

# **Business Process Modeling - More Than Just BPMN Models: Project Insights**

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# About me

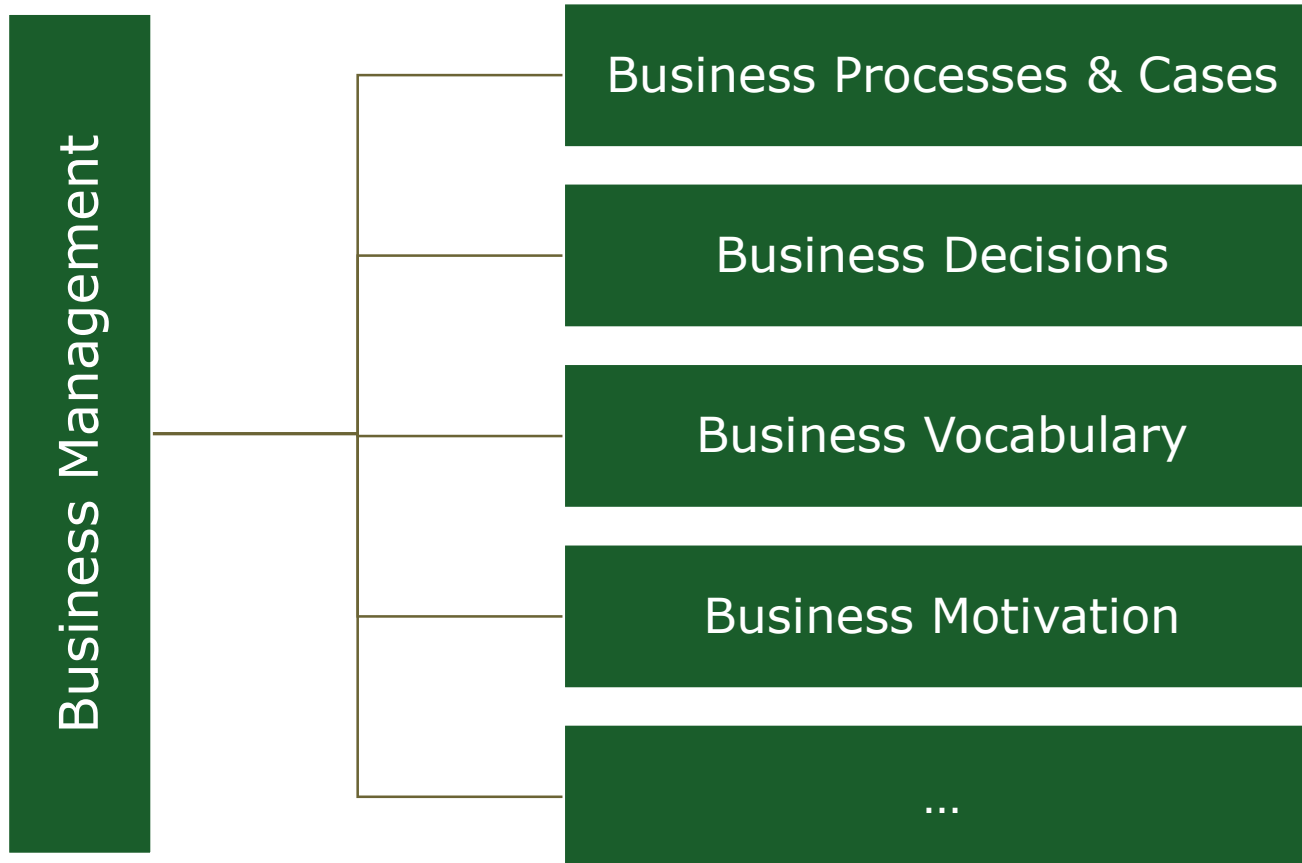
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I'm a coach, consultant,  
speaker, writer, teacher, ...

