

# Business Process Management (1 - 20200213)

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# Classroom Policy

- Lecture time: 10:20-12:00
  - Be on time!
  - Once door is closed, DO NOT knock!
    - and, do NOT enter!!
- Mobile phones MUST be on silent/vibration mode during lecture time
  - Recommended: turn your phone completely off!
- **No recordings!**
- Fostering an atmosphere of mutual respect will always be a priority for me.
- I trust you, unless you force me not to!

# Classroom Policy

- **Office hours**
  - Wednesday: 12:00-1:00
  - Thursday: 12:00-1:00
- **TA and Labs**
  - Software tool(s)
  - Assignments
  - Projects

# Email Policy

- **Feel free to contact me via email**
  - Include “BPM 2020” in the subject line
  - Prompt replies can’t be guaranteed!
  - It’s hard to accommodate for same-day appointment requests!
  - Submission-day appointments...?!!

# Course name: Selected topics?

- **Business Process Management (BPM)**

# Course Resources

- **Primary reference:**
  - **Fundamentals of Business Process Management,** by Marlon Dumas, Marcello La Rosa, Jan Mendling, and Hajo A. Reijers. Springer, 2018
- **Slides:**
  - **Adapted from Marlon Dumas**

# About this course

## Objective

- To introduce the discipline of modeling, analyzing, automating and monitoring business processes.

## Related courses

- **Enterprise System Integration**
  - Integrating applications to automate or support business processes
- **Business Analysis and Software Product Management**
  - Identifying and analyzing business problems and opportunities that can be addressed via IT solutions, including business process improvement opportunities
- **Data mining / Business data analytics**
  - Mining business process execution logs

