

Business Processes Modelling

MPB (6 cfu, 295AA)

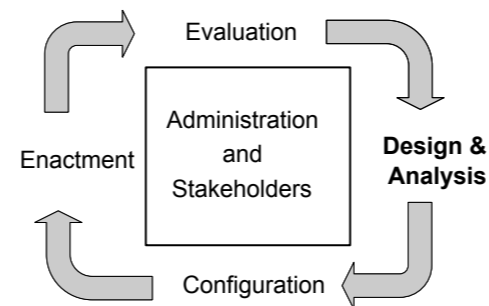
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<http://www.di.unipi.it/~bruni>

06 - BP Lifecycle



Object



Overview the business process lifecycle

Sect.1.2 of Business Process Management: Concepts, Languages, Architectures

Lifecycle

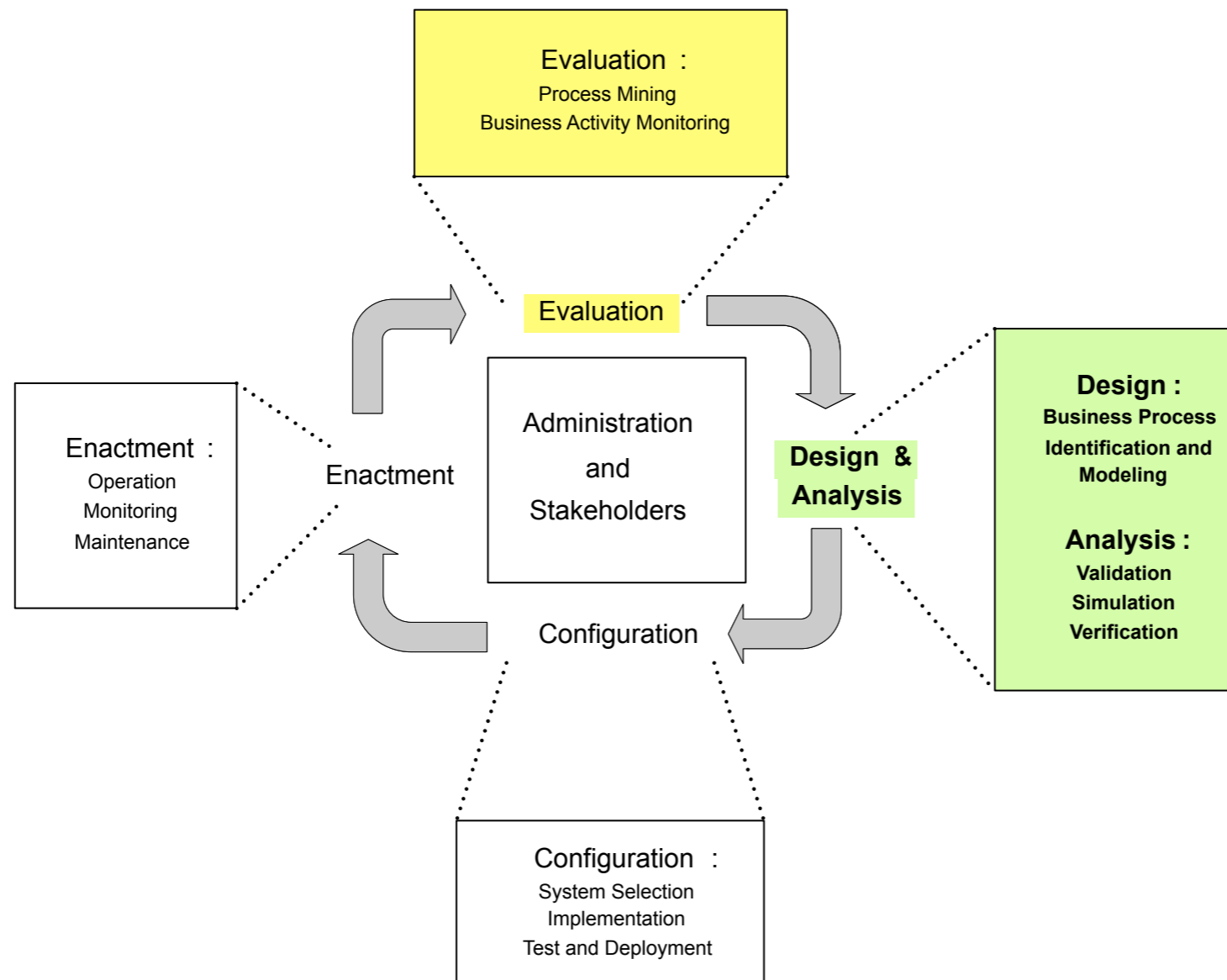
A lifecycle model is a conceptual description of the steps that are involved in building a product

The steps in which the model is broken are called **phases** (logically consistent, easier to understand)

The number of phases can vary from model to model (typically ranging from four to eight)