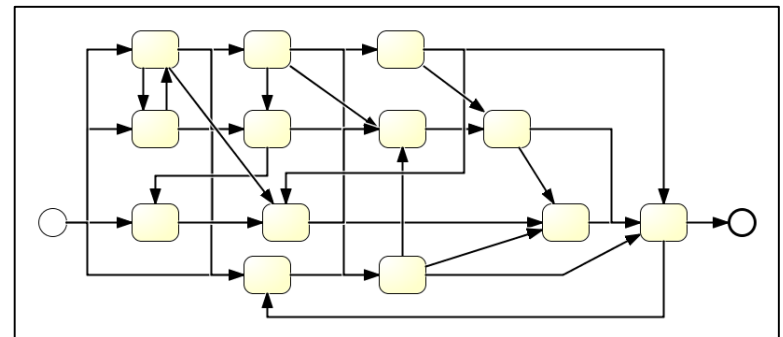
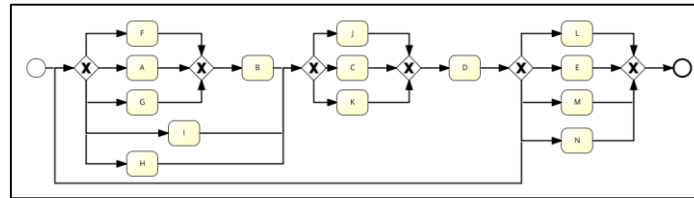
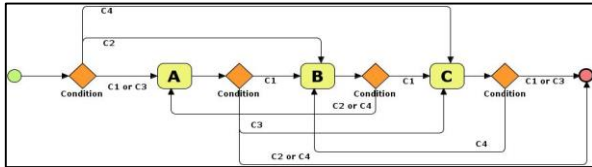
## Engineer



