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Business Process Management A Rigorous Approach

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Programme

- /// Challenge some received wisdom
- /// Outline a rigorous approach to building process foundations for a process-based organisation
- /// Give a simple example of its use
- /// Outline a major case study

We need sound foundations

- /// What are the foundations of our business process management?
- /// On what foundations will we build our 'process-based' organisation?
- /// We need a sound and robust view of what processes we have
- /// I'm going to call that sound foundation the 'process architecture'

Process architecture

- /// A picture that tells us
 - /// what processes we have
 - /// what dynamic relationships they have
- /// It will underpin absolutely everything else we do
 - /// discovery
 - /// analysis
 - /// design
 - /// validation
 - /// integration
 - /// implementation
 - /// control
 - /// improvement

The wrong architecture will make us do the wrong things



The curse of the five-bite kebab



An invitation to

- /// fragmentation of the process
- /// organisational silos
- /// inappropriate measurements and targets
- /// unnecessary hand-offs

Characterising our business

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

Units of work imply processes

/// A process to handle each:

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

/// The *case process*

/// Instantiated whenever the demand is generated

Key properties of a case process

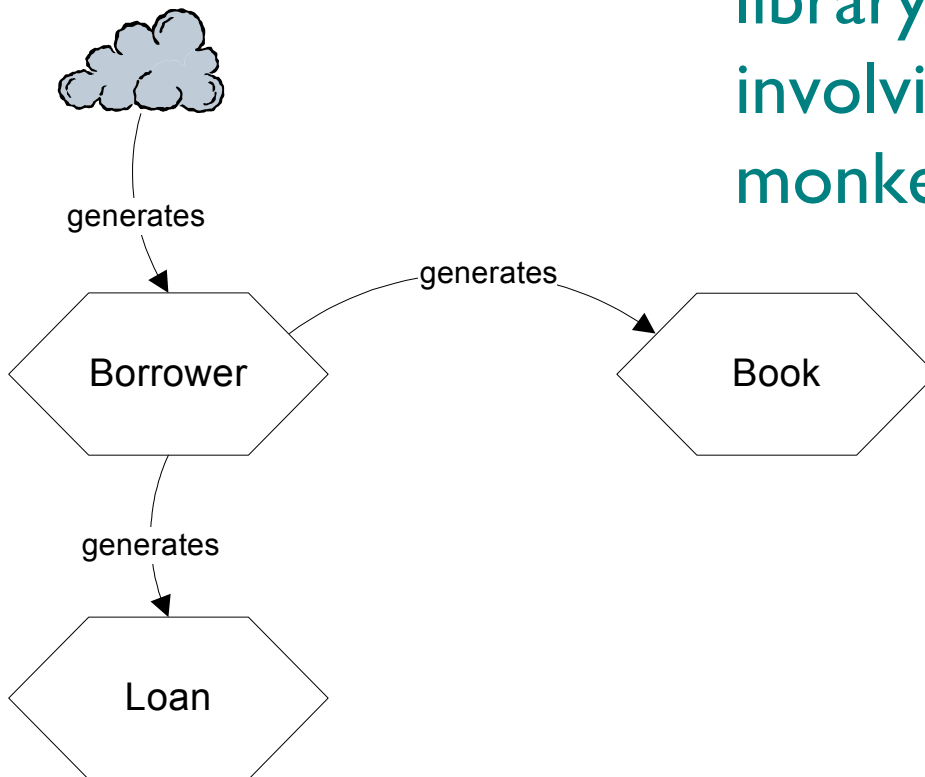
- /// It is by definition end-to-end
- /// It is a natural for appropriate measurement
- /// Inside it is where we make design decisions about
 - /// organisational structure
 - /// technology
 - /// culture
 - /// etc

Units of work multiply

- /// 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 patient visit can *generate* (require) tests
- /// A customer can *generate* sales opportunities