BP lifecycle

Five phases with logical dependencies,
organized along a cyclic structure



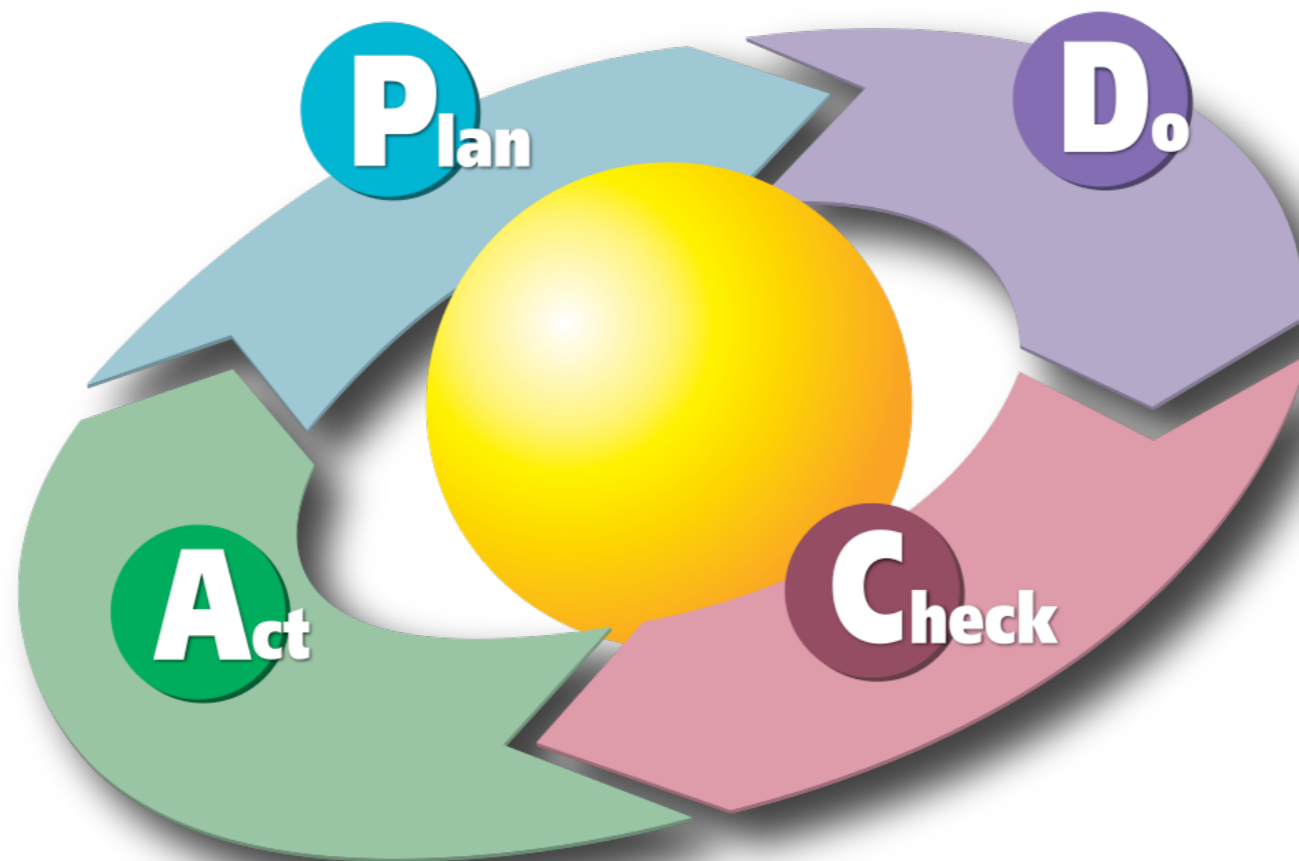
BP lifecycle

The logical dependencies between different phases
do not imply a strict temporal ordering
of their execution

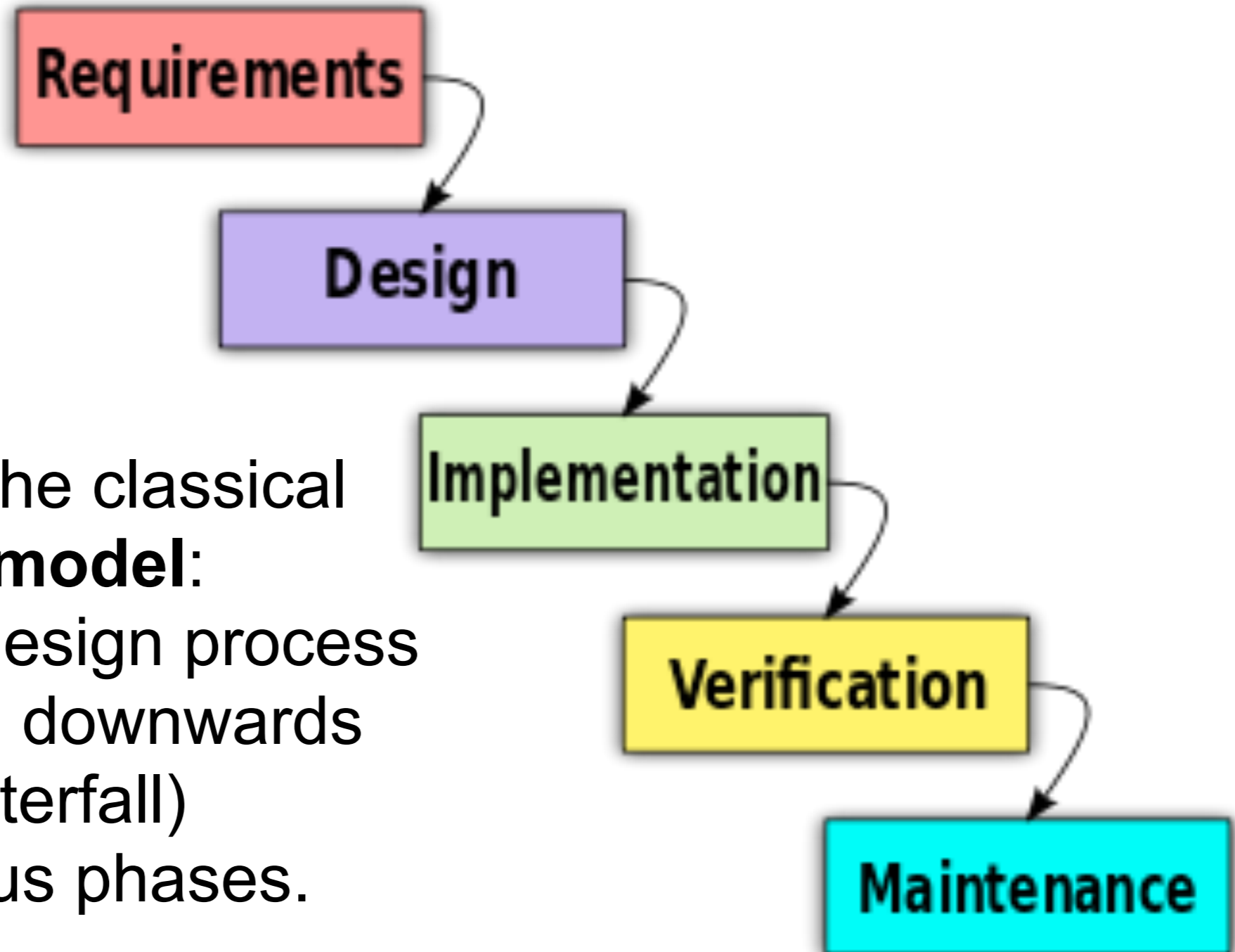
Incremental and evolutionary approaches
involving concurrent activities in multiple phases
are frequently used

BP lifecycle

Similar to the **PDCA** scheme
(you may have heard of):
a management method for the control and
continuous improvement of products