# Model Based Enterprise Engineering



# Question 1: Spaghetti Processes

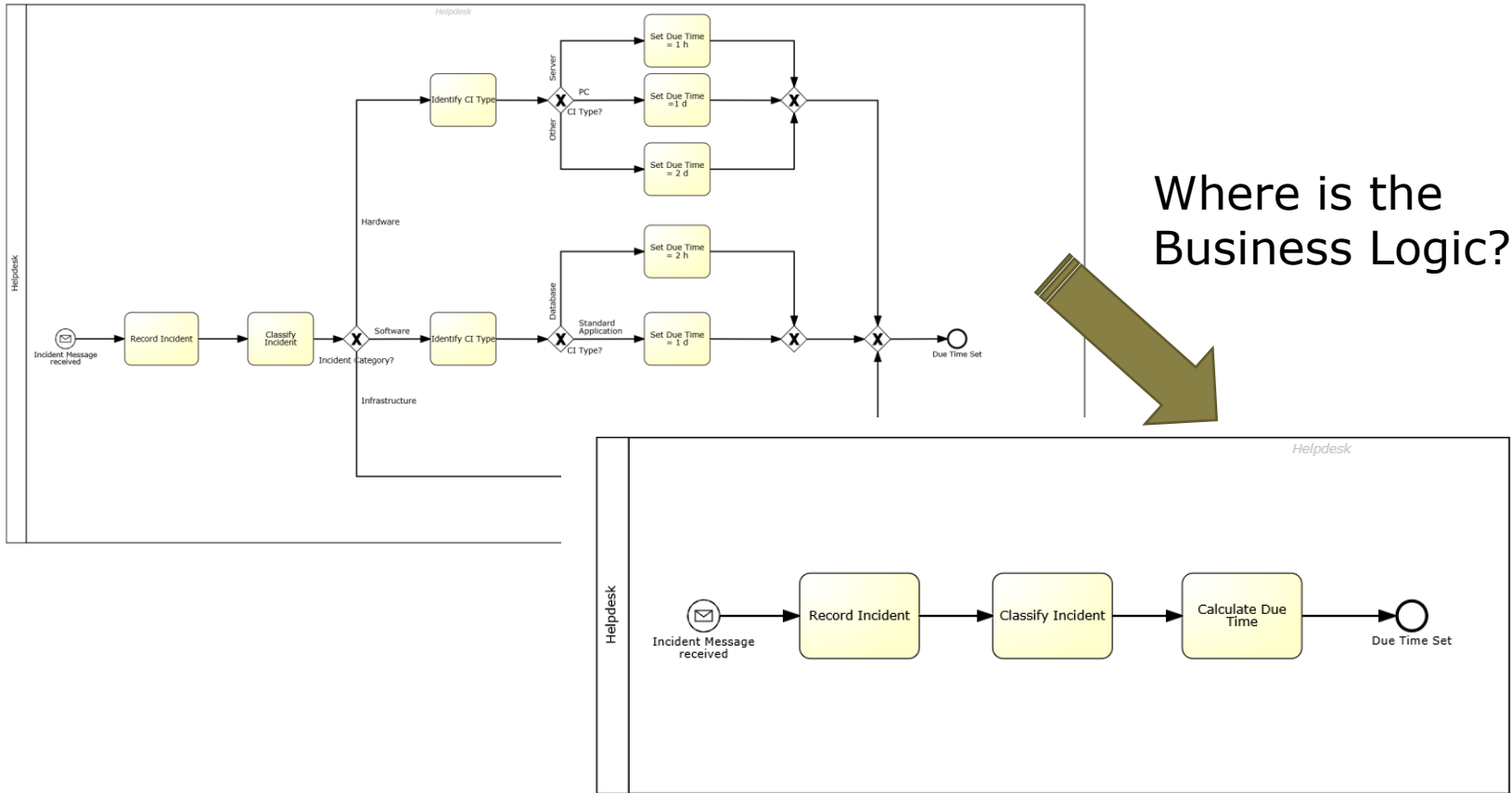


# What is the cause?

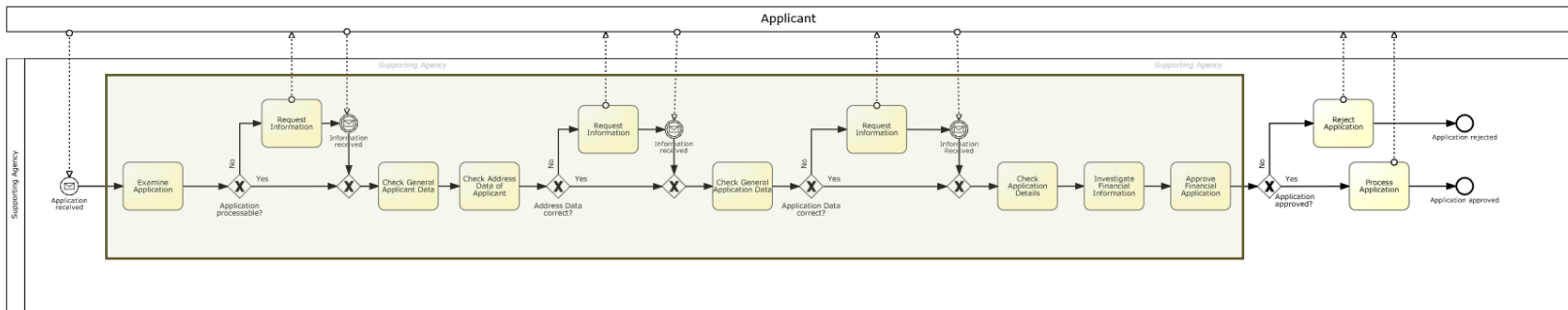
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- Possible Causes:
  - Missing Architecture, missing Styleguide, missing qualifications, unclear project goal, ...
  - Embedded Business Decisions
  - Business Cases vs. BPMN
  - Mix of different views in one single model
  - ...

