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Business Report

Business Process Modelling (3533)

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A Business Report By

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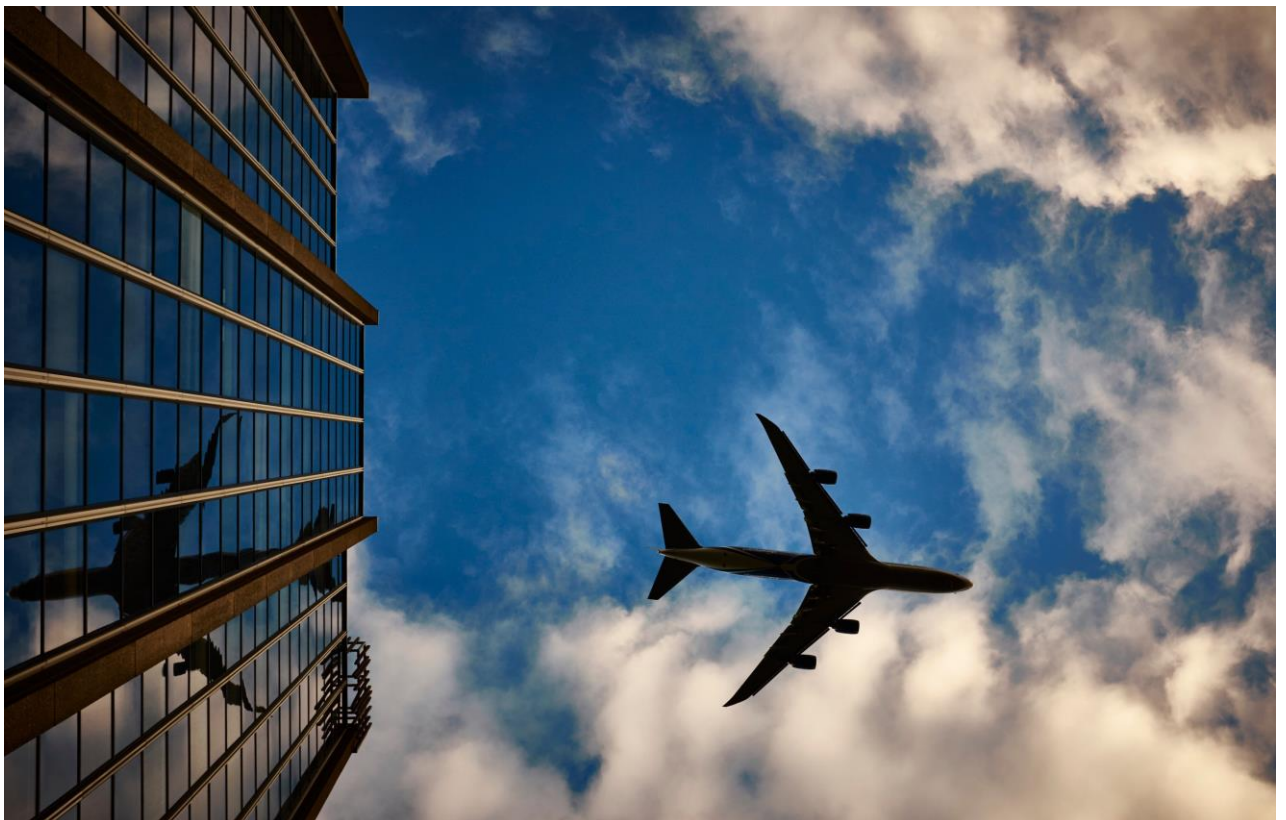
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Travel in Europe with

BON

VOYAGE



Abstract

This report describes the business profile, objectives, and business processes of a start-up flight booking company that focuses on flights within Europe. In particular, a competitive strategy, core values, strategic objectives, and key performance indicators (KPIs) are developed following the company's mission and vision. The KPIs measure the performance of the booking company in the form of percentages, amounts, or the number of tasks completed.

A description of the company's target market and an overview of the services offered are provided. The company offers flight booking services to people traveling within Europe; the target customers are divided into premium and non-premium customers.

This report shows the Bon Voyage business model canvas, which describes the company's key players, roles, and tasks. The front and backstage are shown, with the front stage comprising the target customer, the channel of service delivery, value proposition, revenue stream, customer relationships, and the backstage composed of key partners, key activities, and key resources, and cost structure.

The Order to Cash business process is described in this report; this business process describes from the start when the company receives the flight booking request, booking process, payment process, and how to handle cancellations. A brief and in-depth description of the Order to cash process (book flight) is discussed in detail in this report; the detailed description entails sub-processes and Decision Model and Notation (DMN) diagrams.

Decision Model and Notation (DMN) is used to manage critical decisions in the company. The DMN's discussed in the report include calculating the total price in the Order to cash process; DMN is also applied in other modeled business processes and instances which include recruitment and product development processes.

The recruitment process that describes how the company searches for and hires new employees and the product development process that describes how the company comes up with new innovative ideas are also modeled.

The Business Process Management (BPM) diagrams and DMNs optimize the business processes and add value to the business. Integrating BPM and DMN makes it easy and quick to implement changes, such as implementing new initiatives or new technologies.

Table of Contents

1. Introduction.....	1
2. Company profile	1
Our mission	2
Our vision	2
Core values	2
3. Competitive strategy	2
4. Strategic objectives.....	3
Key performance indicators (KPIs).....	4
KPI for Recruitment Process.....	5
5. Overview and description of services sold.	7
6. Target customer group for the service.	7
7. Business model canvas	7
8. Business Process Modelling	9
BPM Importance to stakeholder groups	9
9. Flight booking process (Order to Cash)	10
Short overview	10
In-depth description	10
Calculate total price. (DMN)	10
Key Performance Indicator for calculating total price (DMN)	11
Flight booking cancellation.....	11
Short overview	20
In-depth description	20
Evaluate application DMN	21
11. New product development.....	26
Short description	26
In-depth description	26
Figure 16. DMN: Evaluate the idea	29
Figure 17. Sub-process: Development and testing.....	30
12. Conclusion.....	34

Table of Figures

Figure 1. Business Model Canvas	8
Figure 2. Order to Cash process	11
Figure 3. Sub-process: Book flight	12
Figure 4. Sub-process: Request discount code	13
Figure 5. DMN: Manage discount	13
Figure 6. DMN: Calculate price	14
Figure 7. Sub-process: Handle customer payment	17
Figure 8. Cancellation	18
Figure 9. DMN: Calculate refund	19
Figure 10. Recruitment process	22
Figure 11. Sub-process: Advertise job vacancy	23
Figure 12. DMN: Evaluate applicant	23
Figure 13: Sub-process: Interview applicant	24
Figure 14: Sub-process: Generate job offer	25
Figure 15. New product development process	28
Figure 16. DMN: Evaluate the idea	29
Figure 17. Sub-process: Development and testing	30
Figure 18. Sub-process: Marketability test	31
Figure 19. DMN: Cost-benefit analysis	32
Figure 20. Sub-process: Develop product	33
Figure 21. DMN: Pricing the idea	34

1. Introduction

Traveling is a great leisure activity for many of us, such as students, young adults, and the elderly travel for different purposes; some travel for the sake of education, business while others travel to relax and enjoy. Many people take a break from their hectic schedules and go on a vacation. This makes them feel delightful and helps them to invigorate. Exploring different and new places is like adding value to their personality and helping them to achieve their life goals. Traveling gives you joy and an opportunity to learn and gain experience of different cultures across the globe.

Reaching a place full of adventure is more complicated than finding one; Bon Voyage makes that easy for you. With very well-defined strategic objectives, we try to achieve our goals by performing various activities. A widespread and effective way of obtaining the desired objectives could be the design and development of the Business Process Model to align activities and make decisions that may be pivotal in enhancing the delivery of products and services. This report provides an insight into the vision, mission, strategic objective, competitive strategies. It also contains an overview and description of services sold, Order to cash process, recruitment process, and description of new product development. Moreover, the Business Model Canvas gives the overall business structure of the Bon Voyage And Business Process Model (BPM) and Decision Model Notation (DMN).

2. Company profile

Bon Voyage is a Belgium-based travel booking company founded in February 2021. We are a growing online travel company in Europe providing a 'best in class customer experience to be 'Europe's Best Travel Planner.' We, as a travel industry brand, offers a range of choice for flights for our travelers.

Our core value differentiator is the most trusted user experience: quickest search and booking, fastest payments, settlement, or refund processes.

Enabling unique travel experiences for millions of people daily, Bon voyage will continue to provide affordable, high-quality, and reliable services for the travel needs of Europe.

A strong and "trusted" travel brand of Europe, our strengths include a large and loyal customer base, a multi-channel platform for leisure and business travelers, a robust mobile ecosystem for a spectrum of travelers and suppliers, a robust technology platform designed to deliver a high level of scalability and innovation and a seasoned senior management team comprising of industry executives with deep roots in the travel industry in India and abroad.

We are dedicated to ensuring a superior user experience on our platform and a critical customer service component. We provide customer support at all stages of our customer's journey – before, during, and after. Our customer "touch-points" include our website, mobile platforms, addressing the needs of a largely fragmented travel agent market and a portfolio of B2E clients across Europe.

Our mission

"Deliver happiness to travelers in Europe."

Our vision

To provide the best services for customers traveling within Europe, with various travel needs, to easily choose and experience the safest and most beautiful trips and stays. To make travel simple and fun for all, and our core values guide us in making this possible.

Our company is committed to genuinely living its credo of Putting Europe First and Exploring the World in Comfort.

Core values

Customer-first. Every decision our company makes is considered according to how it will impact our customer experience and put our customers at the center of everything.

Innovation. Our Research and Development gradually develop new features to embed on Bon Voyage platform to improve user experience.

Integrity. Our company has upstanding character traits and work ethics, including sound judgment, honesty, dependability, and loyalty to provide customers with the best booking services.