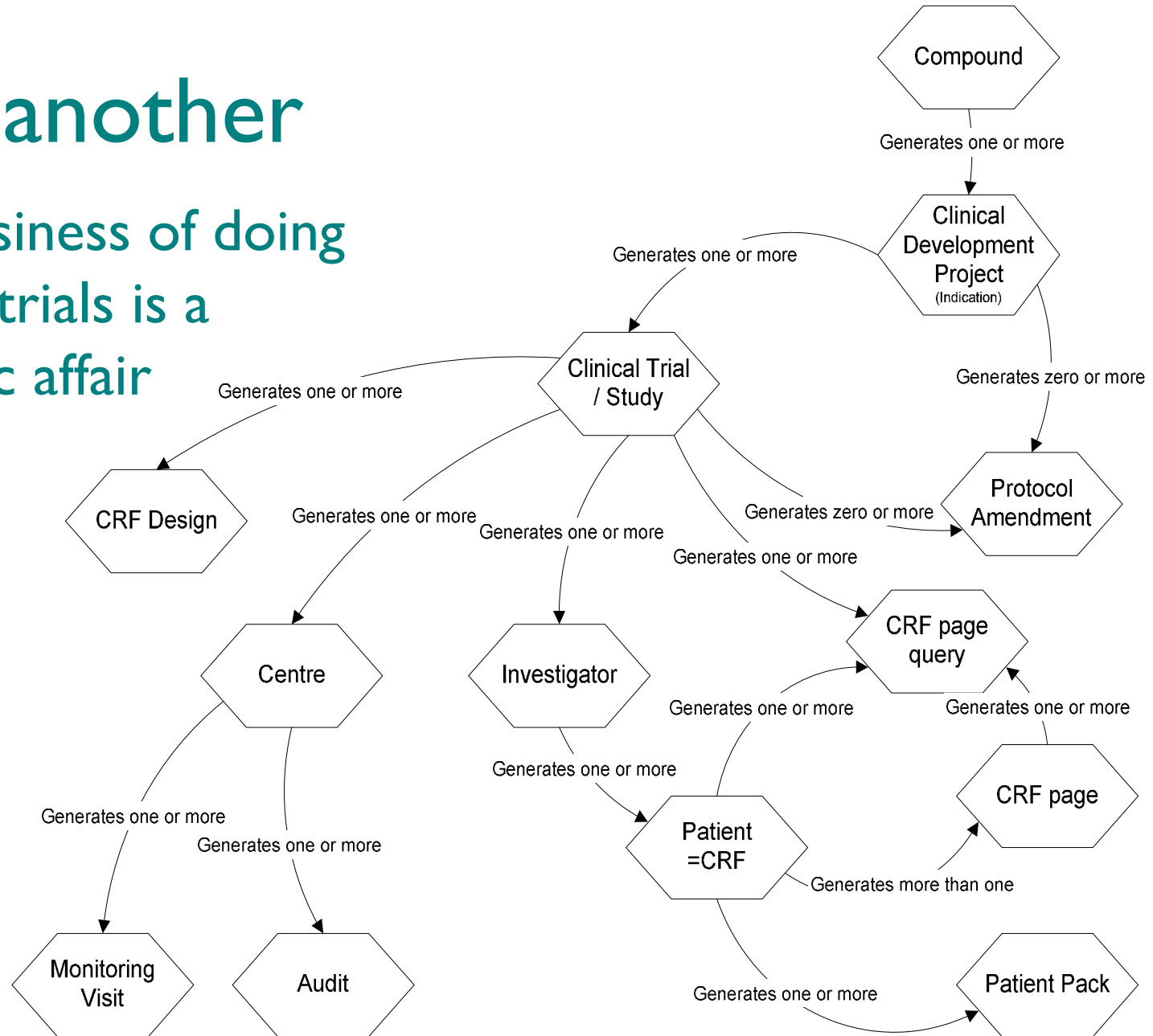
Let's draw a picture

The business of being a library is a dynamic affair involving three sorts of monkey/rabbit