# Complexity within a Process

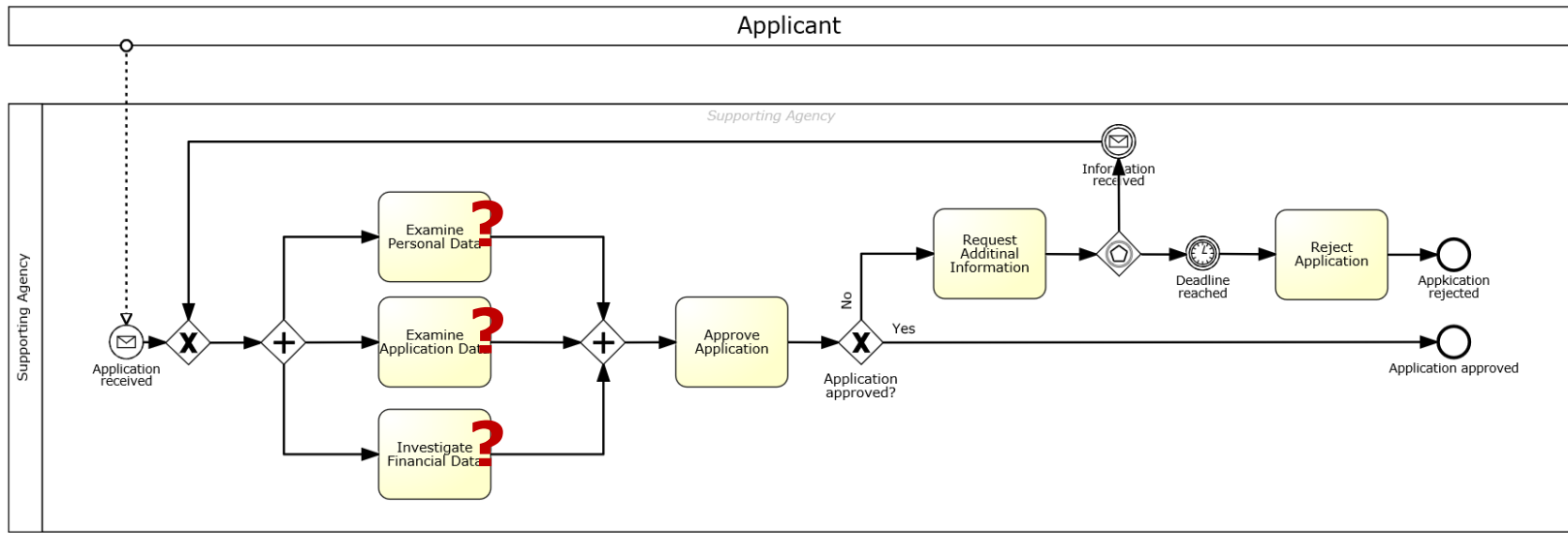


# Complexity in Process Groups



- Processing an application
- About 50 application forms for different products – resulting in 50 process models

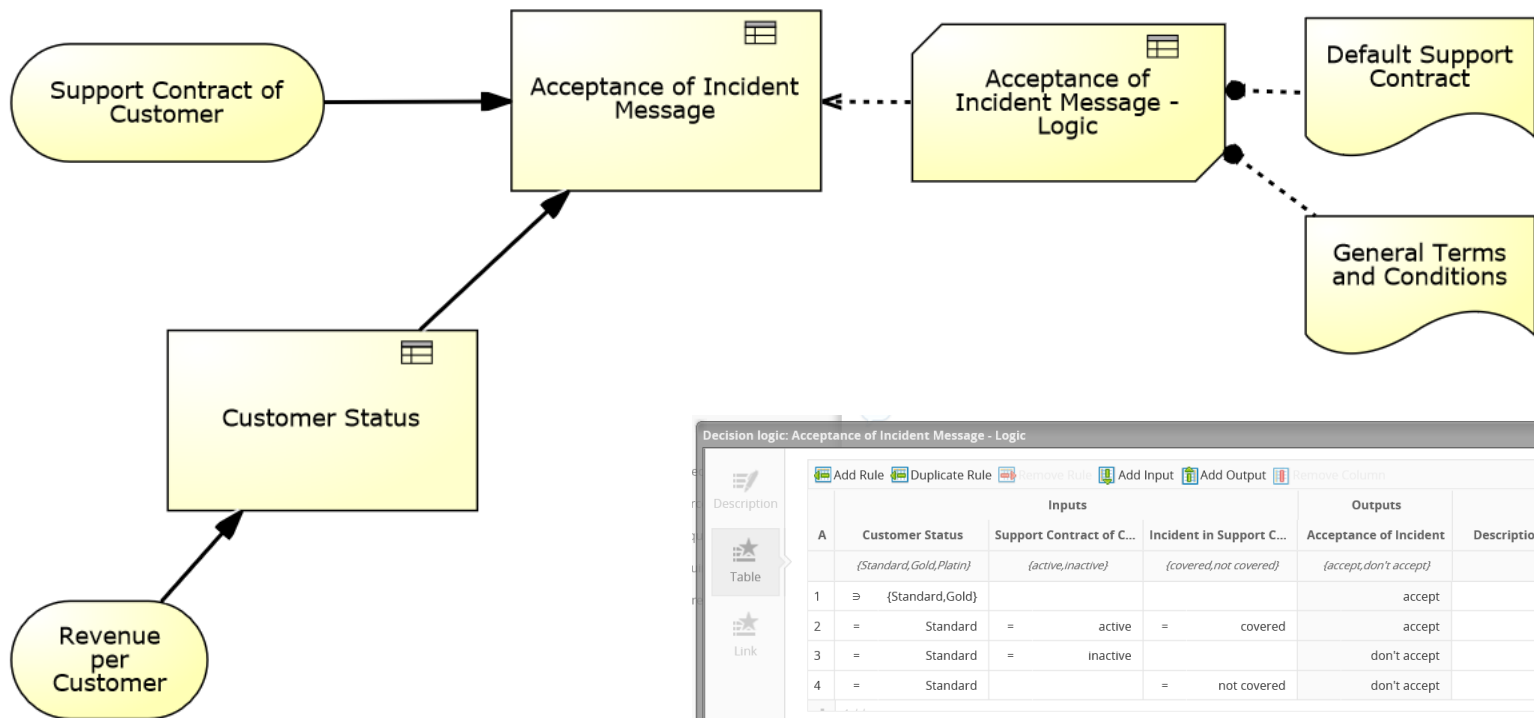
# Revised Process



- Clear structure
- Clear communication
- Where is the Business Logic?