Agility. Regardless of your travel needs, we provide the quickest search and booking, fastest payments, 24 by 7 customer support for settlement or refund processes that ensure your trip is perfect than ever.

3. Competitive strategy

An environmental analysis is performed to come up with a competitive strategy. At Bon Voyage, we focused on customer satisfaction and came up with three ways of attracting and keeping our customers happy.

Customer intimacy

Bon Voyage aims at getting to know the customers deeper by creating a very close relationship. The close relationship will help Bon Voyage understand the customers' exact needs and develop actionable solutions tailored to the customer needs. Bon Voyage will achieve this through:

First, A brand community (Bon Voyage brand community) is the most important. Here the customers are part of an online community that directly gives feedback to Bon Voyage, offers suggestions of areas that need improvement and how they can be improved. From the communities, a customer advisory board will be chosen.

Second, a User-Friendly platform enables faster service accessing by directing customers to precisely what they are looking for. The platform filters will aid this.

Happy hour

Bon Voyage will offer discounts to its customers. These discounts will be provided for all public holidays, such as Easter holidays, New Year's Eve, Christmas eve. Also, for a few hours in every peak season (January, June, July, August, September, and December). The objective behind happy hour is to have many customers book flights with Bon Voyage. This will attract a lot of customers and improve the company's profits.

Event-based marketing

Bon Voyage will stage a booth at different events to inform potential customers of its services and how they can benefit from joining the Bon Voyage family. This will boost brand awareness and sales. The events will include conferences, schools, and university bazaars and events, city bazaars, music events, among other events Bon Voyage will have access to.

4. Strategic objectives

Attract and retain at least 60% of customers.

Bon Voyage will achieve this objective through event-based marketing. This will create brand awareness and attract customers to book flights with Bon Voyage.

The company will give out happy hour discounts towards public holidays and during peak months to retain customers.

Increase customer satisfaction by 70% within the first half-year.

This will be achieved, first, by making the Bon Voyage platform user-friendly. Second, by making sure customers reach their destinations. Third, by addressing 99% of customer complaints within one week of reception.

Generate at least 20% profit in every quarter

Bon Voyage will use price differentiation when setting the flight prices. The company will slightly set lower prices compared to its competitors in peak seasons. However, the company will also set specially requested additional services by the clients at a friendly cost. This will attract more customers to book with Bon Voyage which will increase our profit.

Promote employee innovation.

Bon Voyage considers employee growth an essential aspect. The company will encourage its employees to develop new and innovative ideas that can later be developed into services. The best new ideas and service improvement innovations will be selected. This will motivate employees' innovativeness and make them happy.

Key performance indicators (KPIs)

Customer retention.

Bon Voyage will consider the percentage of customers attracted and the percentage of customers retained. We will use the percentage of customers who choose our services multiple times in each period. Bon Voyage will also consider the rate of discounts given out per peak.

Customer satisfaction

This KPI helps us to evaluate the customer's satisfaction with our services. Measuring this will allow us to gain new insights into what they think about us. To measure customer satisfaction, we will use different surveys to collect real-time customer feedback. It will involve questions such as how satisfied you with our services are. Net promoter score will enable Bon Voyage to gain valuable inputs from our customers. The customer rates our service on a scale of 1-10. Knowing our customers' level of satisfaction will help us improve the quality of services offered to our passengers.

Profit

The KPI will focus on the bottom-line revenues measured by the company's financial performance: the percentage of profit earned or loss incurred at the end of the fiscal period. The accounting and finance department is chiefly involved and board members and evaluates the financial performance at the end of each fiscal year. The number of flight booking requests received will be measured to assess their contribution to company profit.

Employee Innovation

This KPI will be measured by the number of new products and the number of service improvement ideas proposed by employees. Bon Voyage will use this to calculate the percentage of skills their employees have and improve their employability skills.

KPI for Recruitment Process

Quality of Hire

Quality of hire is one of the most important parameters to measure the performance of the recruitment team. It can reveal many insights about the process of recruitment. Having a quality team member eases the work process to achieve the goals and leads to innovative ideas that satisfy the stakeholders.

Recruiters should measure the quality of their hires through the performance and productivity data of the recruits. The quality of employment should be measured for a group of recruits joined in each period. It can be done by dividing the performance and productivity of the individual recruit by the no of recruits in the given batch throughout the given period, for instance, six months or one year of the service period of the recruit.

$$\text{Quality of hire} = (\text{Performance} + \text{productivity}) / \text{number of recruits}$$

Cost per hire

To allocate a firm's spending, one needs to understand how much money the firm is spending during the recruitment process. It is essential to look at all the costs when hiring an employee to learn where they can cut costs during the hiring process without affecting the candidate's quality or experience level. Evaluating the cost of hiring and minimizing it also saves a considerable amount of money which can add value to the business, which can generate profit by cutting hiring costs. In this way, it also aligns with the organization's one of the most critical strategic objectives.

The hiring process could be the costs of managers and employees involved in the hiring process and the administrative costs linked to training and other accessories delivered to the recruits. This could be tracked by maintaining a database of the employees involved in the hiring process and the total cost yield during the recruitment process and the training period for every recruit.

$$\text{Cost of hiring} = (\text{Administrative cost} + \text{Training cost}) / \text{number of recruits}$$

Time to Hire

Another crucial performance measure could be the time to hire the recruits. This activity can bring a systematic approach to solving the problems in the hiring process. As the time for hiring the recruits also costs the organization, this factor must be as low as possible. Sometimes recruiters may take a week or a month to hire the recruits. Reducing the time to hire could save money in less administrative cost and employee cost, leading to extra money in organizations profit. It can be measured by subtracting the date on which the candidate enters the organization from the day he has received the offer letter during the recruitment process.

$$\text{Time of Hire} = \text{Date of Induction} - \text{Date of hire}$$

KPI for Order to Cash Process

Revenue Percentage

The annual revenue of the company shows the overall performance of the organization. To have a satisfied and loyal customer, it is crucial to have revenue growth in every successor year.

To calculate revenue growth as a percentage, you subtract the previous period's revenue from the current period's revenue and then divide that number by the earlier period's revenue.

$$(\text{Current Period Revenue} - \text{Prior Period revenue}) / \text{Prior period revenue}$$

Individual Productivity

Individual performance of every employee counts in every organization. Every Individual must perform to make the organization a great success. Individual performance of employees adds value in generating profit to the organization. Hence it should be accountable.

It can be measured by comparing the total number of orders by the total number of full-time employees involved.

$$\text{Total no of bookings} / \text{Total no of full-time employees}$$

Automation

Automation makes the process very easy, and then set targets are easily achievable. It leads to cut the cost for manhandling and adds significant value to the business revenue. Calculating the Return on Investment (ROI), which is the ratio of net savings divided by total investment, is the most popular way to measure test automation success.

Measuring the ROI can give the organization the extent of automation, whether it is efficient or not. Therefore, it could be measured as follows.

$$\text{ROI} = \text{Net savings} / \text{Total Investment}$$

5. Overview and description of services sold.

Bon Voyage offers flight booking services within Europe. The company ensures the target customer books the right flight depending on specific customer needs and wants. The requirements may include the type of baggage claim, meals, health conditions, among others.

Flight booking is possible through the Bon Voyage website and mobile application. The website and mobile application are user-friendly with several filters to enable clients fast and effective search results. Examples of filters are searched by date, destination, departure, among others.

Bon Voyage systems are connected to airline companies within Europe using the Global Distribution System (GDS). This system connects available flights from airline companies to the Bon Voyage platform. The same system sends booking confirmations to the airline companies.

Bon Voyage offers flight booking services for the economy and business class. Online flight check-in is an additional service provided.

6. Target customer group for the service.

Bon Voyage services are mainly designed for people between 18 to 60 years traveling within Europe by plane either on work, vacation, visit, or even a self-exploring trip. We chose 18-60 years because it is the age group that frequently travels within Europe.