And another

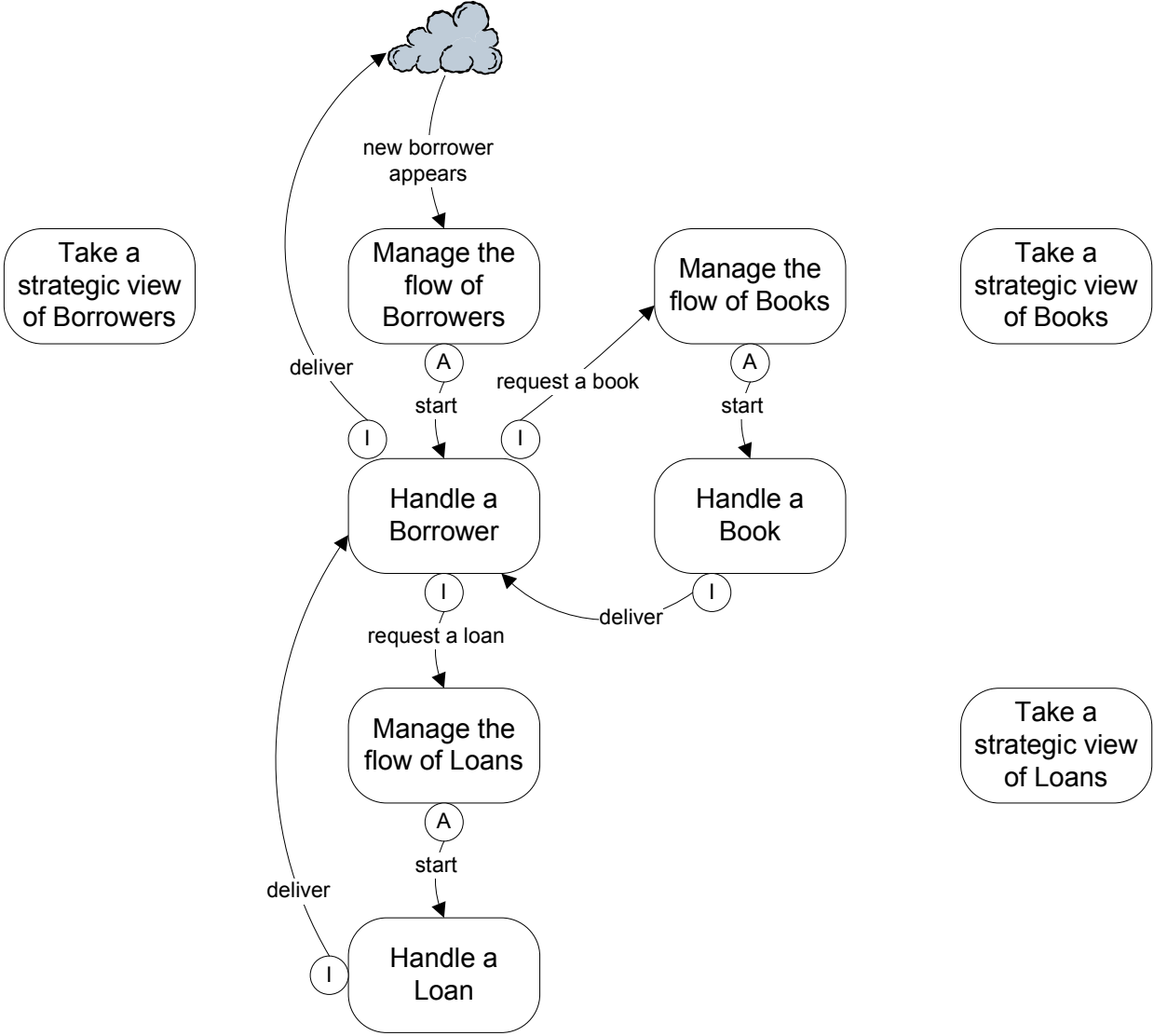
The business of doing clinical trials is a dynamic affair