# What is a Business Process?



**Issue  
delivery  
receipt**

**Load  
truck**

**Package  
products**

**Issue  
invoice**

**Prepare  
shipment**

**Schedule  
payment**

**Schedule  
delivery**

**Check &  
confirm  
PO**

**Unload  
truck**

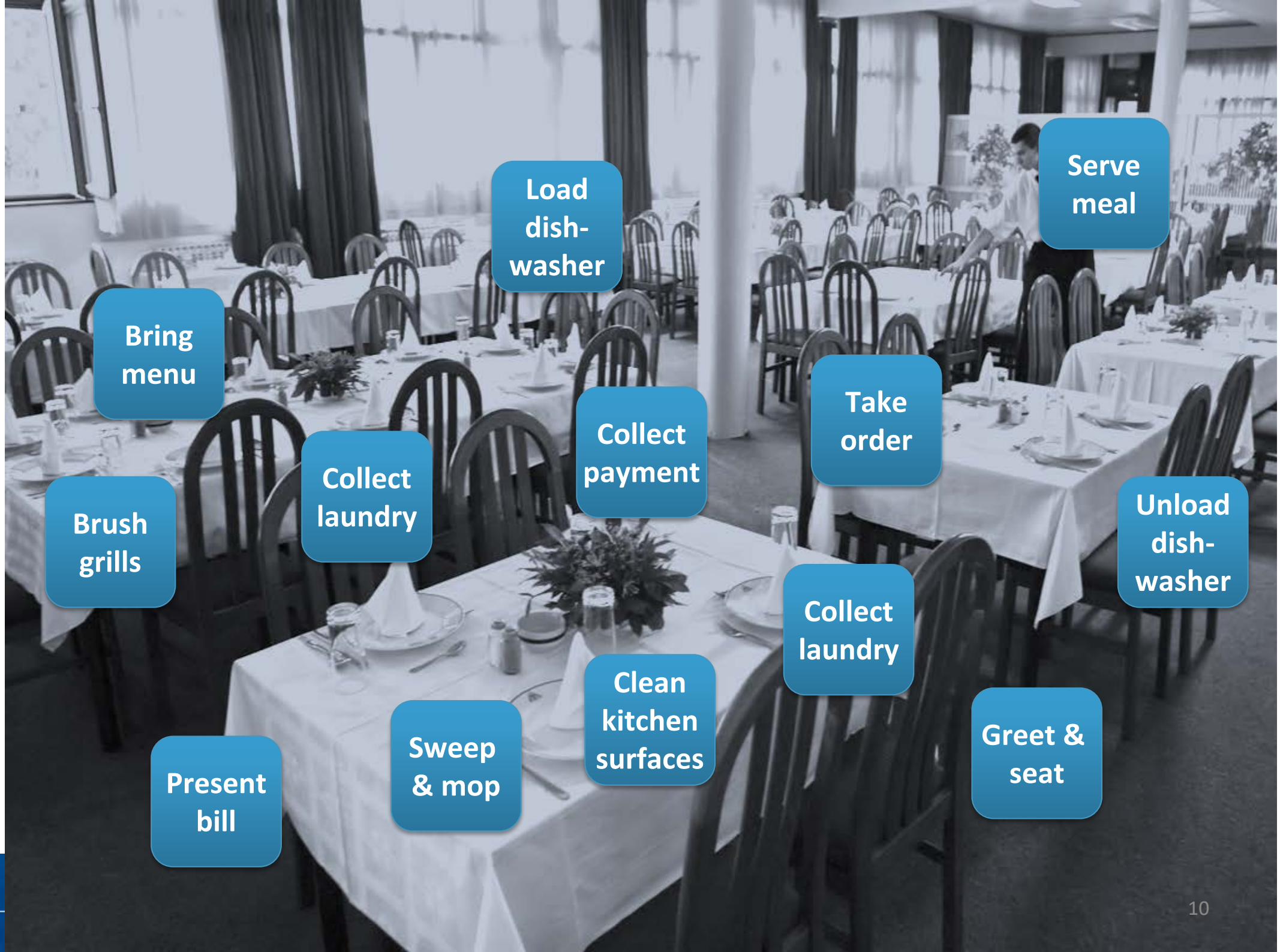
**Notify  
shipment**

**Obtain  
PO  
confirm.**

**Check  
Invoice**

**Request  
PO change**

**Match  
incoming  
payment**



Serve  
meal

Load  
dish-  
washer

Bring  
menu

Take  
order

Collect  
payment

Unload  
dish-  
washer

Brush  
grills

Collect  
laundry