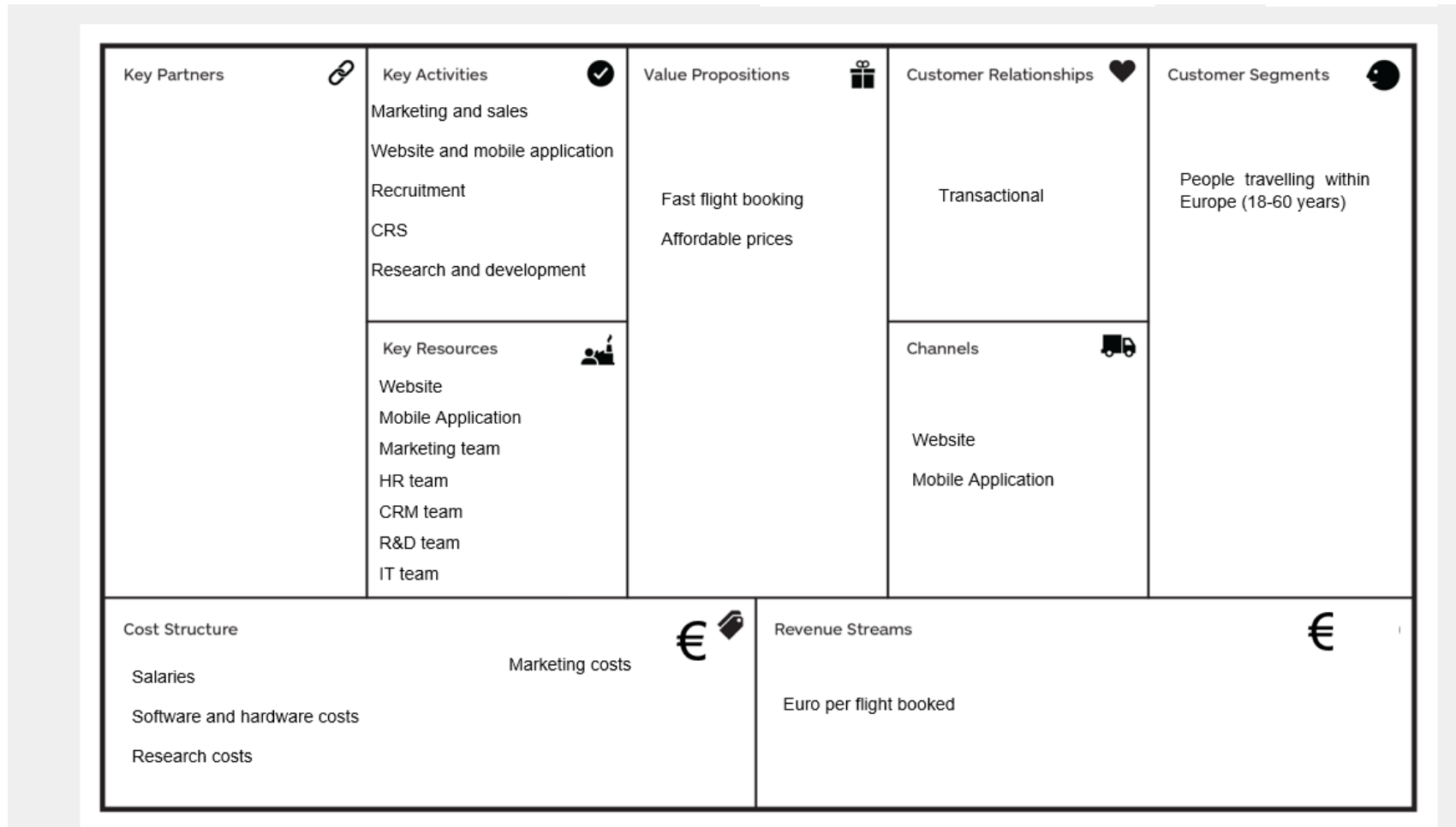
Bon Voyage, as a flight booking platform, we target customers who travel economy and business class. Business-class has a higher price than economy class.

7. Business model canvas

The business model canvas will give a simplified picture of the critical concentration areas of Bon Voyage. Bon Voyage will offer fast flight booking at affordable prices for people between 18-60 years traveling within Europe. Customers can book flights using the company website (www.bonvoyage.eu) or using the Bon Voyage mobile application. The company will make revenue from euros charged by flight booked. This will create the relationship between Bon Voyage and the customer transactional. The critical activities performed will include marketing and sales, website and application maintenance, recruitment, Customer Relationship Management (CRM), and research and development. Bon Voyage's significant resources are the website and application where flight booking takes place. The marketing and sales teams conduct brand awareness and other marketing strategies. The Human Resources (HR) team recruits, motivates, and trains employees. Customer relationship management team that makes sure customers are satisfied and their complaints are addressed promptly. The

Research and Development (R&D) team comes up with new ideas for service improvement. Lastly, the Information Technology (IT) team ensures the website, mobile application, and all technology-related processes work well. All the above significant resources cost the company money in expenses spent on salaries for the different teams, software, and hardware for IT and research costs.

Figure 1. Business Model Canvas



8. Business Process Modelling

BPM Importance to stakeholder groups

Project Lead

BPM helps to establish the business plan,
To create a more efficient resource allocation,
Ensures scope and change control, creating milestones for monitoring of the business,
Assist on communicating project status to all stakeholders.
Definition of project roles

Governing body

BPM helps the governing to have an understanding on the outcome of the project and assist on being responsible for securing spending authority and resources for the project.
Moreover, by implementing BPM, the governing body will have full authority to make rational decisions necessary to assure completion of the project, including decisions to increase the project scope and budget.

Employees

After implementing BPM, the employees will have clarity on their duties and responsibilities.
We all know that cross-departmental communication and decision paths, which must be taken daily in projects, are often tedious and protracted and considerably impair the progress of the project that's why BPM solves this obstacle by offering a clear path for them
Ensures differentiation between project tasks and line tasks

IT

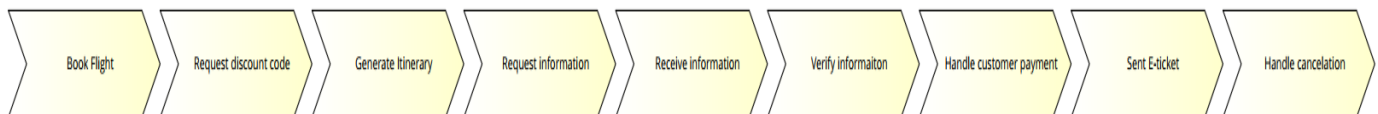
Provide with the opportunity to have efficient automated processes
It helps to define more reliable information technology strategies policies, and procedures by evaluating organization outcomes, identifying problems, and evaluating trends.

9. Flight booking process (Order to Cash)

Short overview

Order to Cash is a business process that shows when the customer places an order when the company receives payment and delivers the ordered services. This overview will lead the start of flight booking to the cancellation of a booked flight.

The order cash process starts when a booking request is received from the customer. Book flight is initiated. If there are available flights, a discount code is requested, followed by calculating the total price. The itinerary is generated, customer information is requested, after that payment is received from the customer, and an E-Ticket is sent to the customer. The cancellation request is reviewed in case of cancellations, the booking is canceled, and a refund is determined.



In-depth description

The order cash process starts when the sales department receives a booking request from the customer, book flight is initiated. This sub-process (book flight) flight availability is checked using the Global Distribution System (GDS) based on the customer criteria stored in the customer needs a database. Flight availability is retrieved from the GDS, and if there are available flights, a notification is sent to the customer.

Else the finance department requests for a discount code; in this sub-process, if the discount code has an error, the customer is redirected to generate a price; else, the managed discount decision is triggered and stored in a file (discounts). Based on this file, the system automatically applies the discount, redirects to generate price, and ends with calculating the total price.

Calculate total price. (DMN)

To calculate the price, three levels of sub-decisions are considered. Level 1 has two sub decisions which include customer type and location. Level 2 sub decisions include season and basic price, basic price uses level 1 sub decisions as inputs. Basic price and season are used as input for calculating the discount a level 3 sub decision. Tax legislature and European pricing laws are based on calculating the total price.

Key Performance Indicator for calculating total price (DMN)

- Percentage of discounts per peak period: The company keeps track of discounts given out seasonally by calculating the rate of discounts given out per peak. The KPI is applied to calculate the discount sub-decision.
- The number of flights booked per season: The company tracks how many flights are booked either in the peak season or non-peak season. This helps Bon Voyage do season targeted marketing basing on season booking output.

After calculating the total price, the flight itinerary is generated and stored in a file (flight itinerary). The sales department requests customer information, this information includes customer names as they appear in his /her identification documents, telephone number, and email address, the received information is verified. Incorrect information is handled, and a failed booking message is sent to the customer.

If customer information is correct, the handle payment sub-process is initiated. In this sub-process, the customer chooses which payment option they prefer. In case of late payment, PayPal, Klarna, and net pay are available. In case of instant payment, the customer is redirected to Bon Voyage payment page. Card information is requested. Once received, it is verified, the card is charged, and payment is confirmed. If the information is not verified, the customer is given a chance to update the information. However, after 10 minutes of failed attempts to verify the payment is canceled, and a compensation event (undo booking) is triggered to cancel the flight booking. If the card is flagged with an error event (insufficient funds), the payment is canceled, booking reversed, and the process ends with an end cancel event.

In the central diagram, an intermediate cancel event catches the cancel end event (cancel flight). A notification is sent to the customer indicating that the flight booking has been canceled. If payment is successful, a signal is received, and the IT department generates an E-ticket that is sent to the customer, and the booking process is complete.

Flight booking cancellation

The cancellation request is reviewed in case of cancellations, the booking is canceled, and a ticket is reversed. If the request was received 24 hours before check-in, a refund is denied. Else, a refund is calculated based on the total price file stored in the payment database. Refund approval is requested from the finance manager and sent to the customer.