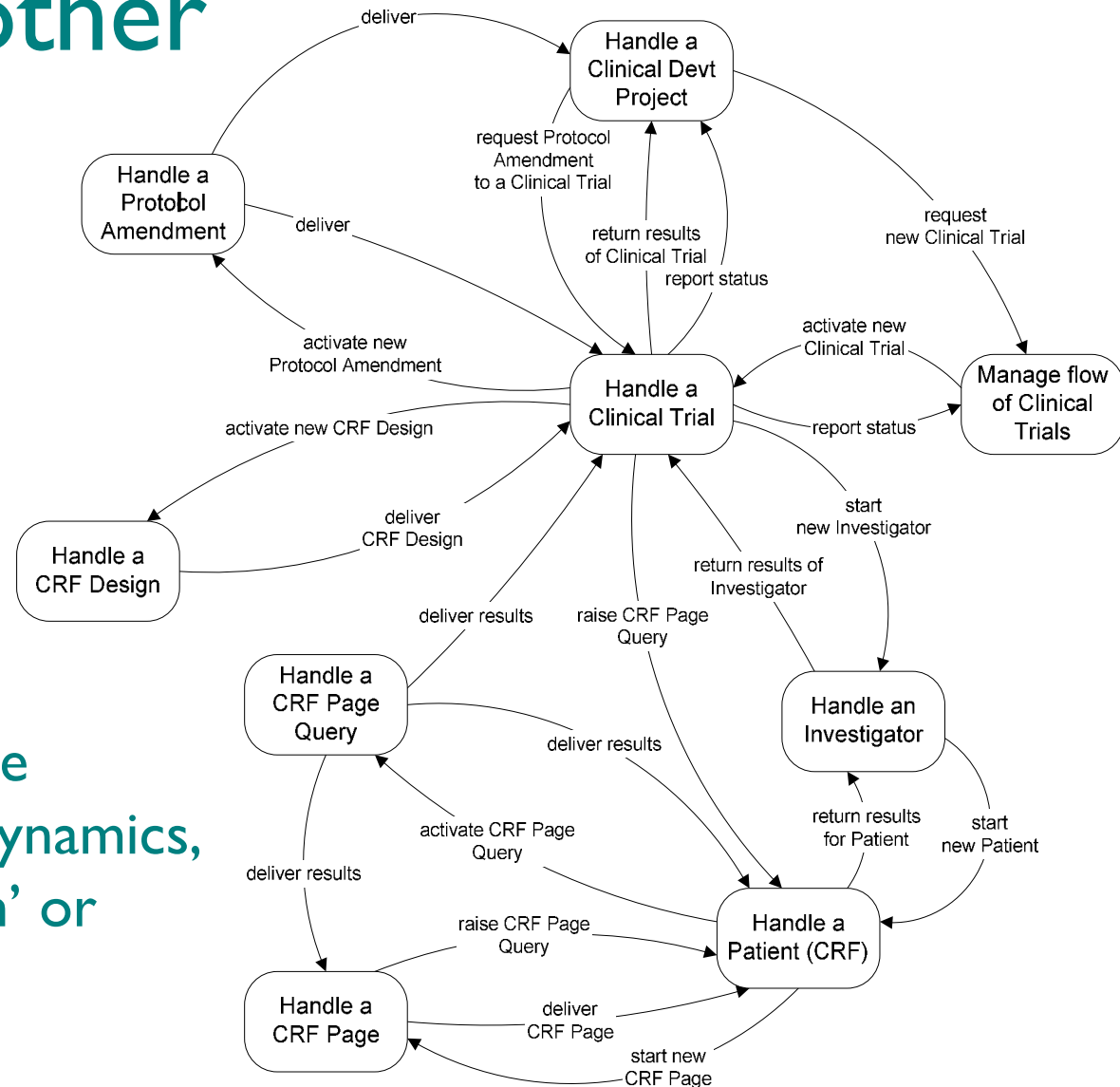
The rabbit warren needs management

- /// 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 products'
 - /// 'Manage the flow of orders'
 - /// 'Manage the flow of deliveries'
 - /// 'Manage the flow of production batches'