# DRD and Business Logic



Decision logic: Acceptance of Incident Message - Logic

Description		Inputs			Outputs	Hide
	Customer Status	Support Contract of C...	Incident in Support C...	Acceptance of Incident	Description	
	{Standard,Gold,Platin}	{active,inactive}	{covered,not covered}	{accept,don't accept}		
1	⊇ {Standard,Gold}			accept		
2	= Standard	= active	= covered	accept		
3	= Standard	= inactive		don't accept		
4	= Standard		= not covered	don't accept		

Speichern

# Who decides? About what?

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<b>Who?</b>	<b>About what?</b>	<b>Volume?</b>
Management	Strategic Decisions	Low Number Very High Value of Single Decision High total value
Middle Management	Tactical Decisions	Medium Number, Medium Value of Single Decision
Operator	Operative Decisions	High number Low Value of Single Decision High total value

# What is a „Case“?

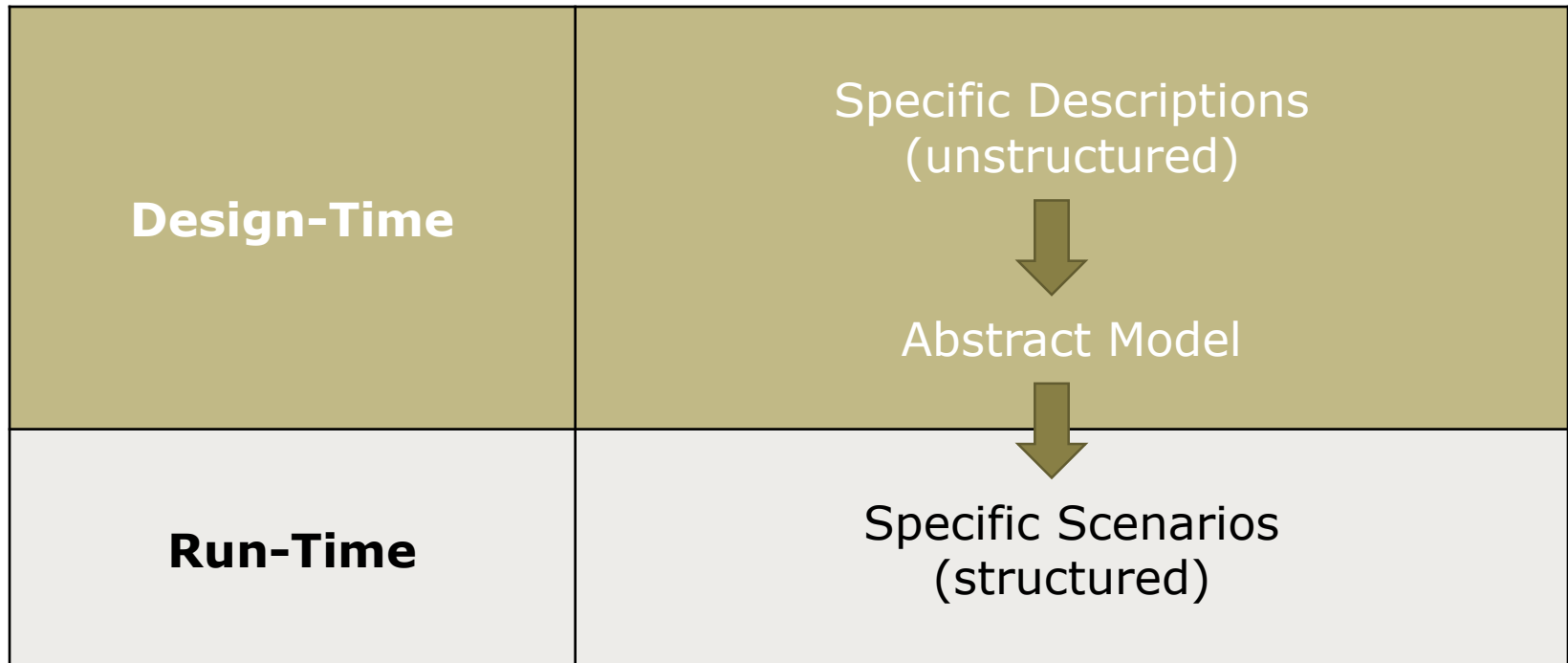
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- A Case is a proceeding that involves actions taken regarding a subject in a particular situation to achieve a desired outcome.
- *Planning at run-time is a fundamental characteristic of Case management.*