Figure 2. Order to cash process

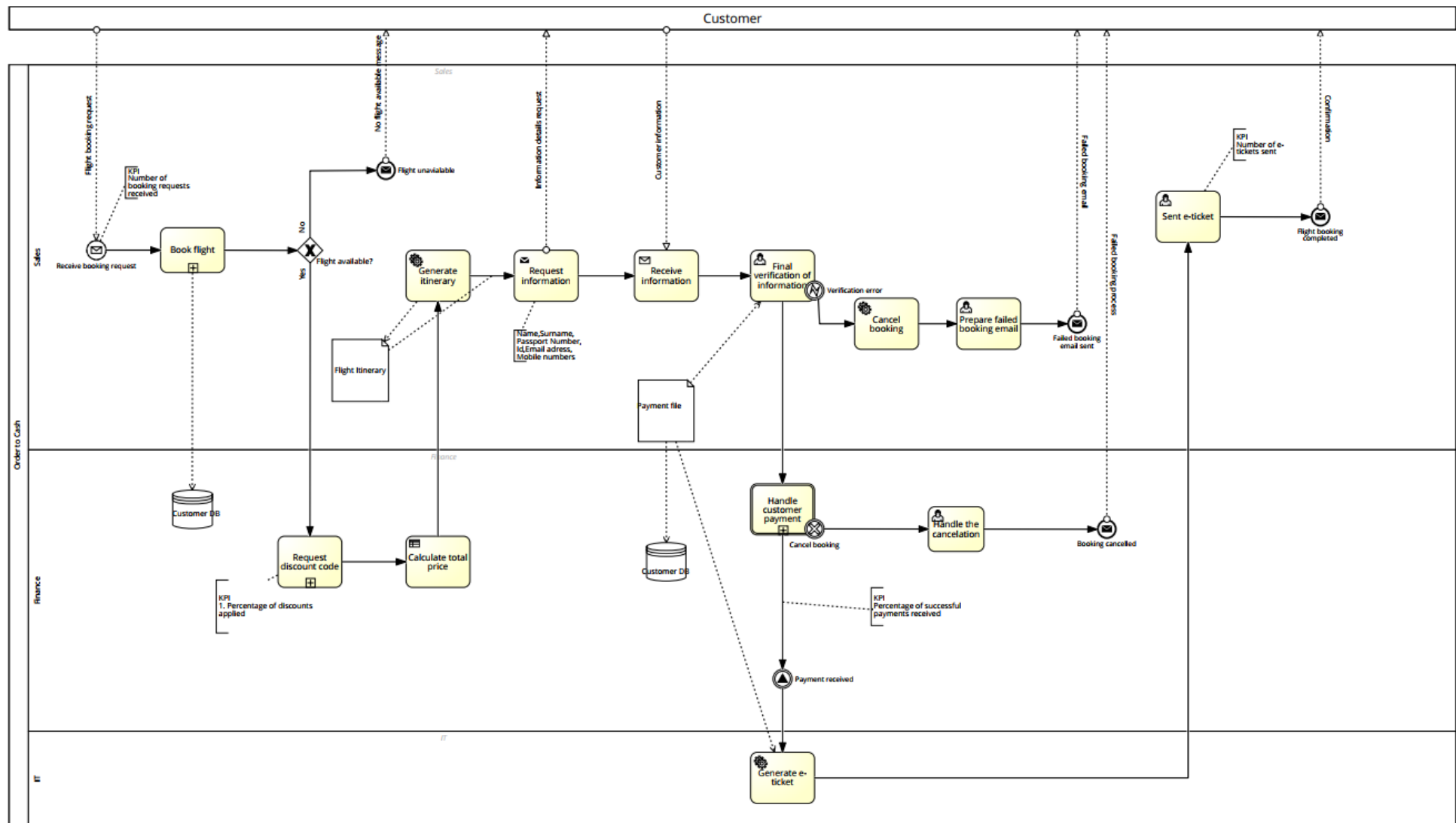


Figure 3. Sub-process: Book flight

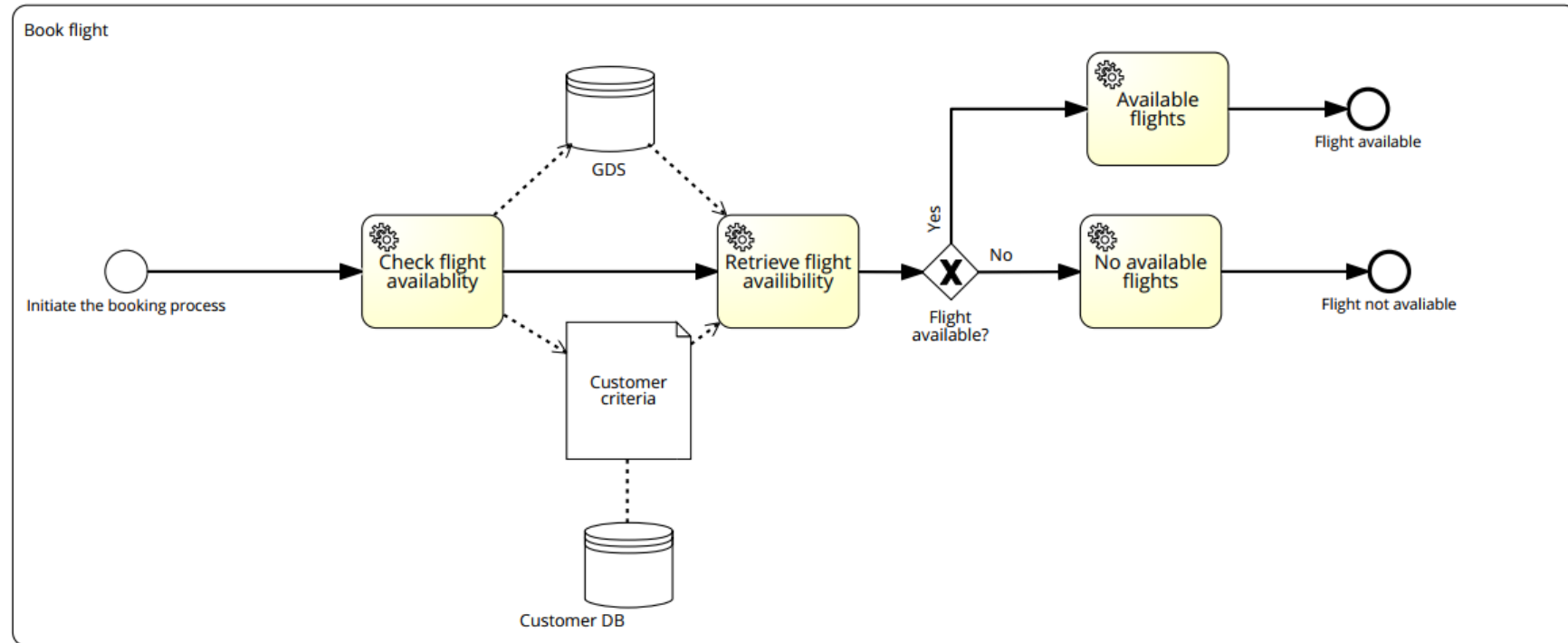


Figure 4. Sub-process: Request discount code

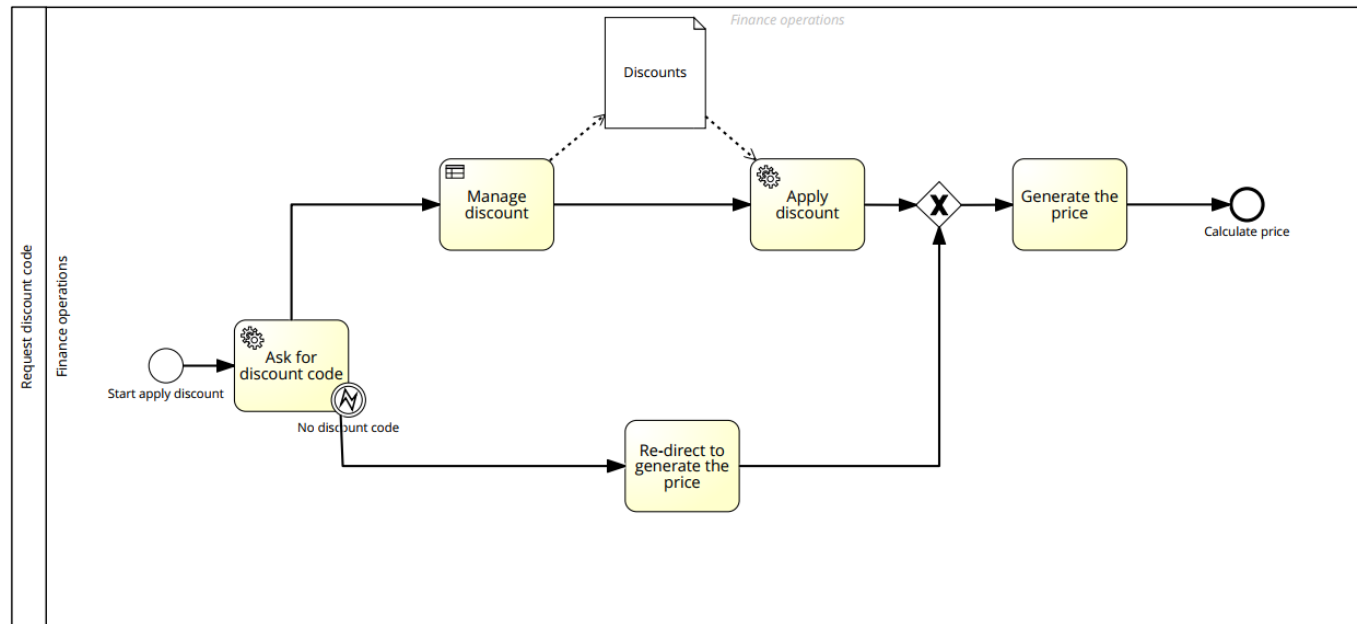


Figure 5. DMN: Manage discount

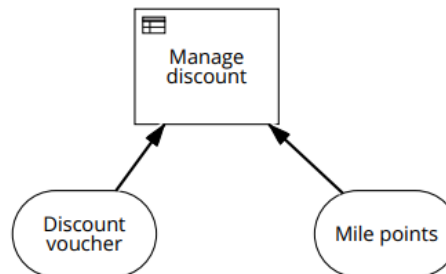
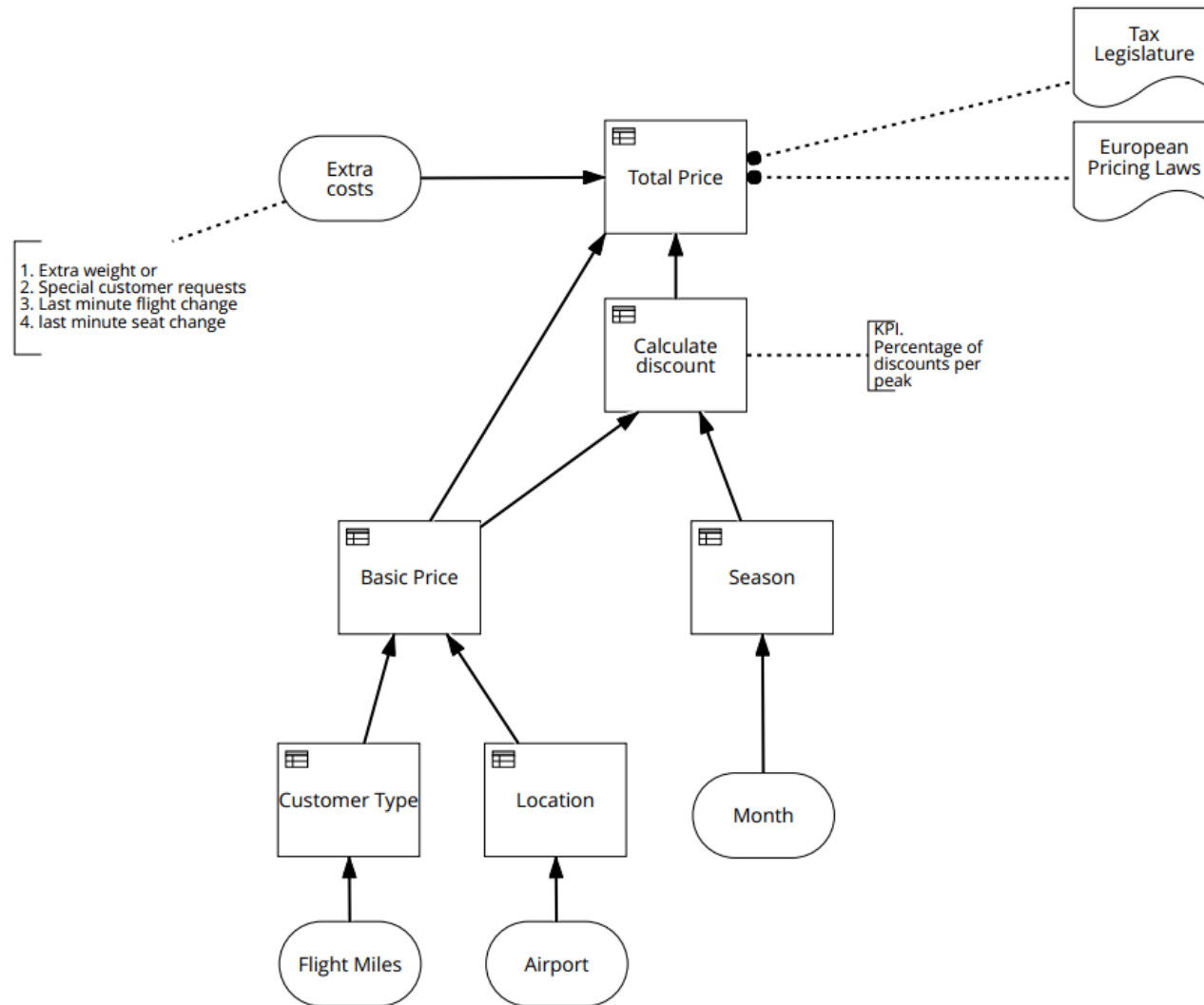


Figure 6. DMN: Calculate the price



Decision logic: Basic Price



Decision Table

fx

Expression

Invocation

Link

A≡

Informal Expression

Add rule

Duplicate rule

Remove rule

Add input

Add output

Add annotation

Remove column

Check

Import/Export

U	Inputs				Outputs	Annotations
	Location ⓘ	Customer Type ⓘ			Basic Price	New Annotation
	{Belgium, Rest of Europe}	{Premium Customer, Non-Premium Cus...			[20€, ∞]	Informational
1	=	Belgium	=	Premium Customer	38 €	
2	=	Belgium	=	Non-Premium Customer	45 €	
3	=	Rest of Europe	=	Premium Customer	40 €	
4	=	Rest of Europe	=	Non-Premium Customer	55 €	
+	Add new row					

Decision logic: Customer Type



Decision Table

fx

Expression

Invocation

Link

A≡

Informal Expression

Add rule

Duplicate rule