BP lifecycle vs waterfall



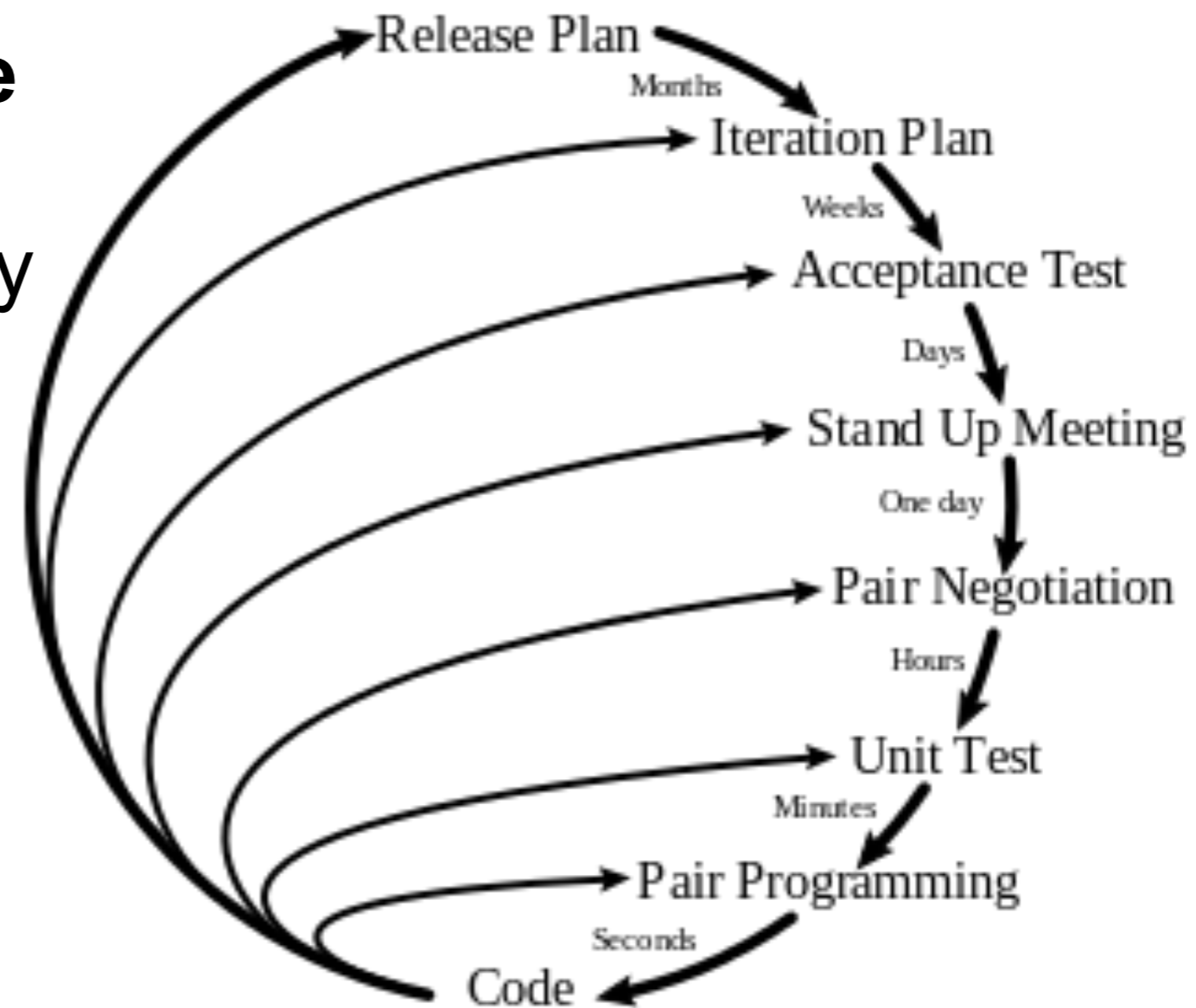
Different from the classical **waterfall model**:

a sequential sw design process
seen as flowing downwards
(like a waterfall)
through various phases.

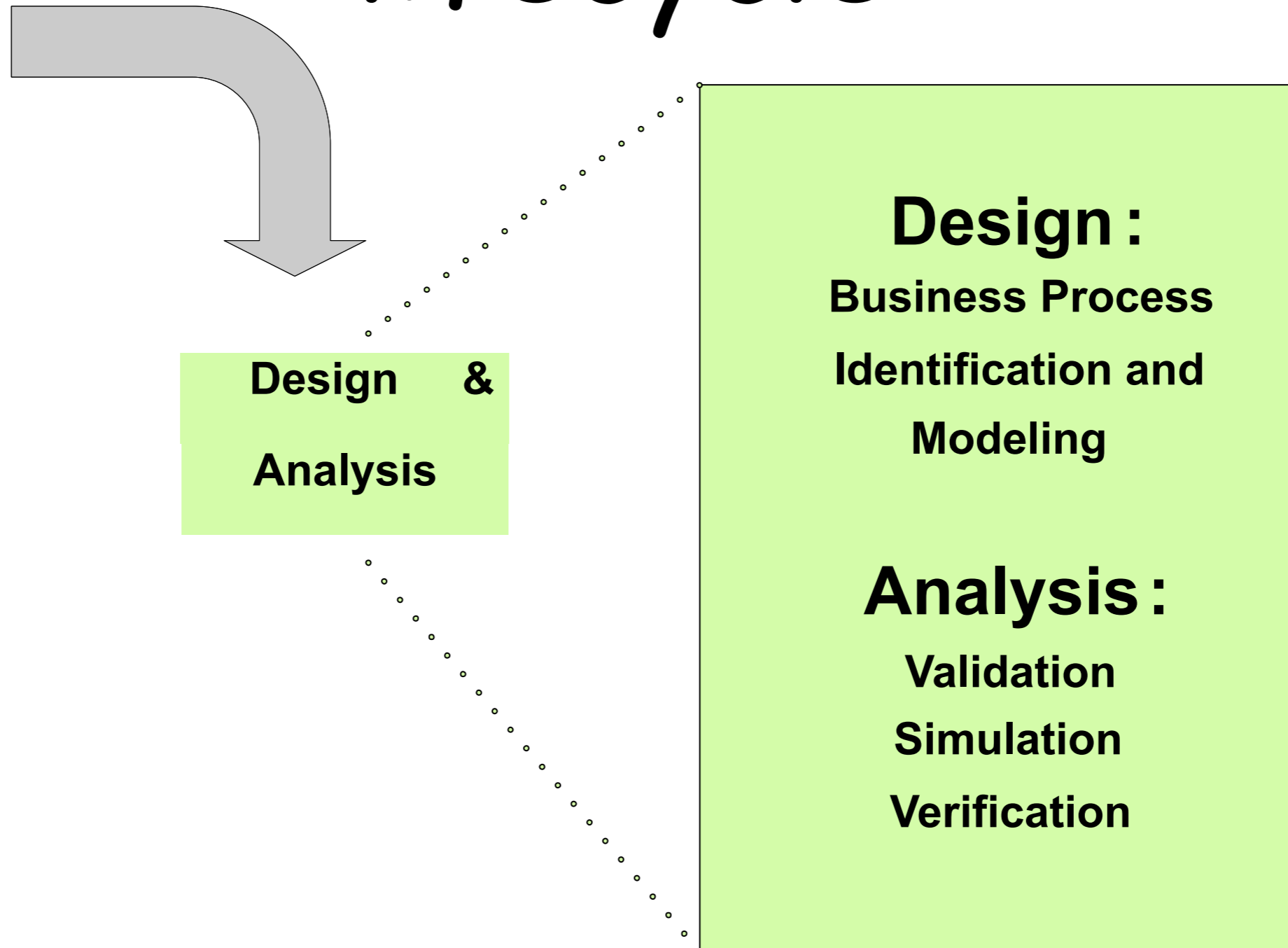
BP lifecycle vs XP

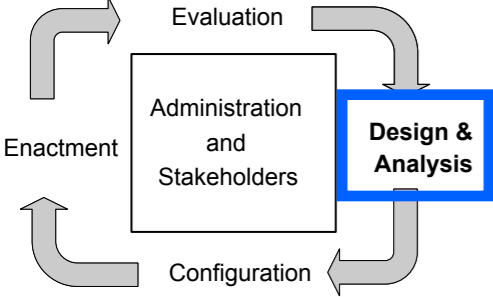
Better structured than **extreme programming** methodology: intended to improve productivity and responsiveness to changing requirements, advocates frequent releases, adding features when needed and a flat management structure

