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

- **Unit of Work (UOW)**
  - **Case process**: handles a single case of the UOW through its lifetime
  - **Case management process**: manages the continuing flow of cases of the UOW, monitoring over the medium term, scheduling, and prioritising case process instances

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

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