Remove rule

Add input

Add output

Add annotation

Remove column

Check

Import/Export

	Inputs		Outputs	Annotations	
U	Flight Miles		Customer Type	New Annotation	
	Length (m)		{Premium Cust...	Informational	
1	≥	1000 m	Premium Cus...		
2	<	1000 m	Non-Premiu...		
+	Add new row				

Decision logic: Location

Add rule
 Remove rule
 Add input
 Remove column
 Verify
 Import/Export

	Inputs		Outputs	Annotations
U	Airport		Location	New Annotation
	{Zaventem, Charleroi, Else}		{Belgium, Rest o...	Informational
1	=	Zaventem	Belgium	
2	=	Charleroi	Belgium	
3	=	Else	Rest of Europe	
+ Add new row				

Decision logic: Season



Add rule
 Duplicate rule
 Remove rule
 Add input
 Add output
 Add annotation
 Remove column
 Check
 Import/Export

	Inputs		Outputs	Annotations
U	Month		Season	New Annotation
	Number		{Peak Season, ...}	Informational
1	=	1	Peak Season	
2	=	2	Non-Peak Se...	
3	=	3	Non-Peak Se...	
4	=	4	Non-Peak Se...	
5	=	5	Non-Peak Se...	
6	=	6	Peak Season	
7	=	7	Peak Season	
8	=	8	Peak Season	
9	=	9	Peak Season	
10	=	10	Non-Peak Se...	
11	=	11	Peak Season	
12	=	12	Peak Season	
+ Add new row				