Collect  
laundry

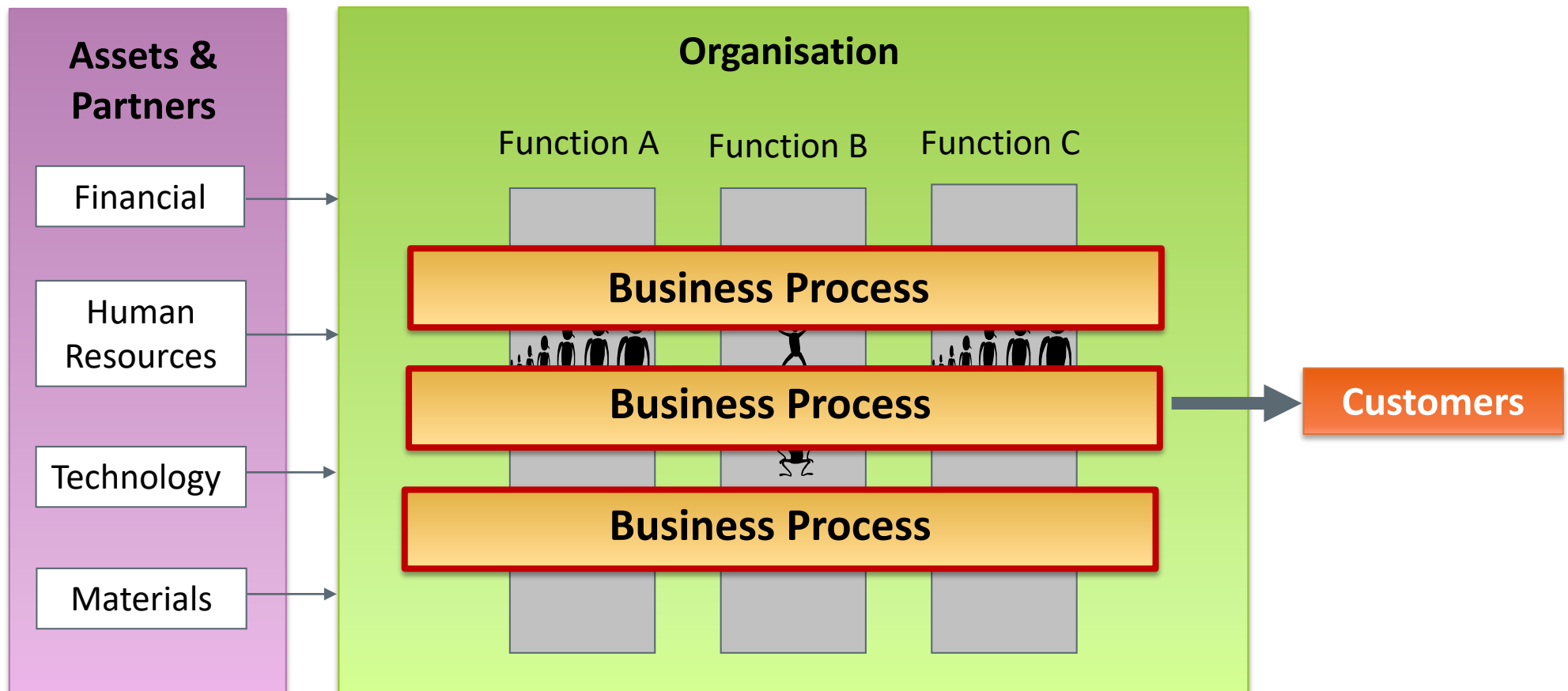
Clean  
kitchen  
surfaces

Greet &  
seat

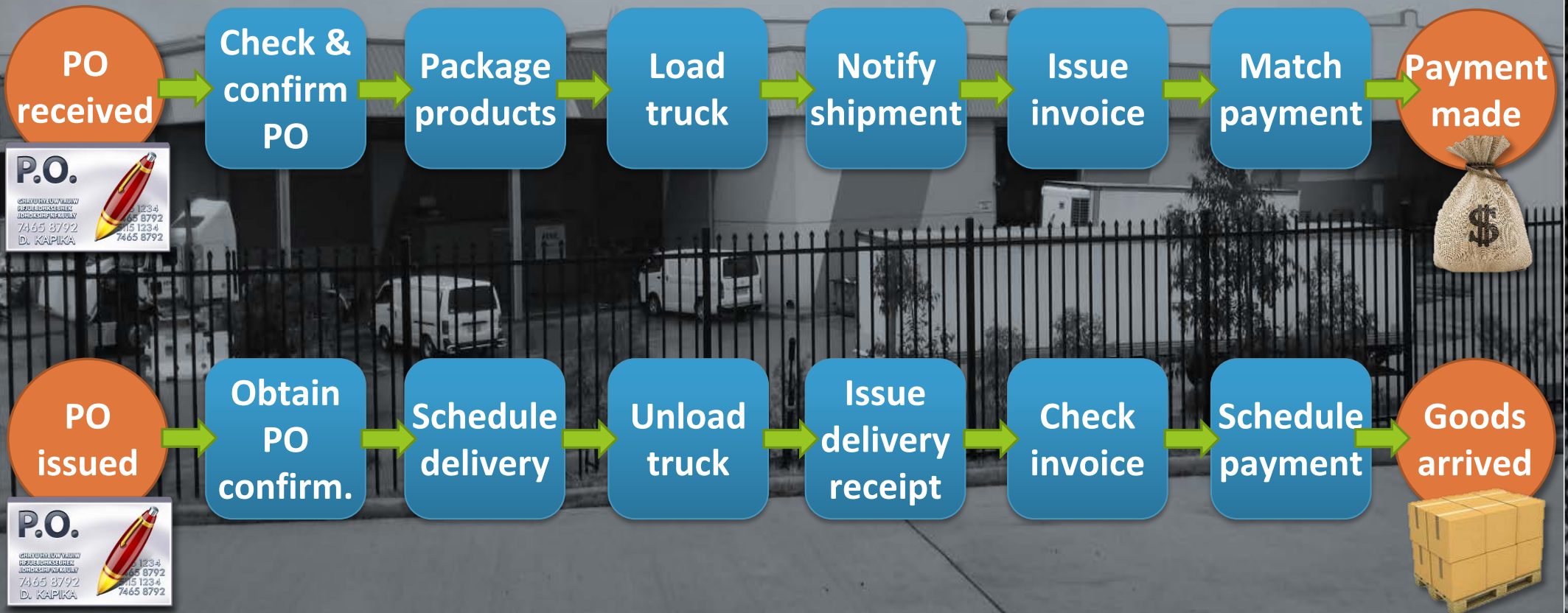
Sweep  
& mop

Present  
bill

# Business processes









# A business process is...

*a chain of **events**, **activities** and **decisions**  
...involving a number of **actors** and **objects**,  
....triggered by a **need**  
and leading to an **outcome** that is of **value** to a **customer**.*

## Examples:

- Order-to-Cash
- Procure-to-Pay (aka Purchase-to-Pay)
- Application-to-Approval
- Fault-to-Resolution