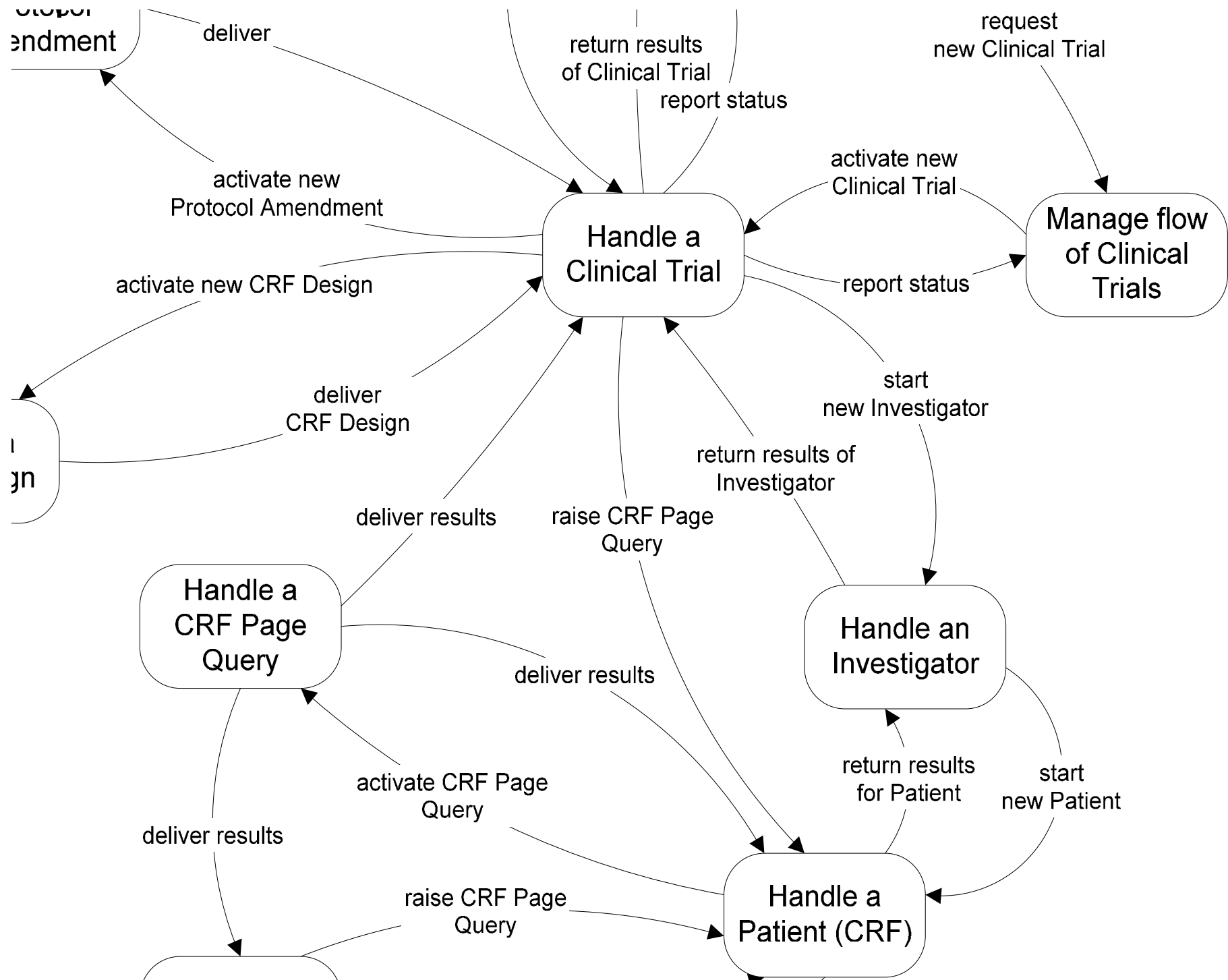
The process architecture can be derived directly from the UOW Diagram



