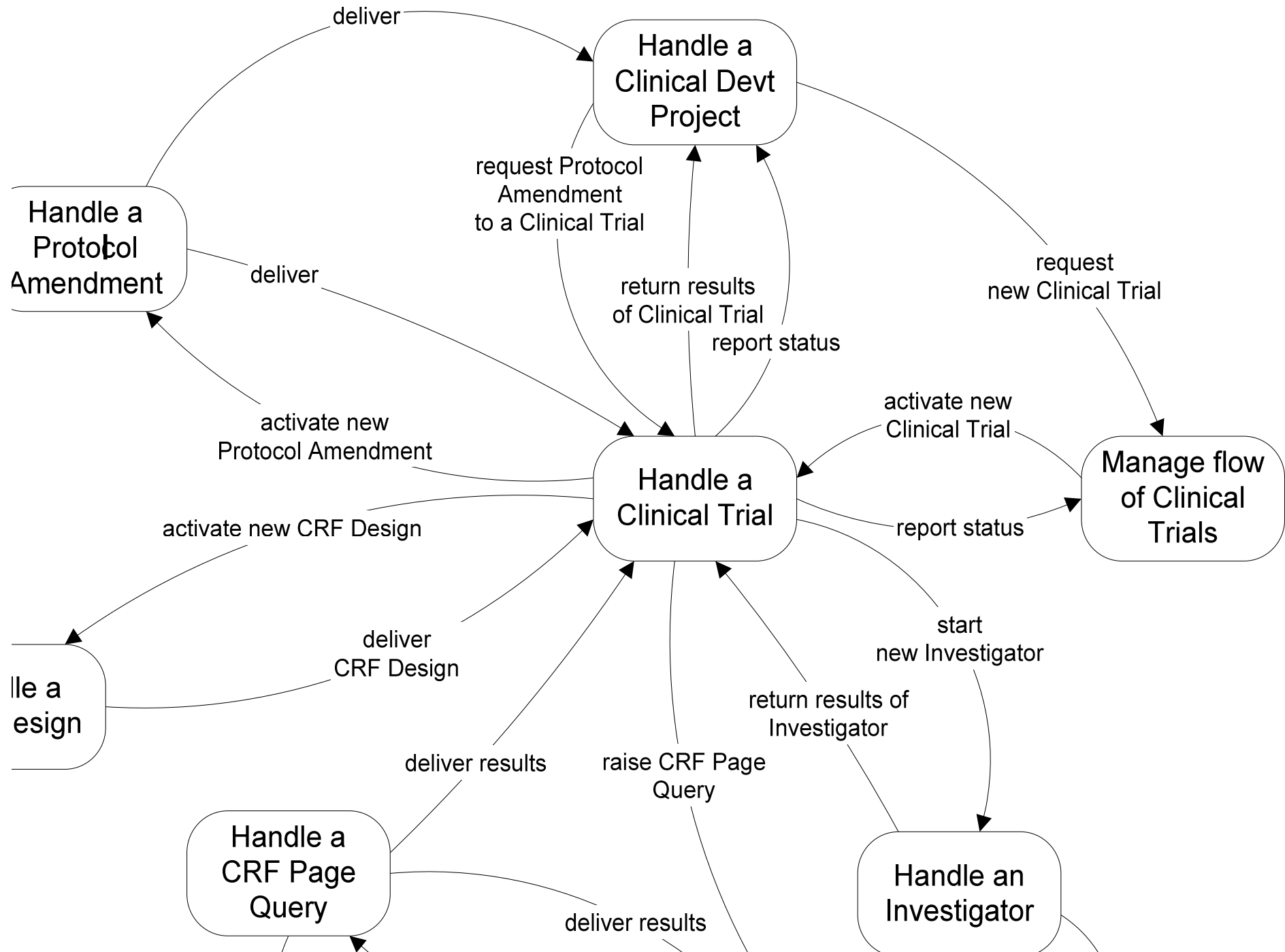


# We go from this

## for the business of doing clinical trials . . .







# Think living spaghetti

- /// 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
  - /// all under the strategic eye of a set of case strategy processes
- /// These are the true dynamics



# Five steps to the process architecture

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# 'Essential' or 'Designed'?

- /// We also *invent* units of work:
  - /// Invoice
  - /// Batch
  - /// Monthly sales return
  - /// Expense claim
- /// We can challenge these 'designed' units of work
  - /// Can we do without them?
  - /// Can we achieve the same in another way?
  - /// Do they just reinforce silos?
  - /// Do they create dysfunctional behaviour?

# Examples of process architectures

- /// The virtual organisation by which innovations get into the NHS
- /// An entire engineering consultancy
- /// A new organisation operating in a newly defined regulatory role
- /// The pharmacy of a pharmaceutical R&D company
- /// A university faculty's course administration
- /// A London Borough

# Benefits of a *Riva* process architecture

- /// The chunking into essential processes won't change
  - /// It is independent of our design decisions
- /// 'Designed' processes are exposed
- /// We see *all* our processes:
  - /// the true end-to-end (case) processes
  - /// the (influential) case management processes
  - /// the (vital) case strategy processes
- /// It is a sound and complete basis for all our process work

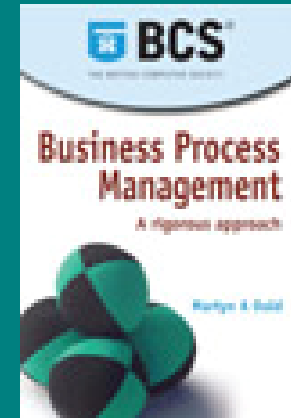
For the full story of *Riva*, read

# Business Process Management A Rigorous Approach

by Martyn Ould

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

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