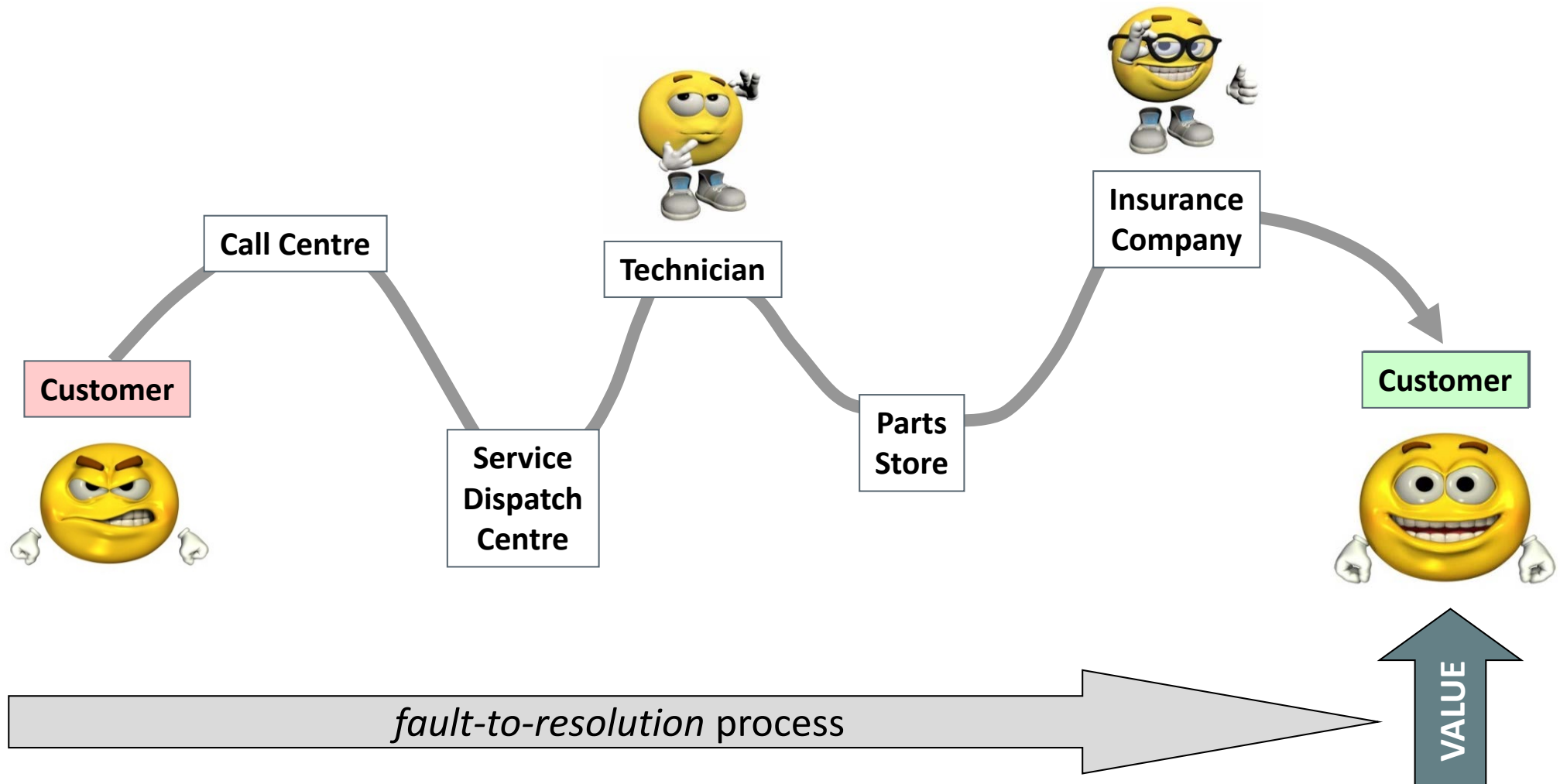
# “My washing machine doesn’t work...”

## Negative outcome

- Fault not repaired
- Fault repaired but

## Positive outcomes (value-adding):

- Fault repaired immediately with minor intervention
- Fault repaired, covered by warranty