Planning/Feedback Loops



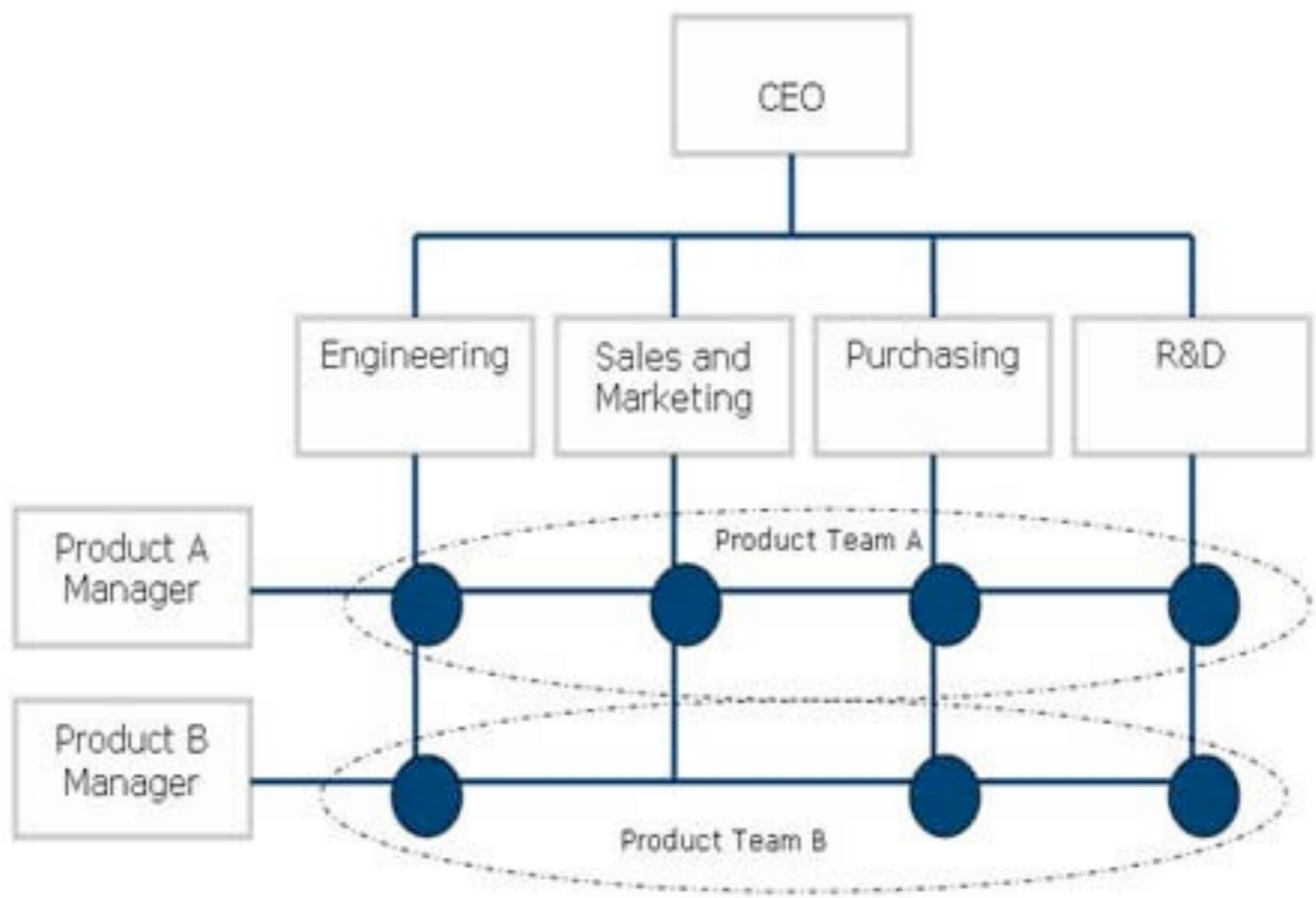
Business process lifecycle

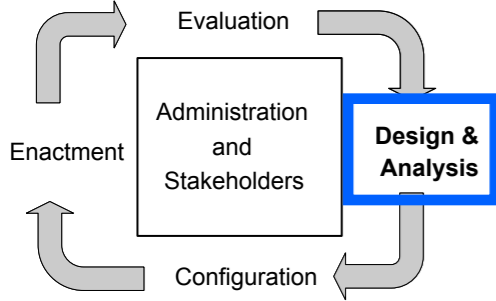




Context

Matrix organizational structure

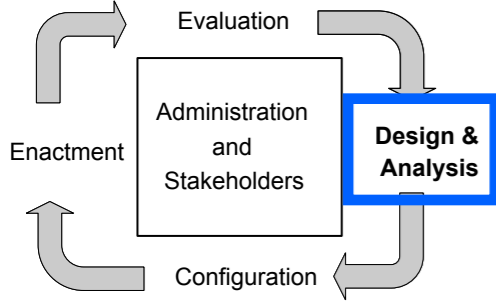




Identification

Require **surveys** on:
the business processes
their organizational environment
their technical environment

Based on these surveys, business processes are:
identified
reviewed
validated
represented (by business process models)



Modeling

Core technical sub-phase:

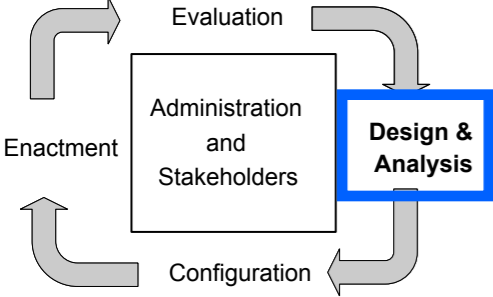
from informal descriptions
to a particular business process modeling notation

Explicit business process models expressed in a graphical notation facilitate communication about these processes so that different stakeholders can:

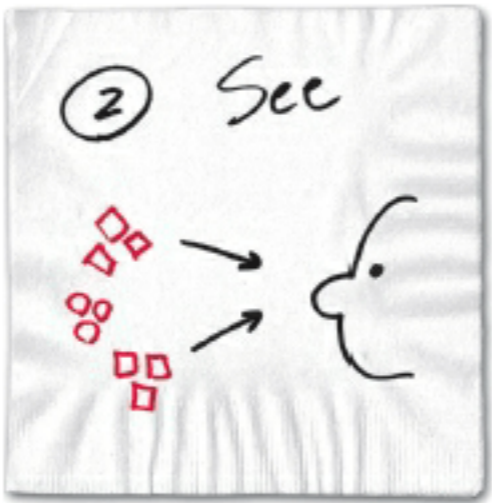
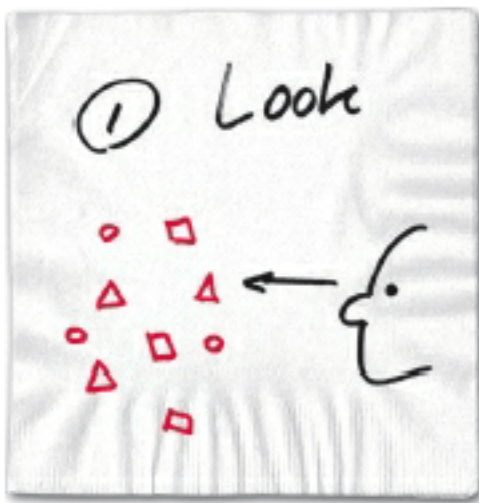
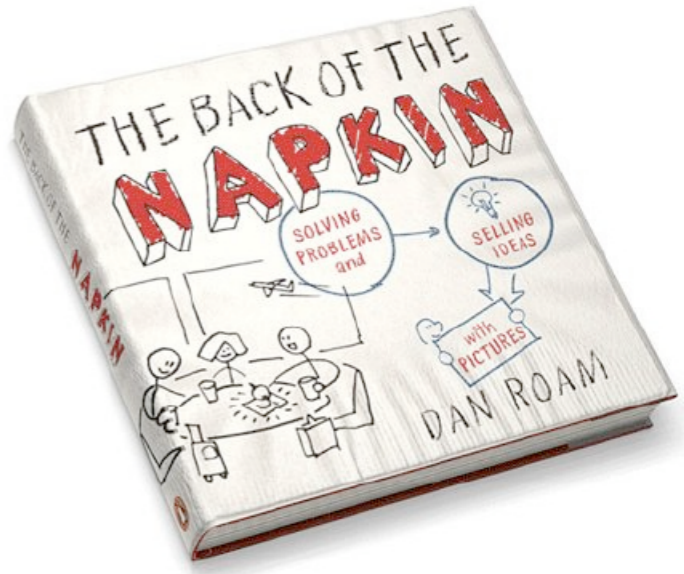
communicate efficiently