Case Management Model and Notation (CMMN),  
Version 1, OMG-Dokument formal/2014-05-05

# Modell and Modell Instance

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# Case Management Modeling

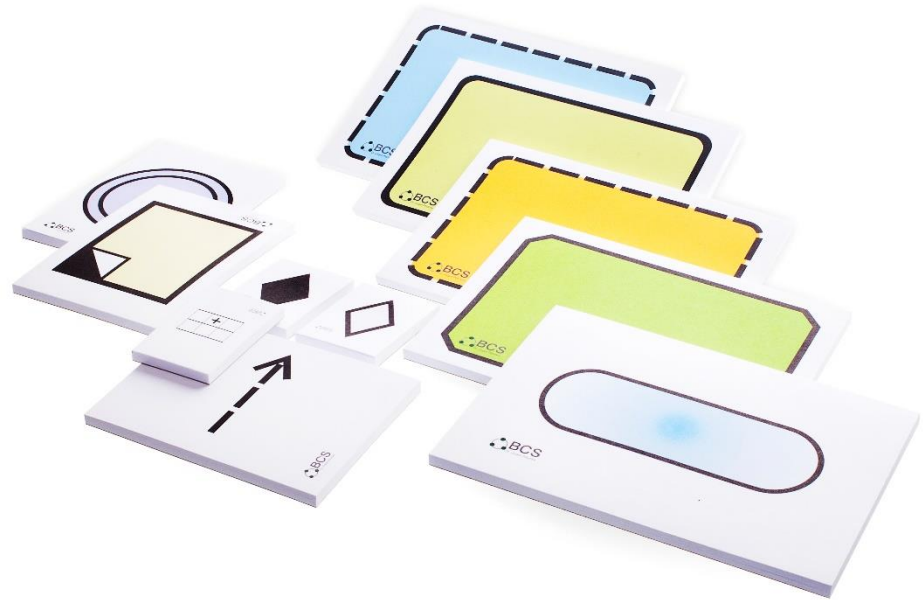
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- We don't describe the process flow completely at Design-Time. We describe a *Plan* how the process will be performed at Run-Time.
- Depending on the plan the Case is more or less adaptive.

# Case Management

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- What do we need to describe a *Case Plan*?
  - Case File / Case File Item
  - Milestones
  - Sentries
  - Planning Table
  - Activities



## Question 2: We don't see all info ...

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### **A model is more than a picture!**

- Much information is hidden „behind“ the picture.
- Different stakeholder want to see different information.
- Different stakeholder want to see the model in different context.

Question 2: We don't see all info ...

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**What is the purpose of a  
visual model?**



# Model and Model Output

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- Create different outputs
  - Different formats: Web, Printed Documents, ...
  - Web output is more than a 1:1 copy of the visual models
- Aggregate content for different stakeholder groups.
  - Identify your stakeholder groups
  - Identify content for the stakeholders
  - DO THIS EARLY IN YOU PROJECT LIFECYCLE!

# Model $\neq$ Model Output

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Model:  
Design for optimal maintenance!

Model Output:  
Design for best understanding!

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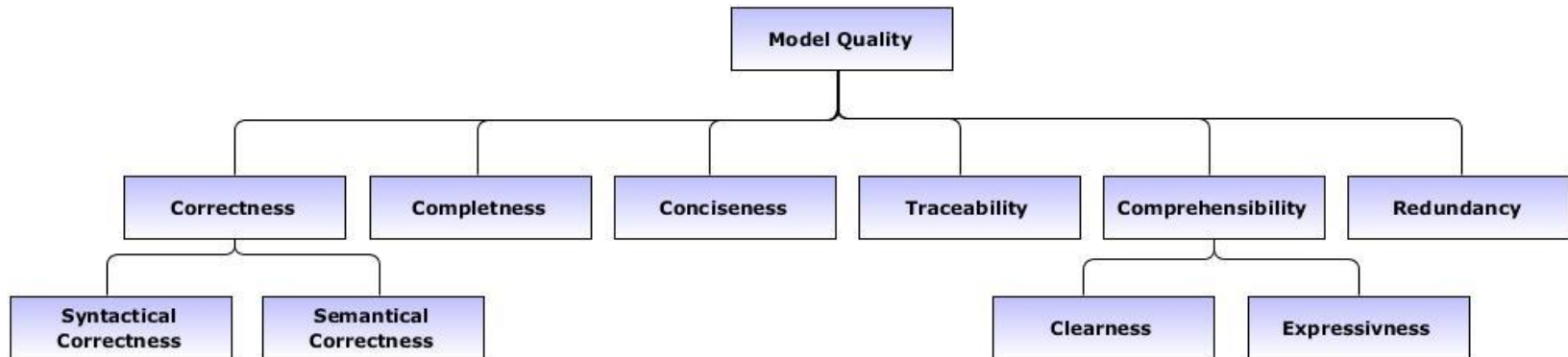
# Question 3: Test your models ...