# Your turn

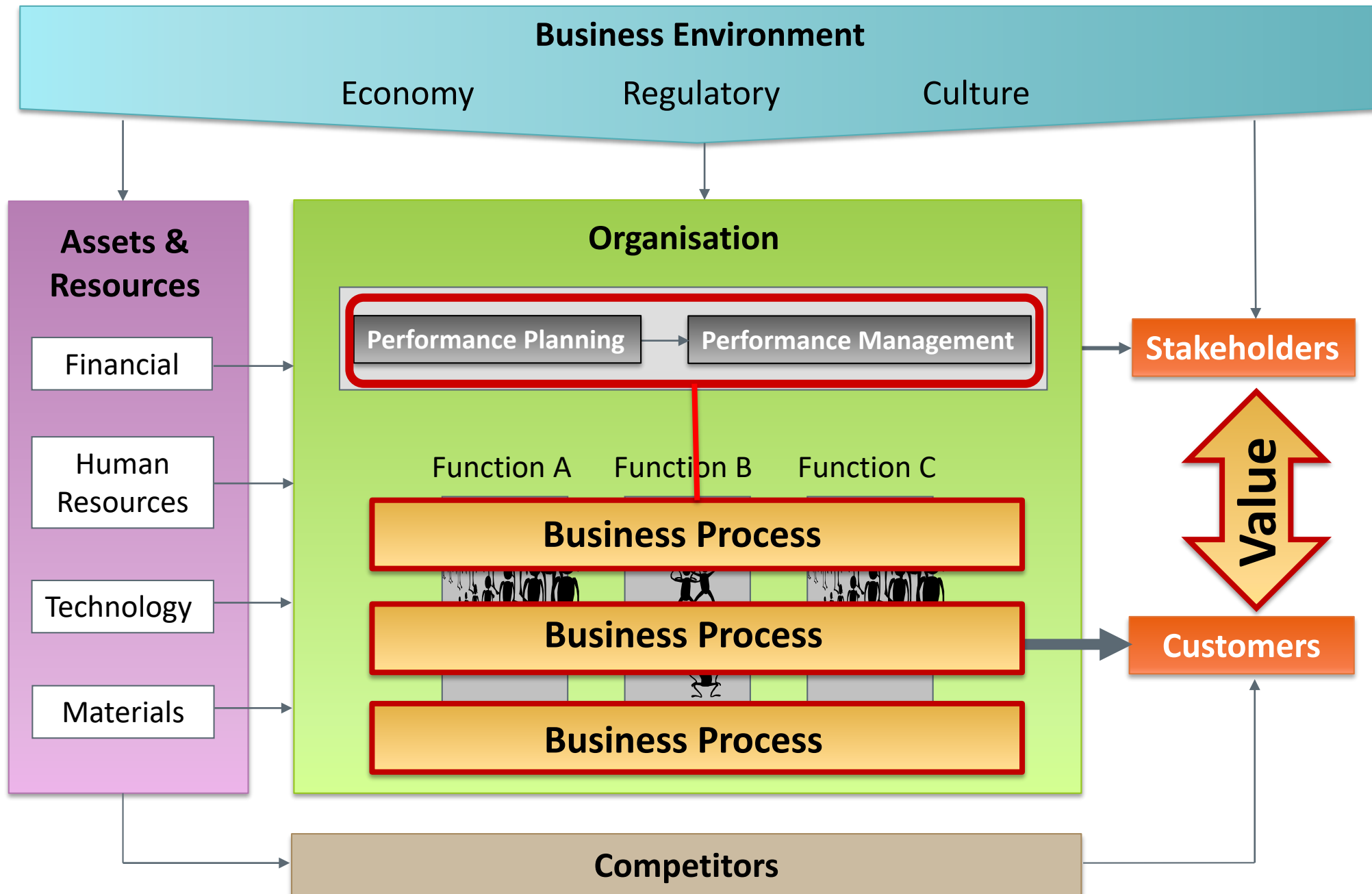
- Think of an organization and a process in this organization:
  - Is it order-to-cash, procure-to-pay, fault-to-resolution...
  - Who is/are the customer(s)?
  - What value does this process deliver to its customer?
  - Who are the key actors of the process?
  - List at least 3 outcomes of the process.



What is Business  
Process Management?

And why should I care  
about it?

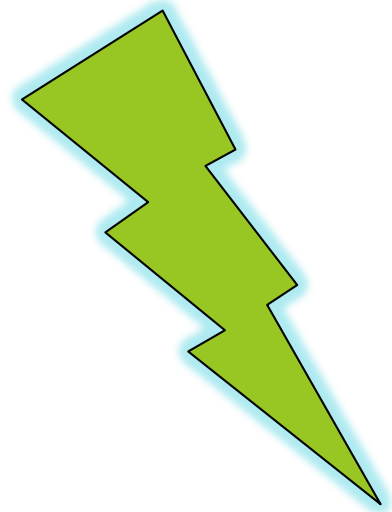
# Improving Performance (Rummler's Framework)



# Process performance

If you had to choose between two services, you would typically choose the one that is:

- F...
- C...
- B...



# Process performance

If you had to choose between two services, you would typically choose the one that is:

- Faster
- Cheaper
- Better

# Process performance

Three dimensions of process performance

- Time
- Cost
- Quality

# Improving process performance





# How would you improve this process?



**Outsource to Customer**



**Standardize**



**Eliminate Cooking**



**Automate**



**Invest and Build**



**Re-sequence**



**Eliminate Waiters**



# Questions