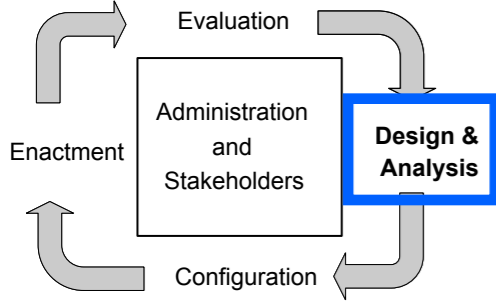
refine them

improve them



Look, see, imagine, show

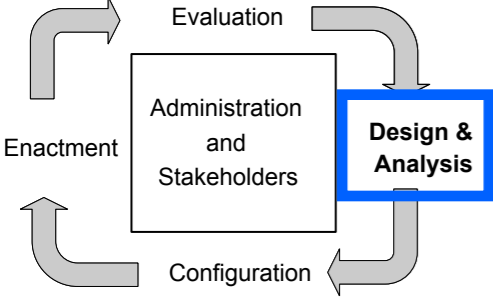




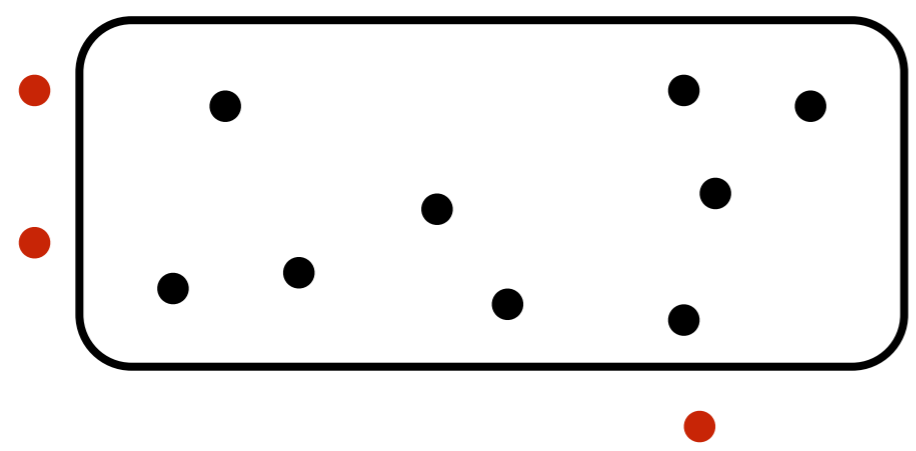
Validation

The initial design must be validated by checking that **all valid process instances are reflected** by the business process model

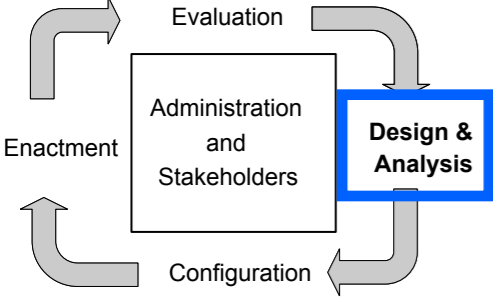
Useful instrument: a **workshop** where the persons involved can discuss the business process model



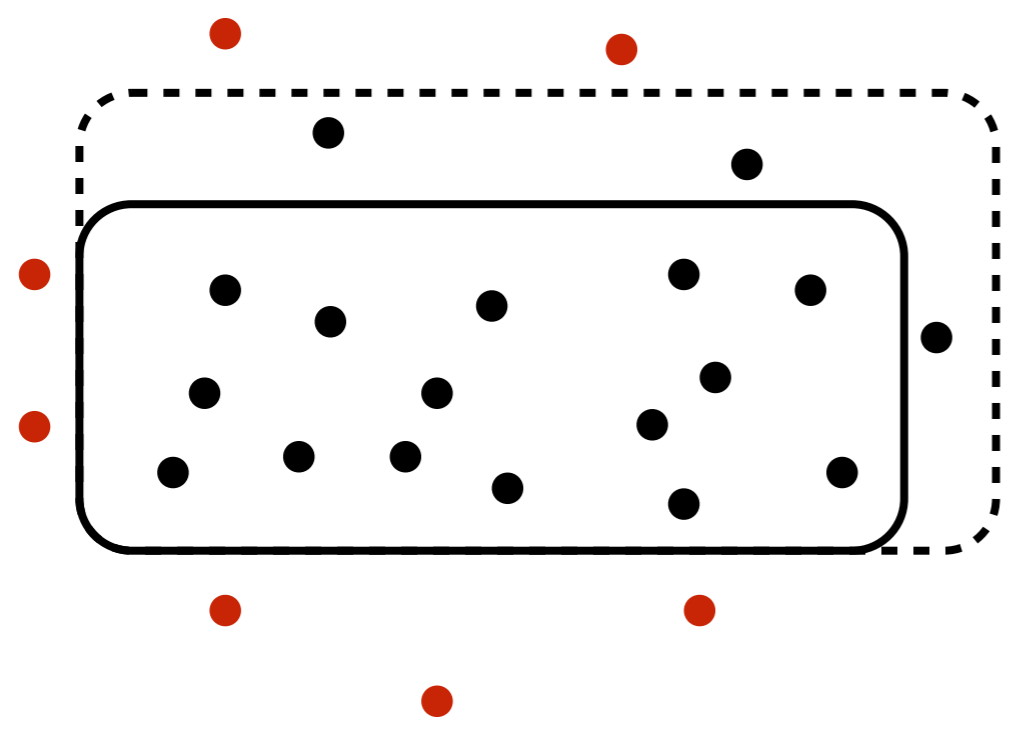
Validation



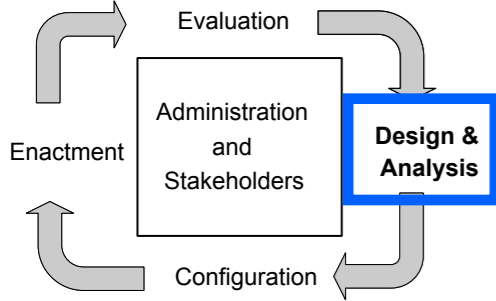
- desired instances
- undesired instances
- ▭ proposed process



Validation



- desired instances
- **undesired instances**
- ▭ proposed process
- ▭ desired process



Simulation

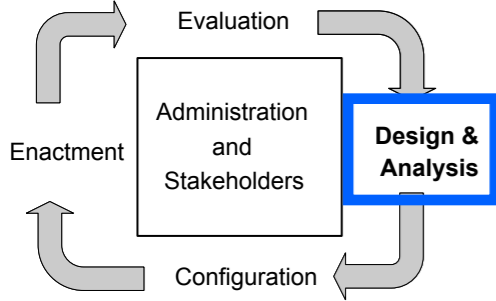
Simulation techniques can support validation

Stakeholders can walk through the process in a step-by-step manner

Check whether processes expose all desired behaviour

Estimate performance measures
(e.g., time, cost,...)