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- We want to know about the quality of our models.
  - Reviews
  - Milestones, Releases
  - ...
- We need ...
  - ... support for organizing reviews, releases, etc.
  - ... support for assessing the content of our models
  - ...

# Quality of models

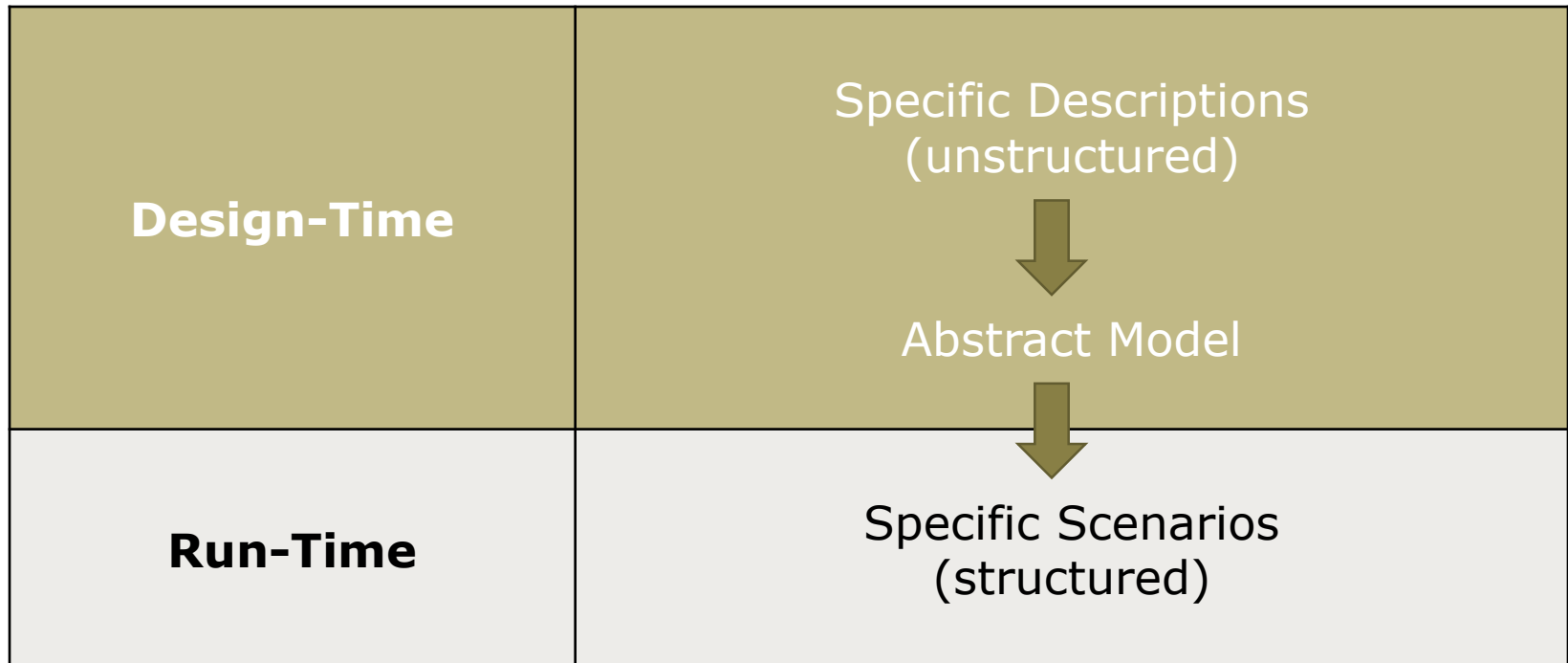
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How to assess „Semantical Correctness“?  
How to assess „Completeness“?