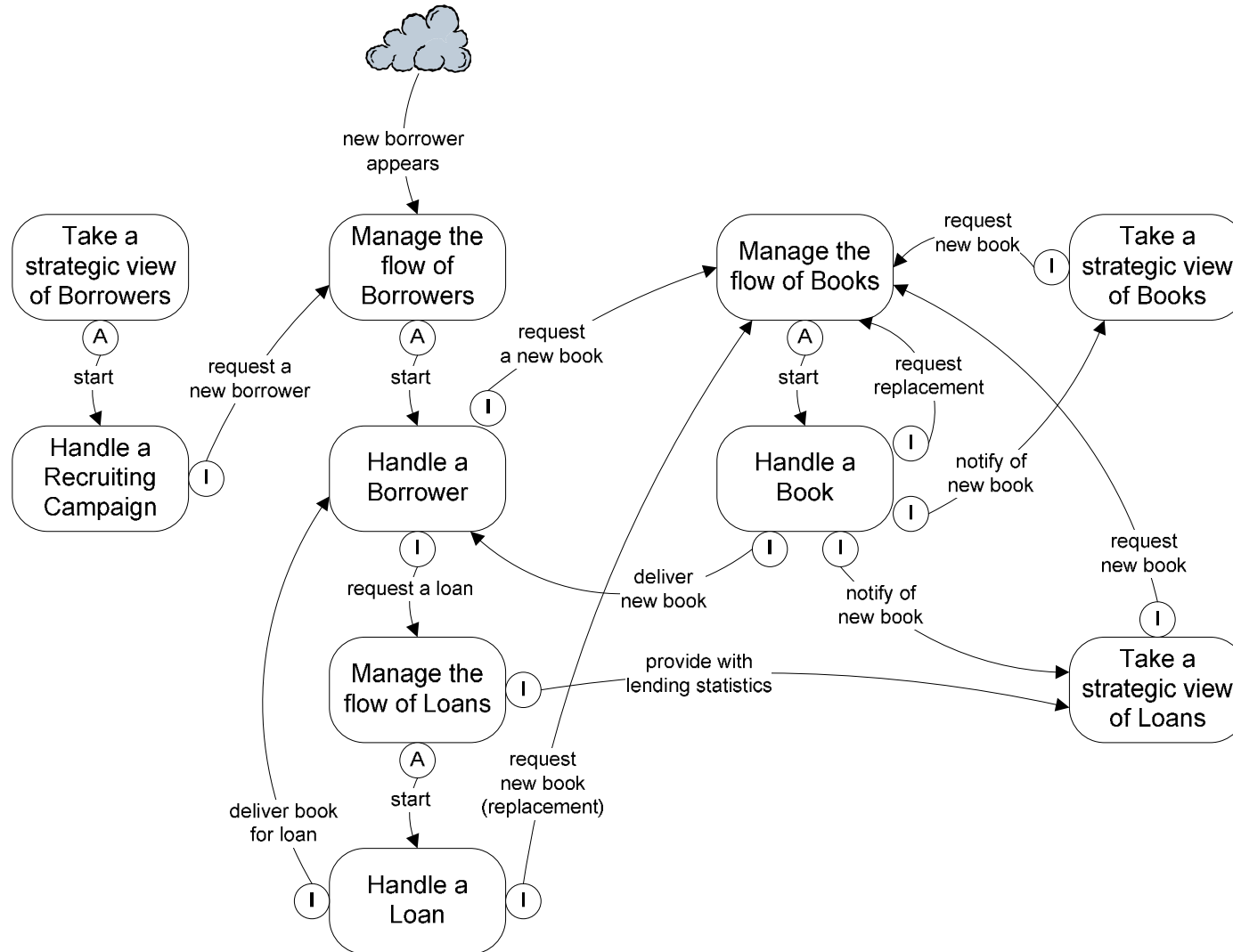
Here's another



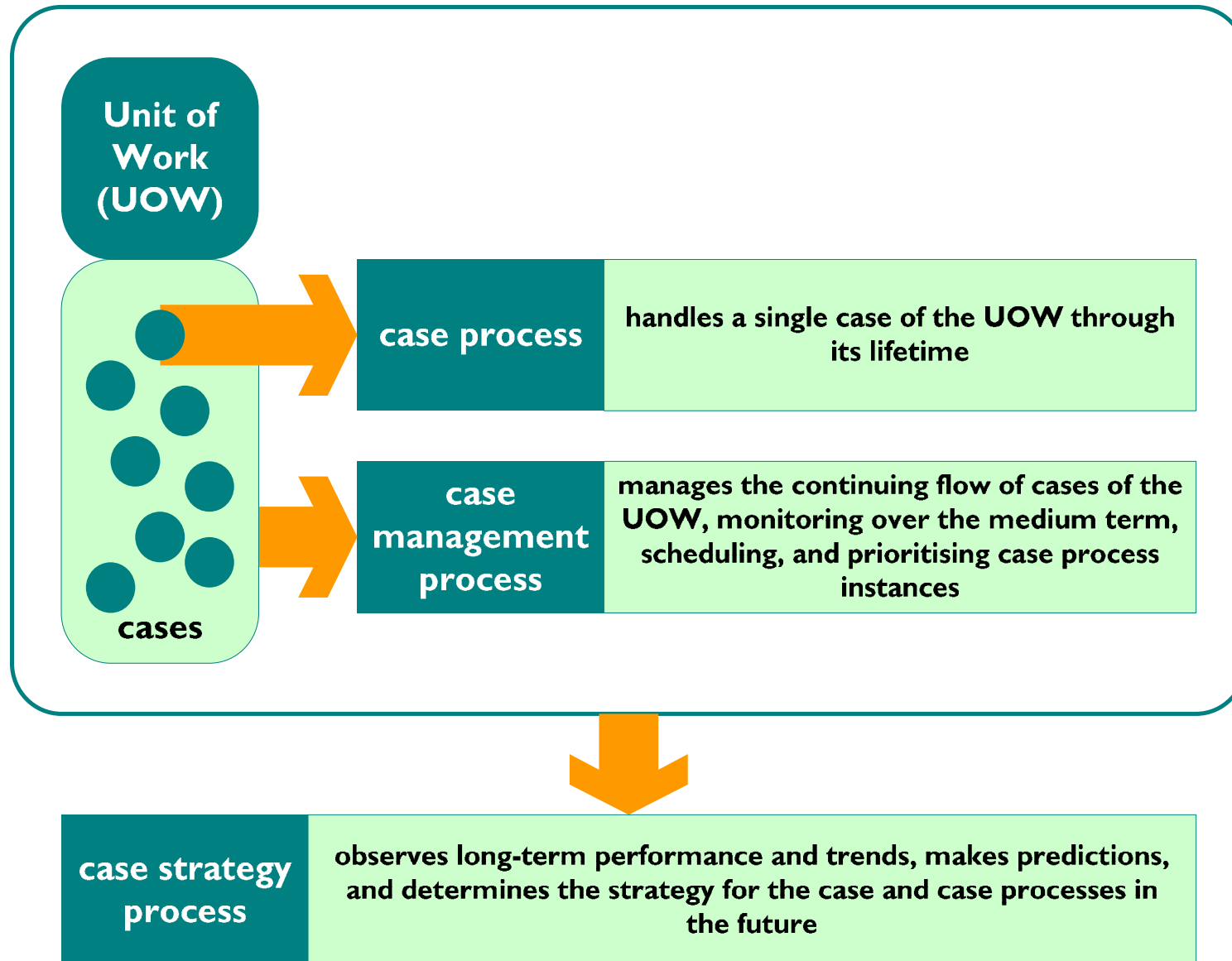
This *Riva* process architecture captures the true dynamics, not just a glib 'chain' or hierarchy



A little more work on the library's process architecture ...