Discover undesired execution sequences to show deficits in the process model



Verification

The business process model must be analyzed and improved to make sure:

all tasks can be used in some instance

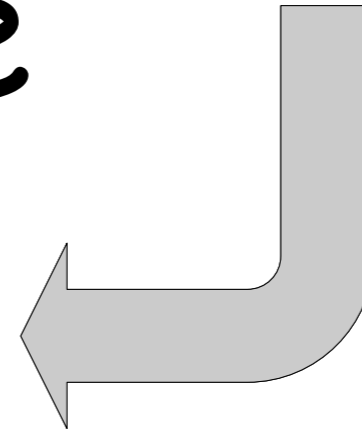
it can always come to an end
(e.g., absence of deadlock)

it actually includes all desired instances
it does not allow any undesired instance

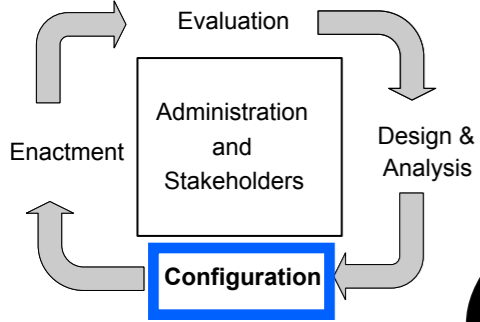
Error-prone activities, to be repeated several times,
for which automatic tools are necessary

Business process lifecycle

Configuration



Configuration :
System Selection
Implementation
Test and Deployment

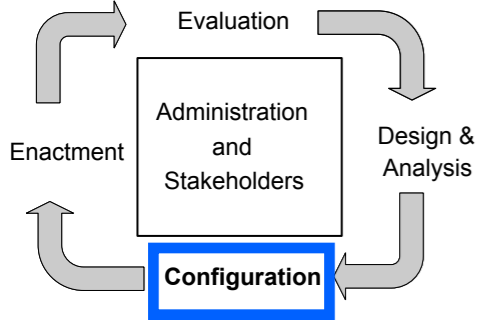


Configuration phase

From (verified) business process models to **implementation as**

a set of policies, guidelines and procedures
(to be followed by employees)

a dedicated software system
(over a chosen implementation platform: a
business process management system)

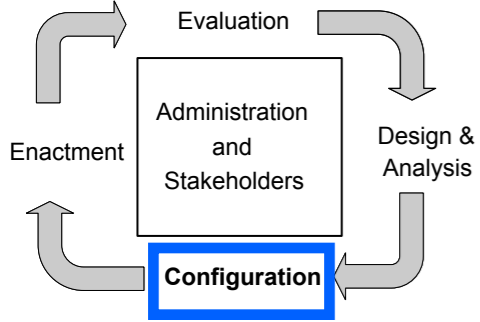


Enhanced models

Software systems usually require additional **technical information**

The model must be decorated with such data, to be exploited for configuring the system

Examples: interactions of the employees with the system, integration of existing systems, wrapping of legacy software



Testing

When the system is configured,
it must be tested before deployment

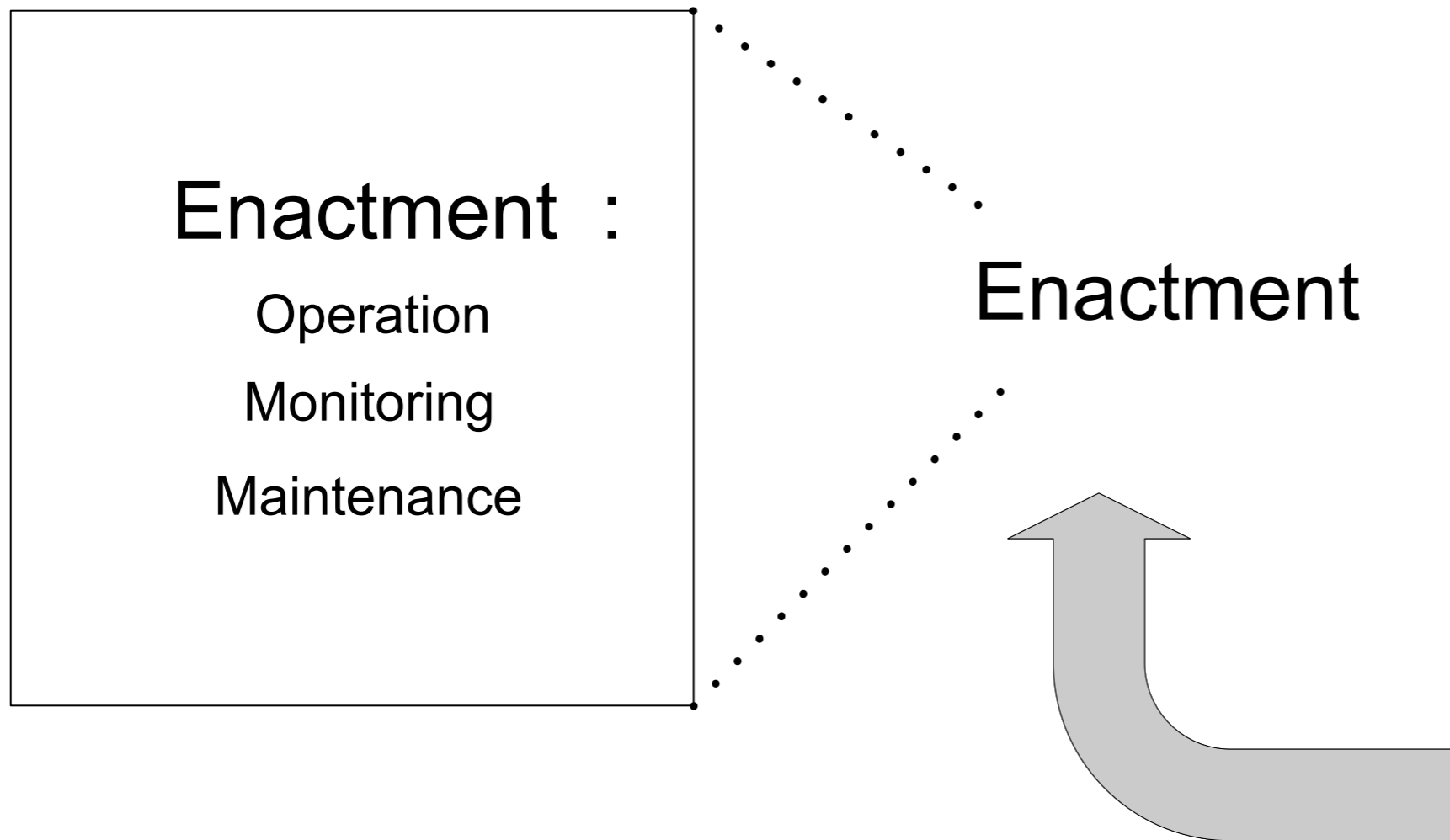
Usual testing techniques from sw engineering