Figure 7. Sub-process: Handle customer payment

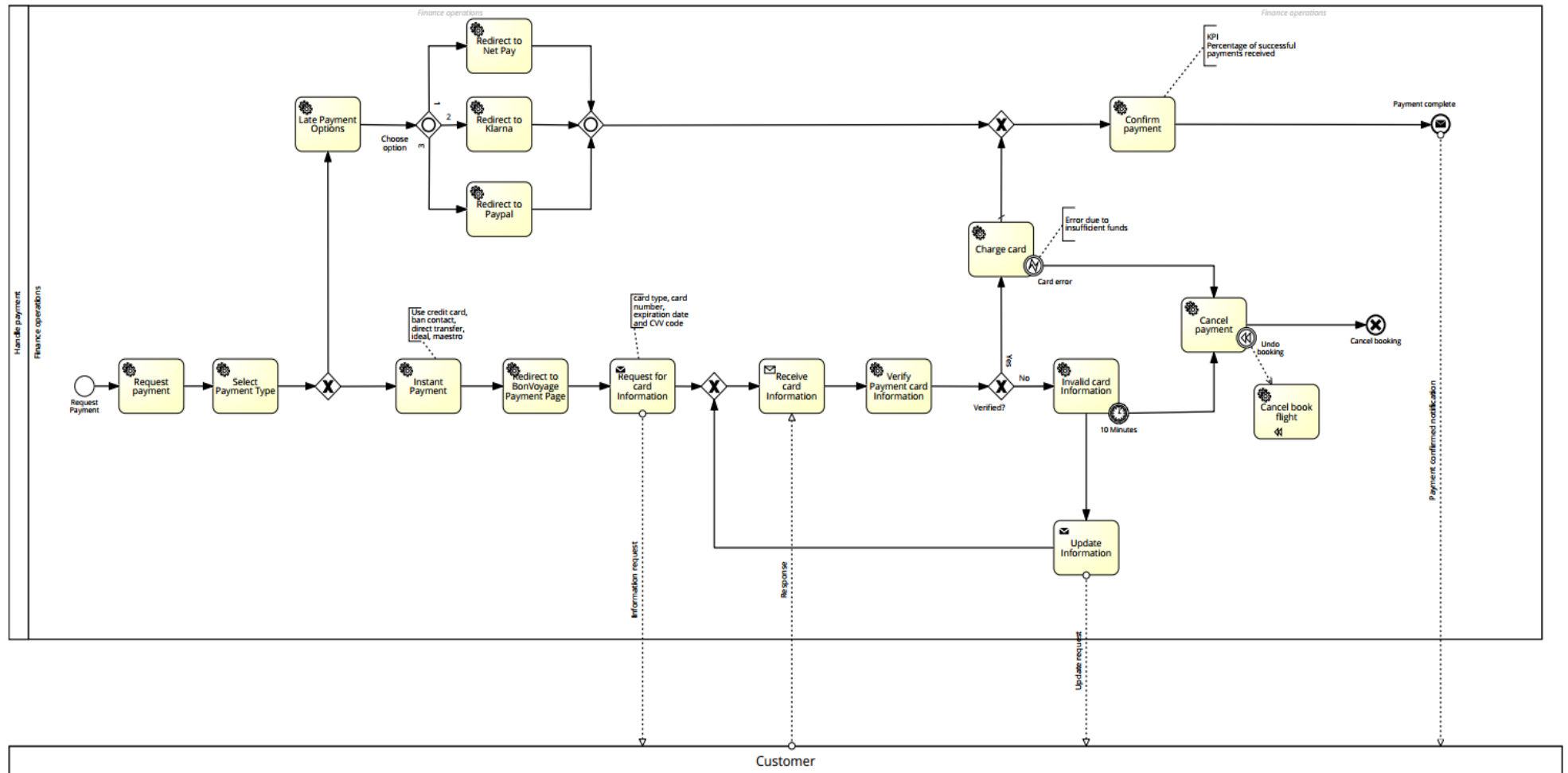


Figure 8. Flight Booking Cancellation

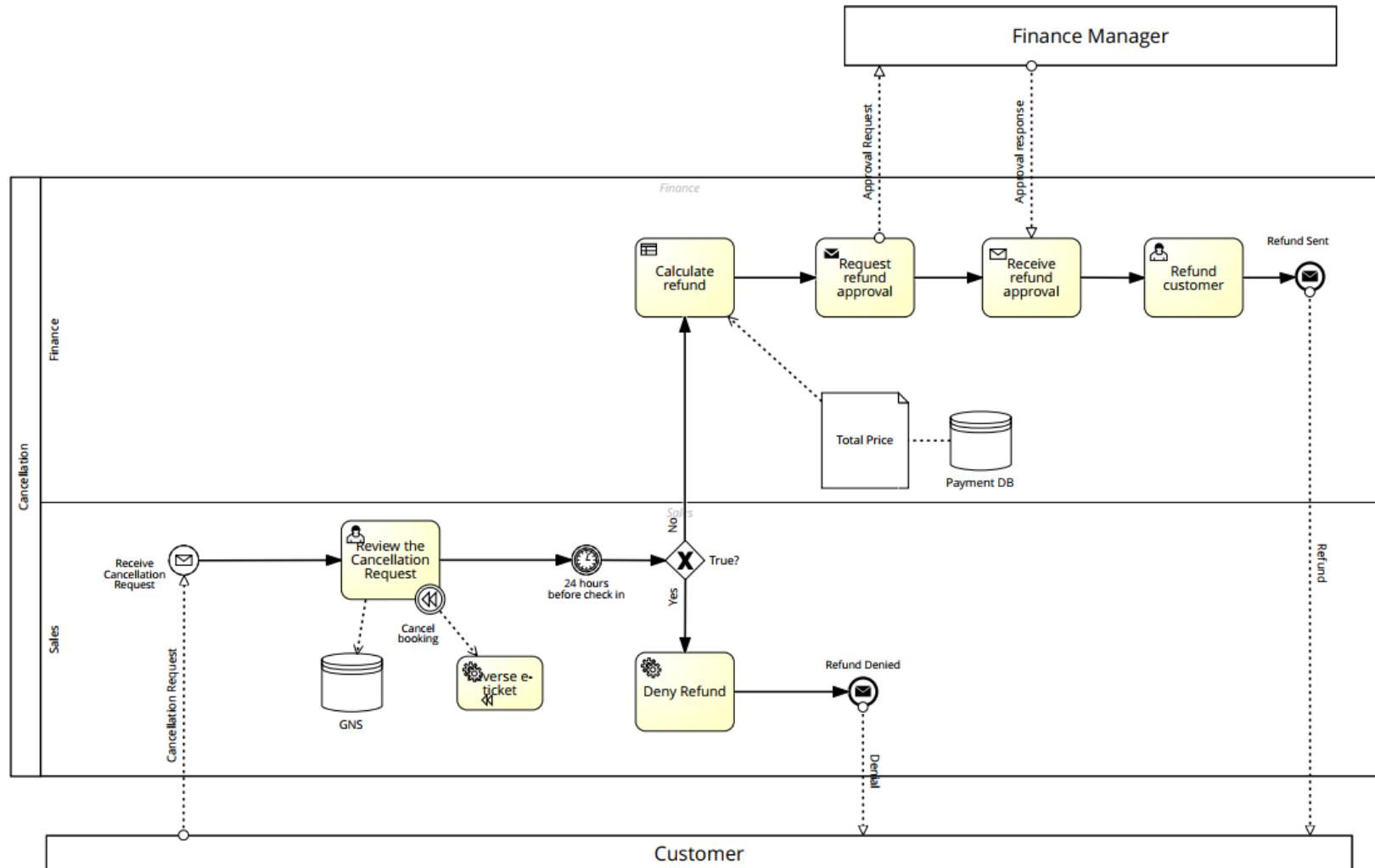
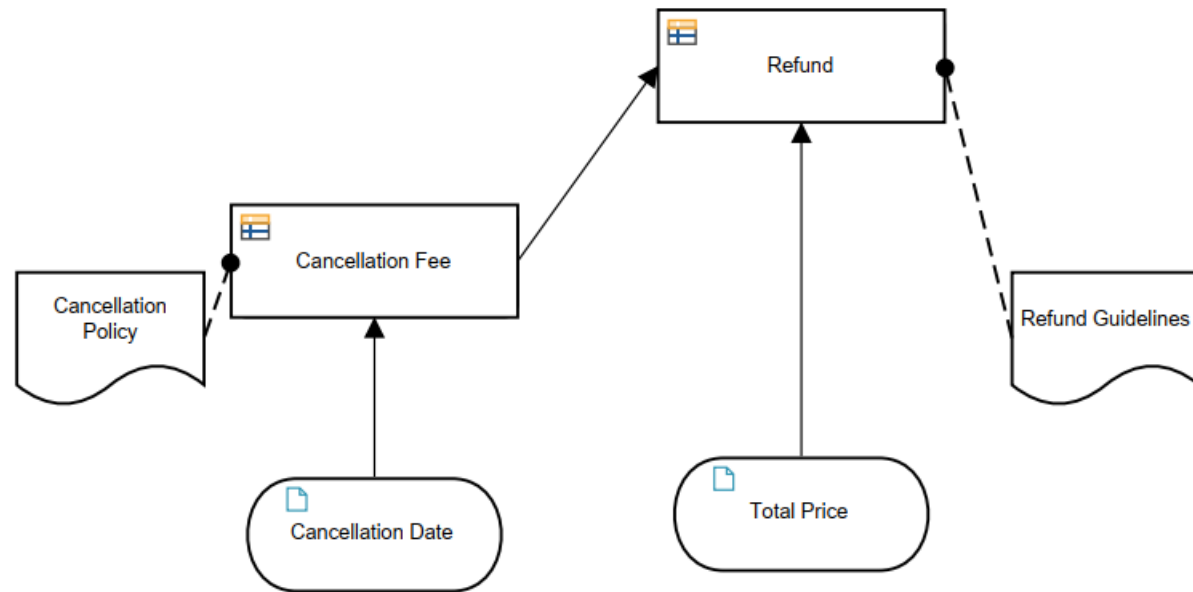


Figure 9. DMN: Calculate refund



10. Recruitment process of a new staff member

Short overview

Recruitment is the process by which an organization receives applications for vacant positions. When an organization is trying to fill a vacancy, there are several factors to weigh. Effective human resource management requires effective recruiting. This procedure outlines the measures that are taken to fill Bon Voyage's staffing gap.

The procedure begins when a message for an open position is sent from other departments. Bon Voyage Human Resources (HR) team creates an advertisement and posts it online for a job vacancy. If there is no job application in the next three months, notification of unsuccessful advertisement is sent to the related department. Applications are evaluated based on level of education, work experience, and motivation letter. Following the candidate screening process, an applicant interview process will take place. After a successful interview, if the applicant accepts the job offer, the HR team informs the related department and sends a welcome email to the candidate. If not, the process will end with an end message to the corresponding department that the job offers are rejected.

In-depth description

Human Resources

The process starts when a message for an empty vacancy is received from other departments. A job description is created and sent to the marketing department to design an advertisement. Bon Voyage HR team then determines whether the advertisement is accepted. If the HR team does not accept the advertising concept, the marketing team must update the advertisement. The advertisement is then posted on the Bon Voyage website as well as social media. After three months, if the job vacancy is occupied, the HR team then receives the job application from the applicant, including a CV and motivation letter. Otherwise, the HR team re-advertised the job vacancy in other employment journals until it is fulfilled.

Bon Voyage HR team notifies the related department of the job application. The manager of that department, together with the HR team, evaluates the applications. If the applications fulfill the required evaluation criteria, the HR team will interview applicants in the next three days. If the process of assessing the applicants is not fulfilled, the process will end with an end message unsuccessful application, and it will be communicated to the applicants.

After evaluating the applicants, an interview process of applicants will follow. A proposal of the date and time for the interview is sent to the applicant. After receiving the confirmation, the HR

team prepares for the interview by composing a questionnaire. On the date and time of the interview, the HR team interviews the applicants. A profile description is recorded and then used to evaluate the applicants.

If the interview is successful, the operational team generates a job offer and sends it to the manager for approval. If the manager decides to approve the proposal, a job offer is sent to applicants the next day. Otherwise, the job offer has to be updated. If the applicant accepts the job offer, the BonVoyage HR team informs the other departments of a completed job application and sends a welcome email to the candidate. If the applicant declines the offer, the process will end with an end message to the related department that the job offer is rejected.

Evaluate application DMN

Applications are evaluated based on the applicants' level of education, work experience, and motivation letter. If the application fulfills the required evaluation criteria, the HR team will interview the applicant; else, the application will be rejected.