The process trinity

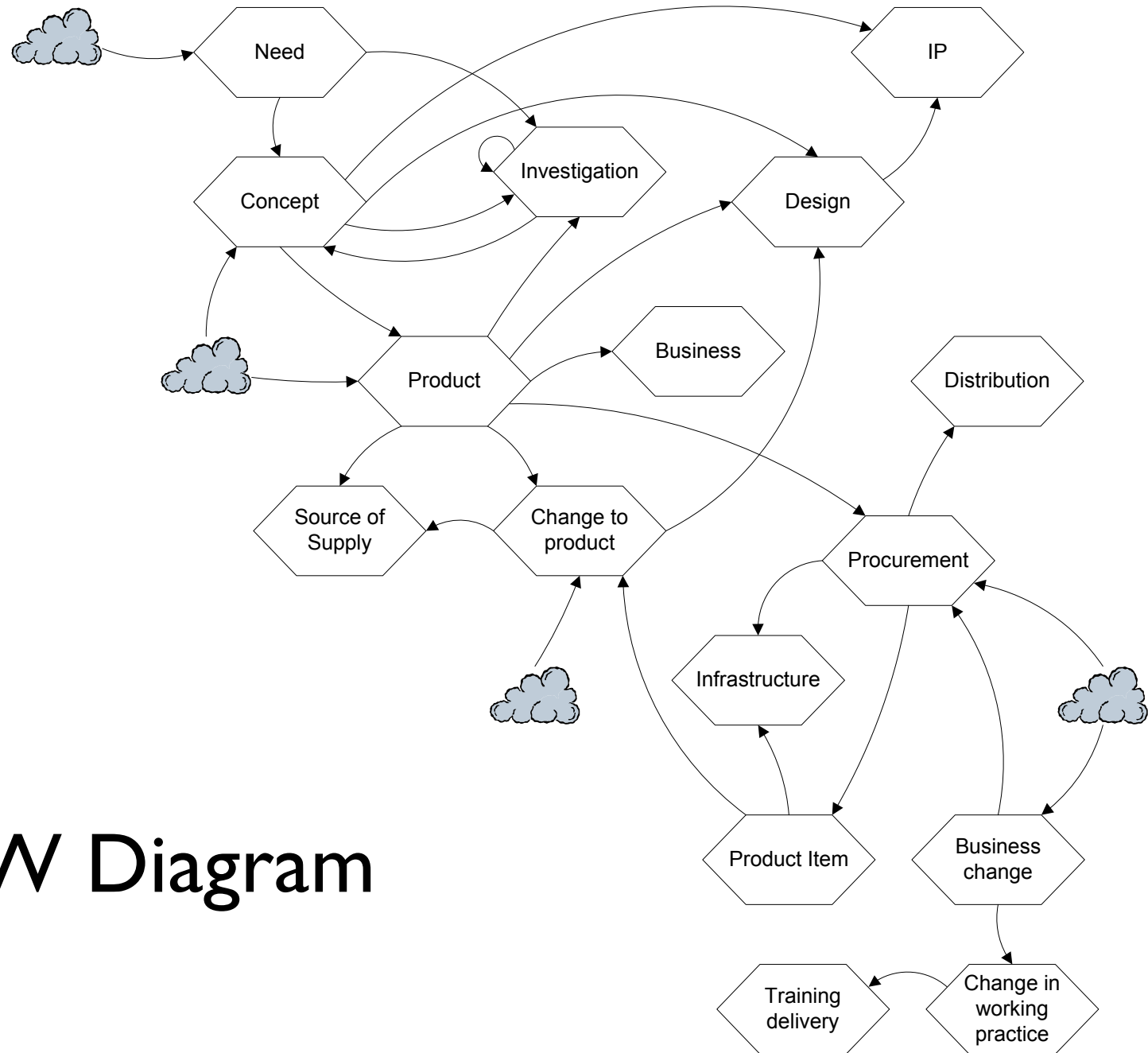


Starting from scratch: The NHS Innovations Landscape

- /// A virtual organisation
- /// Involving many players
 - /// End-users of innovation
 - /// The NHS and its departments
 - /// Venture capitalists
 - /// Manufacturers
 - /// Regulatory agencies
- /// Currently a confusing environment for all, with no vision of 'process'

The requirement

- /// A coherent model describing the key processes for, and organisational roles in, taking a product from concept, or statement of need, through to adoption in the health service
 - /// Describe the work of the Landscape as a set of business processes independent of organisations
 - /// Provide a framework for discussion about how best to provide services on the Landscape
 - /// Use a common language to describe the way that organisations participate in the Landscape



UOW Diagram

Perceived benefits

- /// Drafted in a day and has survived a year's scrutiny and use, almost untouched
- /// Emphasises end-to-end processes (eg *Handle a Product*)
- /// Mapping existing activity onto the Landscape showed
 - /// gaps (processes not/partially provided)
 - /// opportunities for improved coordination
 - /// inefficiencies in existing provision
- /// Provides a welcome shared language across the virtual organisation

For a rigorous approach think 'networks'

- /// 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
- /// Forget the myth of chains and hierarchies

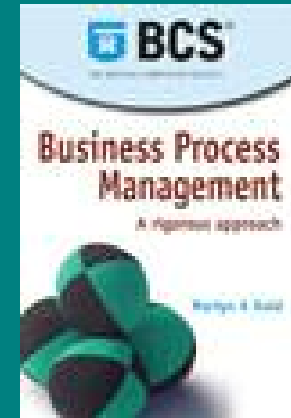
For the full story of *Riva*, read

Business Process Management A Rigorous Approach

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