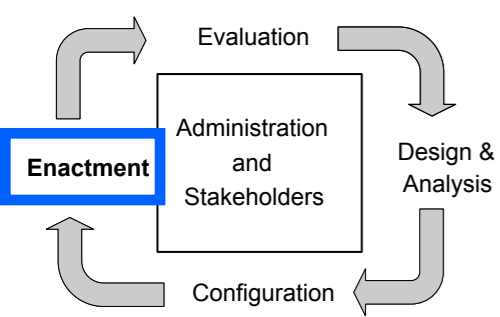
Integration tests

Performance tests

Other possible activities:
training of personnel,
migration of application data

Business process lifecycle



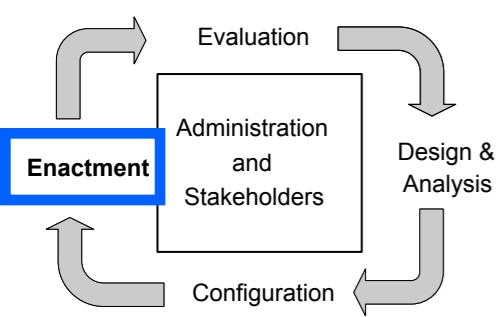


Enactment phase

When the system is deployed, business process instances can be **enacted**

Typically, each process instance is initiated after an **event** occurs
(e.g., the receipt of an order)

The system must control and monitor the execution of all instances according to the model to guarantee a correct process **orchestration**
(e.g., respecting dependencies)

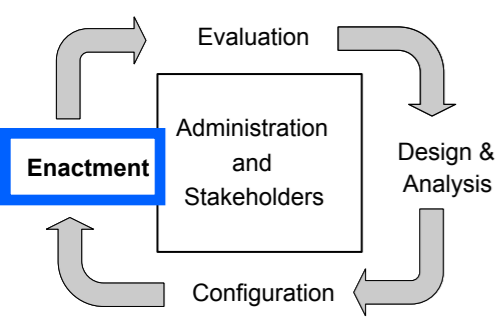


Enactment

Activities can be performed by employees **manually** or by the help of information systems

Other activities can be enacted **automatically** by information systems

Some activities can **trigger** or **inhibit** other activities



Monitoring

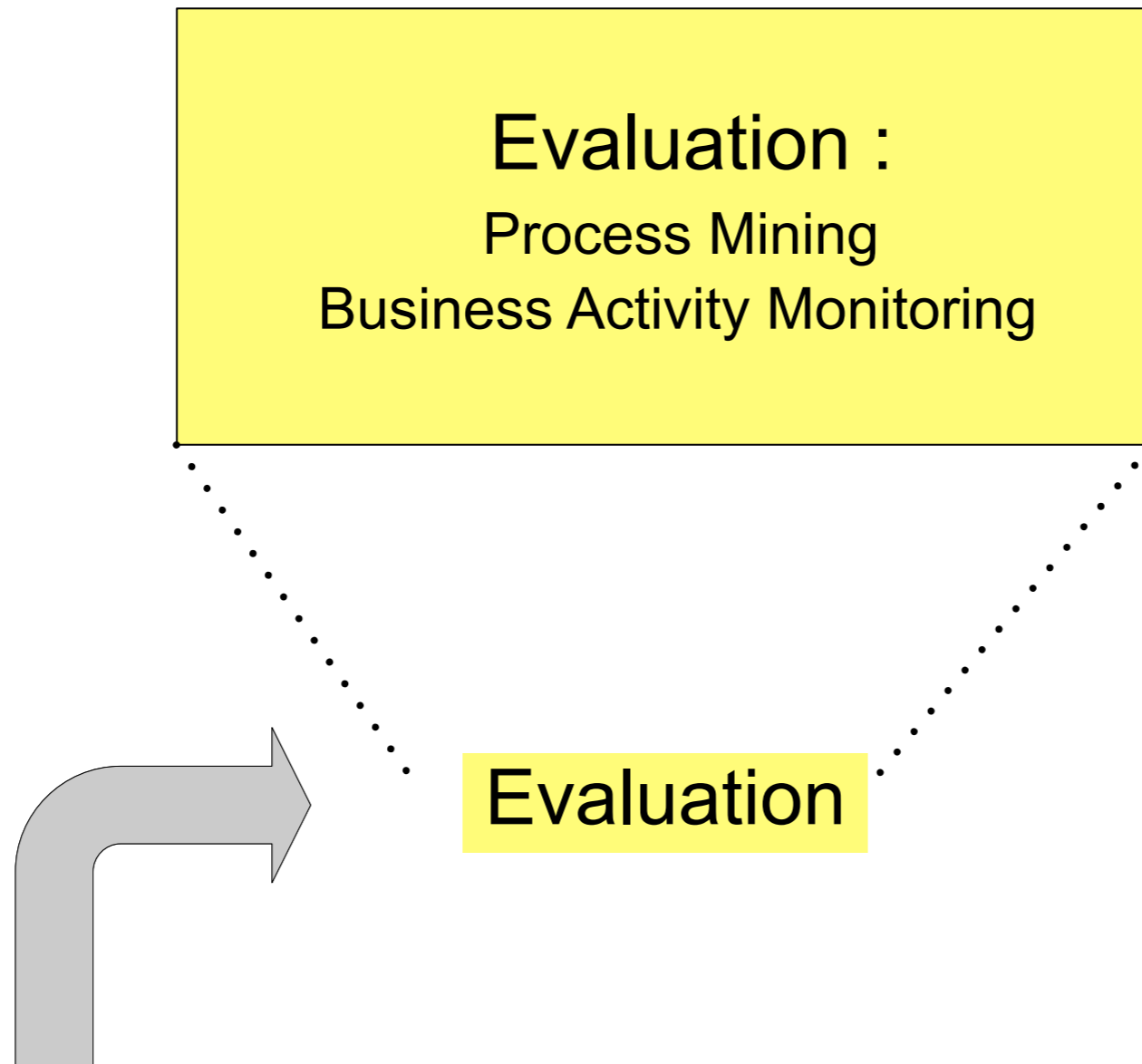
At each moment in time, the current **status** of any instance must be **known** (and **logged**) by the system as accurately as possible

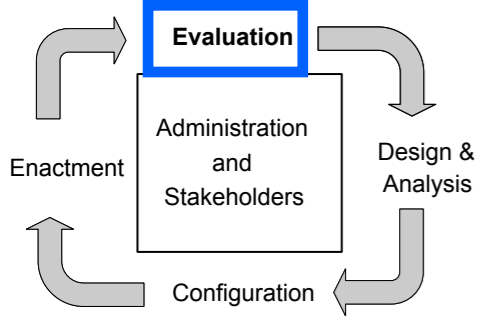
Both for process instances and activity instances