Figure 10. Recruitment process

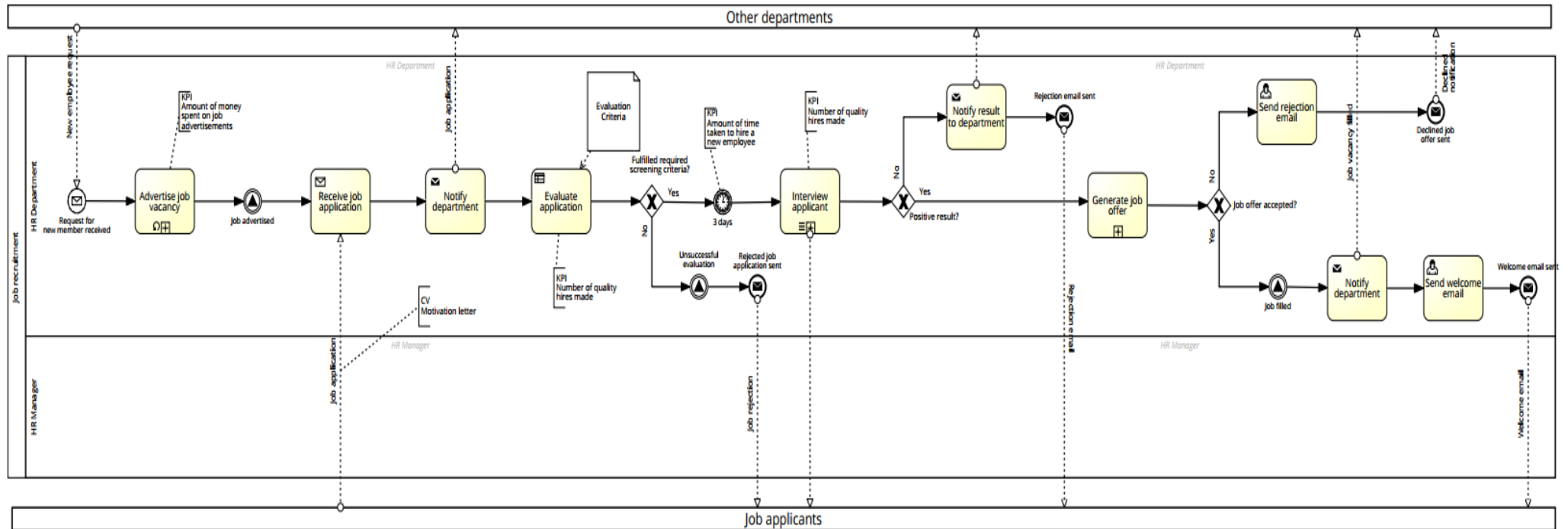


Figure 11. Sub-process: Advertise job vacancy

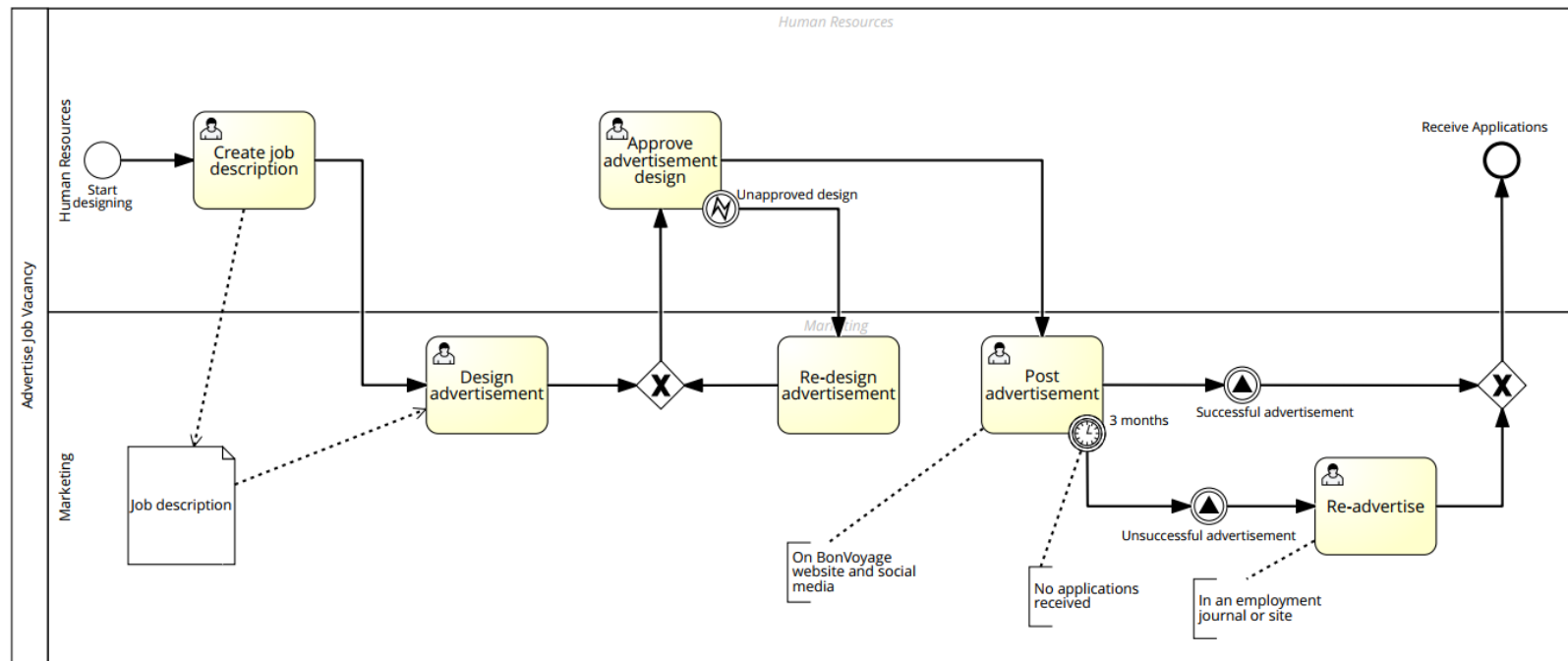


Figure 12. DMN: Evaluate applicant

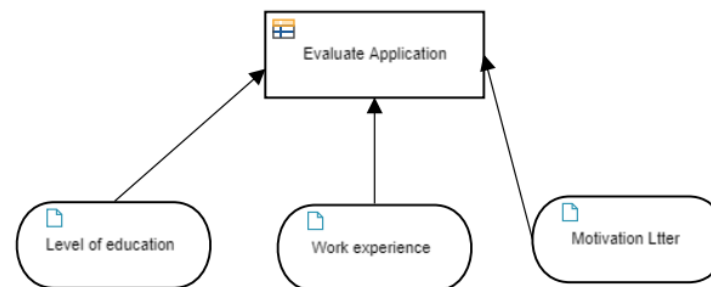


Figure 13: Sub-process: Interview applicant

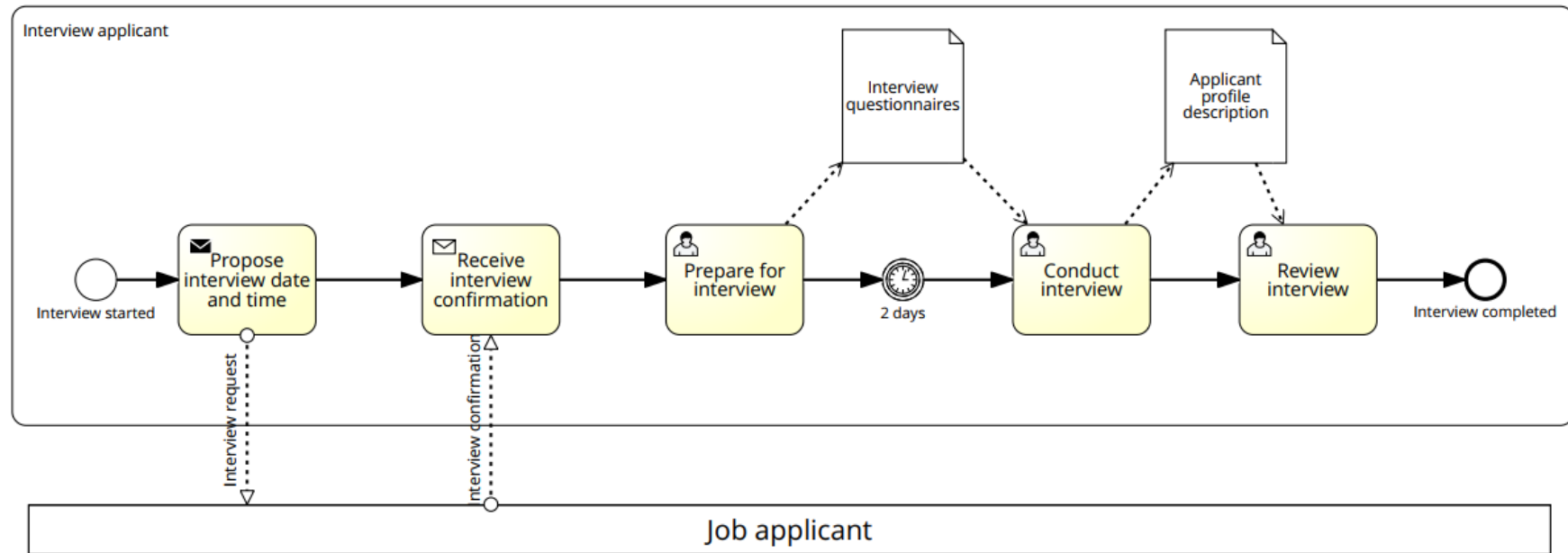
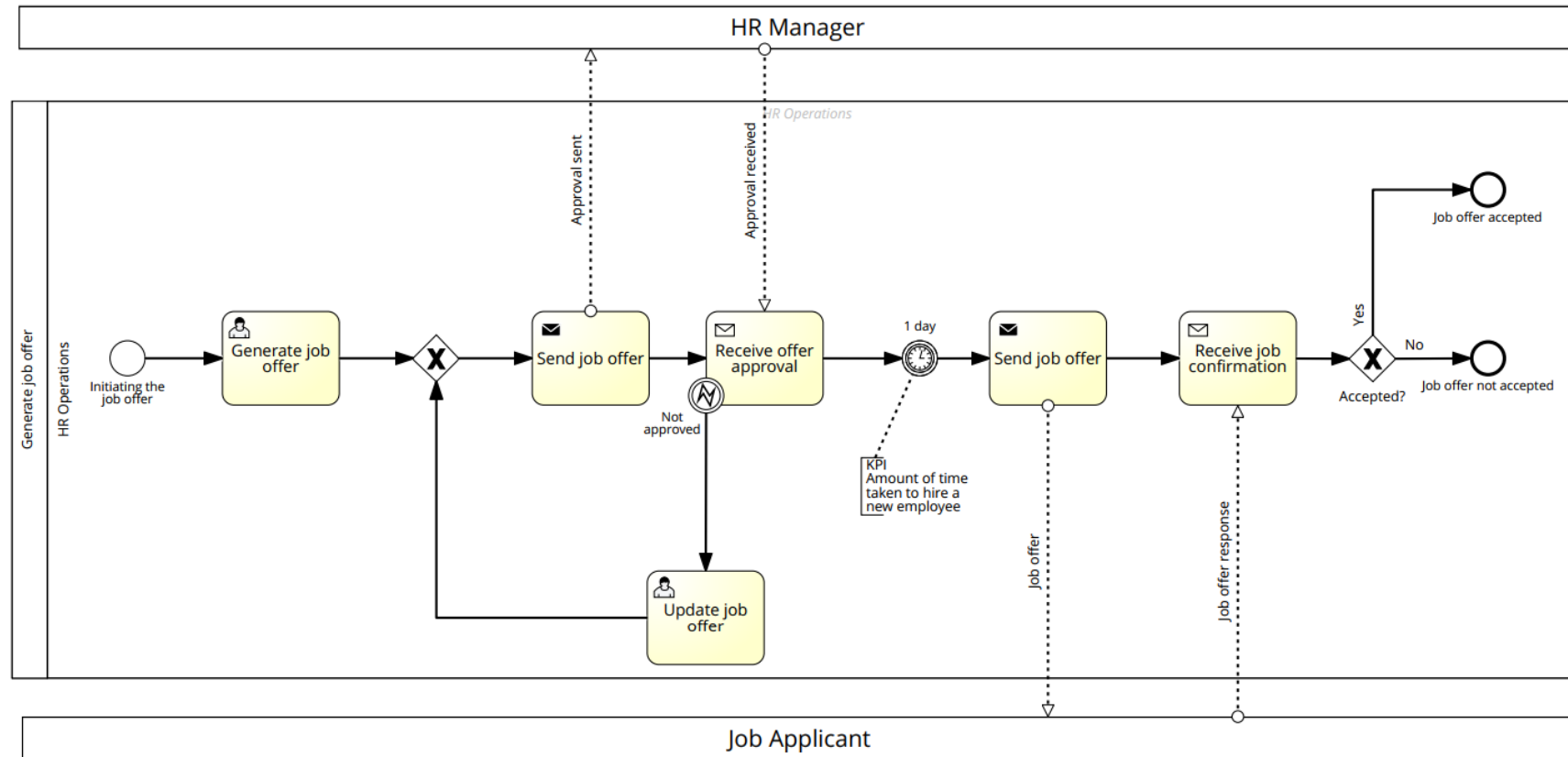