# Modell and Modell Instance

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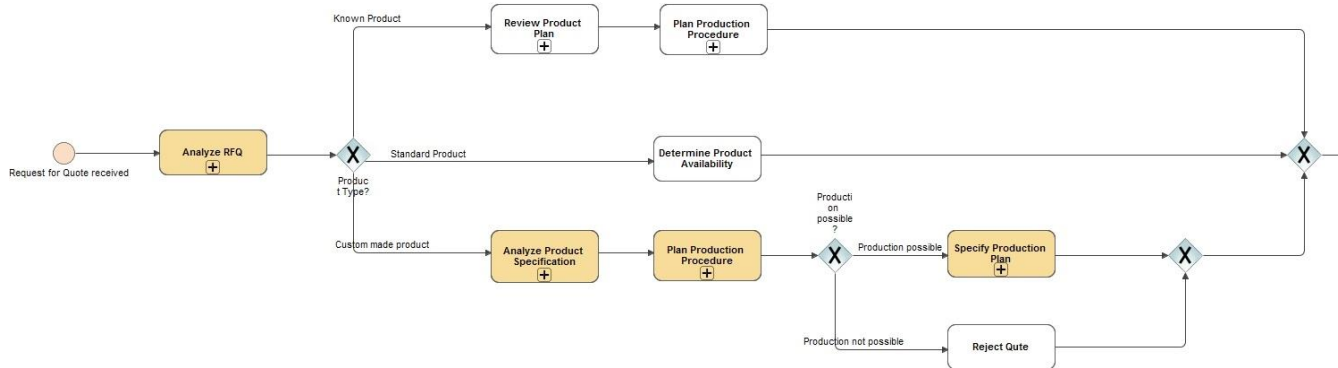
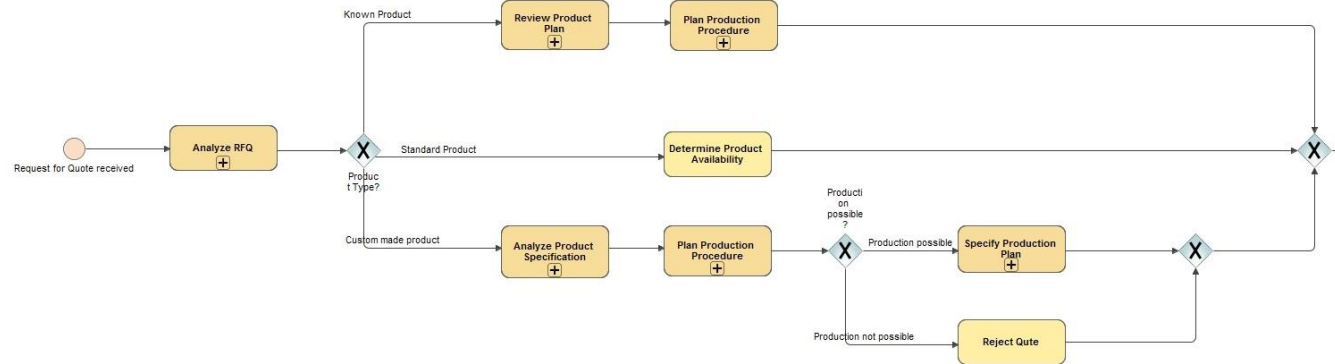


# Content Review of Models

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- How to identify “Business Scenarios”?
  - Customer Journey / Communication
  - Concepts
    - Different characteristics of a specific concept (e.g. order for a known product, order for a custom-made product, order for a new product, ...)
    - States of a concept (e.g. new order, accepted order, rejected order, fulfilled order, ...)
    - Combinations: e.g. order for a known product from a new customer, rejected order for a custom-made product from an existing customer ...

# Scenarios



# Different Types of Models

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- Content Models
- Output Models
- Aggregated Models
- Models to assess and verify models
- ...



# Think Different

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*Business Process Management is more than describing, optimizing, managing activity flows.*

*Old thinking patterns prevent good  
Business Process Management,  
Business Case Management,  
Business Decision Management,  
Enterprise Modeling,*

*...*

# Thank You!



# Contact me:

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# What is a Business Process?

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„A (business) „process“, in this context, is a **defined set of activities or behaviors performed by humans or machines to achieve one or more goal**. Processes are **triggered by specific events** and have one or more outcome that may result in the termination of the process or a handoff to another process. Processes are composed of a collection of interrelated tasks or activities which solve a particular issue. In the context of business process management, a “business process” is defined as **end-to-end work which delivers value to customers**. The notion of end-to-end work is critical as it involves all of the work crossing any functional boundaries, **necessary to completely deliver customer value.**”

Source: BPM CBOK, ABPMP

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