Helpful visualization techniques can be provided by business process management systems (e.g., coloured activities)

Such information is highly valuable for customers (e.g., tracking of orders)

Business process lifecycle



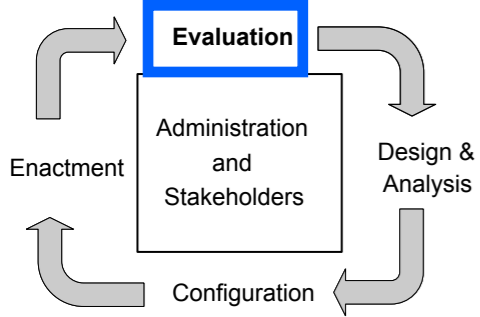


Evaluation phase

Execution **logs** are of fundamental importance

The information collected during instances enactment can be used to evaluate and improve business process models

Business **activity monitoring** and **process mining** techniques aim at identifying the quality of the model and the adequacy of the environment

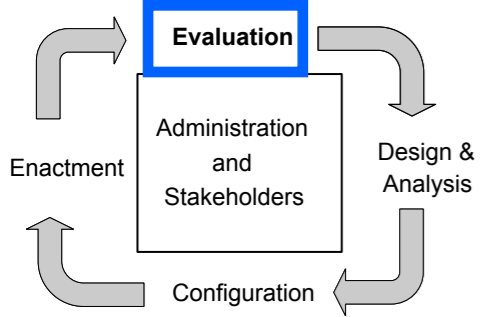


BA monitoring

Log files typically include information such as the start / end timestamps of activity instances

Activity monitoring serve to identify that certain activities take too long or need more resources

The same information can be also exploited in the simulation sub-phase of the design and analysis phase



Mining

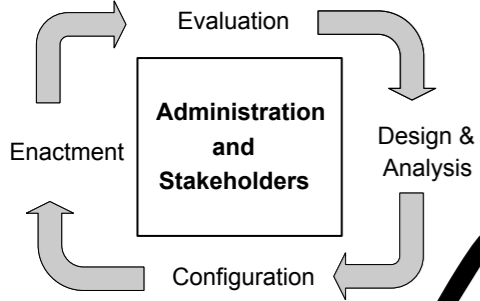
Process mining has recently turned into an active field of research

Thanks to mining techniques, execution logs can be used for the automatic generation of business process models in the design and analysis phase

They can also be used to assess and compare different models to see which fits best the enacted instances

Business process lifecycle

Administration
and
Stakeholders

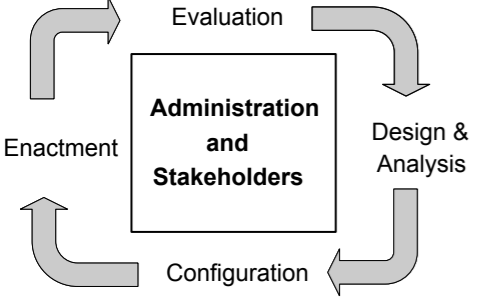


Administration phase

Business process management involves
numerous artifacts
at different levels of abstraction

Such artifacts need to be organized and managed
(storage, retrieval, disposal)

A well-structured repository is needed, with
powerful query mechanisms



Stakeholders

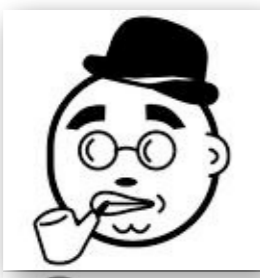
Several types of stakeholders co-exist in the process domain

They have different kind of educational background, knowledge, expertise, experience

Roughly, they can be classified into a few roles



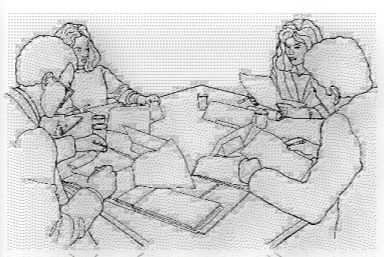
CPO



BE



PD



PP



KW



PR



SA



Dev

Chief process officer

Top level management
(CPO reports directly to CEO / board of directors)

Responsible for defining **rules, policies and guidelines** and establishing control mechanisms

Responsible for standardizing and harmonizing business processes in the enterprise

Responsible of business process evolution in the presence of changing market requirements



Business engineer

Business domain expert

Responsible for defining **strategic goals** of the company and **organizational business processes**

Often equipped with non-technical educational background (mostly economics)

It is preferred to communicate with these stakeholders by means of simple-to-use process modeling notation



Process designer



Responsible for **modeling business processes** by communicating with business domain experts and other stakeholders

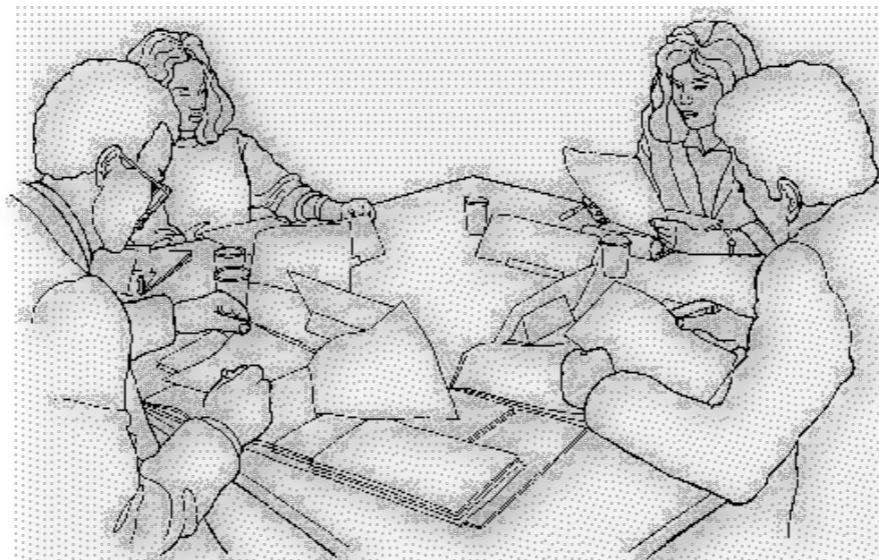
Must be equipped with good analytical capabilities and **excellent communication skills**

Process participants

Conduct the actual **operational work**
during the enactment of processes

They are knowledgeable about the activities conducted,
fundamental information for the modeling phase

Their information must be assembled by the designer to
compose an overall picture in the process model



Knowledge worker

Process participants who use software systems to **perform activities** in a business process, often autonomously



Process responsible

An individual who is held responsible for the correct and efficient execution of all instances of a business process model

Responsible for **detecting inefficiencies** and **improving** the process model

Close collaboration with process participants and the process designer is needed



System architect

Responsible for developing and **configuring** business process management systems on the information system infrastructure at hand



Developers

Information technology professionals

Responsible for creating the **software artifacts** required to implement business processes

Implementation of interfaces is a relevant part of the work done by developers