Figure 14: Sub-process: Generate job offer



11. New product development

Short description

New product development is the entire process of bringing a service(product) to market. Bon Voyage encourages advocating for new ideas which can be transformed into a concrete service(product). The process starts when we receive an idea from our team members. The top management team checks whether the idea seems promising or not. If the idea looks promising, it is stored in a database called "potential innovative ideas" that can make that a valuable source of information for the process. After evaluating that idea, the research & development department develops and tests that idea. Once these steps are finished, the next one includes Marketability, know as Beta testing, where data is collected from the target group to understand better their needs. The process continues with conducting a Cost-Benefit Analysis to test whether the benefit of creating the product exceeds its costs. Based on that, the product is developed, and a prototype is made. Next, the market division analyses the market and establishes the price complied with laws and regulations of the EU. The next step is Commercialization when we are on the market. And based on the resources and pricing sub decisions with input data from product life cycle, market analysis and price disclination, and a post-launch review, they examine how the product is being perceived. This step is about selling the product and everything it takes to keep the process going.

In-depth description

As a start-up company, it is pivotal for us to be innovative. Broadly speaking, the new product development is the entire process of bringing a service(product) to market. Understanding the need for innovation, our staff of Bon Voyage encourages advocating for new ideas which can be transformed into a concrete service(product).

The process starts when we receive an idea from our team members. This idea is then recorded in a database known as "New business ideas," enabling us to continue with the next phase of evaluating that idea. Here the top management team checks whether the idea is promising. The ideas are evaluated based on whether the idea will successfully work(viability), Marketability, idea integration with company strategy, profitability, time that will be taken to plan, implement and produce results, and the cost. (whether the idea is worth the financial investment). An idea that qualifies the criteria is successfully chosen else the idea is rejected.

After evaluating the idea, the next phase is development and testing. In this sub-process, the Research & Development department(R&D) analyses the customer needs and stores them in

a customer needs a database. In case of insufficient information, a signal is triggered to elevate to observe customer needs where we get into customer shoes and understand their needs completely. Next, the needs are tested, and the results are evaluated. If the results are satisfactory, they are stored in the potential innovative ideas database; else, an error end event signals the idea failed. Catch error event (idea failed) on the subprocess boundary leads to handling failed ideas, and a rejection letter is sent.

Succeeding development and testing is the next activity is marketability tests, known as beta testing. In this activity, R&D selects the target to understand better the customer needs for the development of the product. After selecting the market segment, a survey is created and sent to acknowledge their requirements. After receiving the survey, R&D evaluate the results. In case the results seem promising for a demanding product, Marketability ends with an end event. If the results are unpromising, a refusal letter is sent to the employees and thank them for their contribution.

Before developing the prototype, it is necessary to perform a Cost-Benefit Analysis (CBA) to ensure that the benefits of the new product exceed its cost. A cost-benefit analysis is carried out to determine all the potential costs and revenues that a company might generate from the successful idea. Two levels of sub-decisions are used to determine the CBA. Level 1 has a direct cost, indirect costs, and potential risk. Level 2 has an opportunity cost; this weighs the alternative/second-best idea before choosing the most profitable idea.

After ensuring that the benefits of creating the new idea will exceed its cost R&D department initiates the prototype product development. The following phase is developing the product, which has been researched and tested this whole time. Initially, the idea needs to be transformed into a concrete product, any changes which have been noticed need to be adjusted, followed by designing the prototype product. If there are difficulties in designing the prototype, the process ends with an end state prototype failure. Otherwise, if the prototype seems successful, it is followed to the market division for further examination.

Once these steps are finished, the next one includes pricing the idea. The process starts with analyzing the pricing regulatory law. The price of the successful idea is determined using CBA as input alongside taxes and price regulatory laws, ensuring that everything will run as smoothly as possible for the process of launching the product into the market.

The next step contains Commercialization when we are on the market. This step is about selling the product and everything it takes to keep the process going. Next, the market division does a post-launch review where they examine how the product is being perceived. And based

on that, a perfect pricing strategy will be used, completing product development which ends with an end state of product development completed.

Figure 15. New product development process

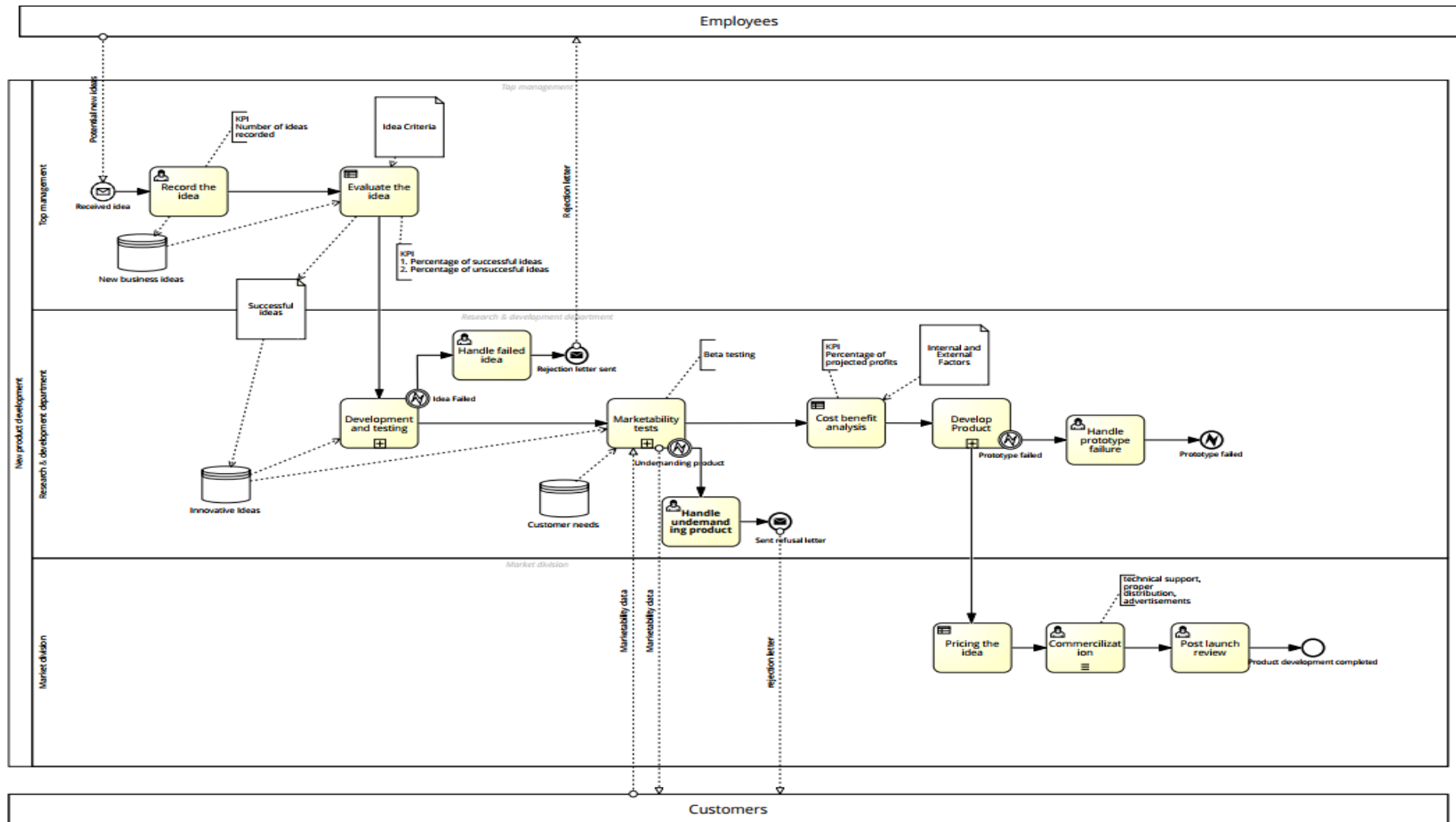


Figure 16. DMN: Evaluate the idea

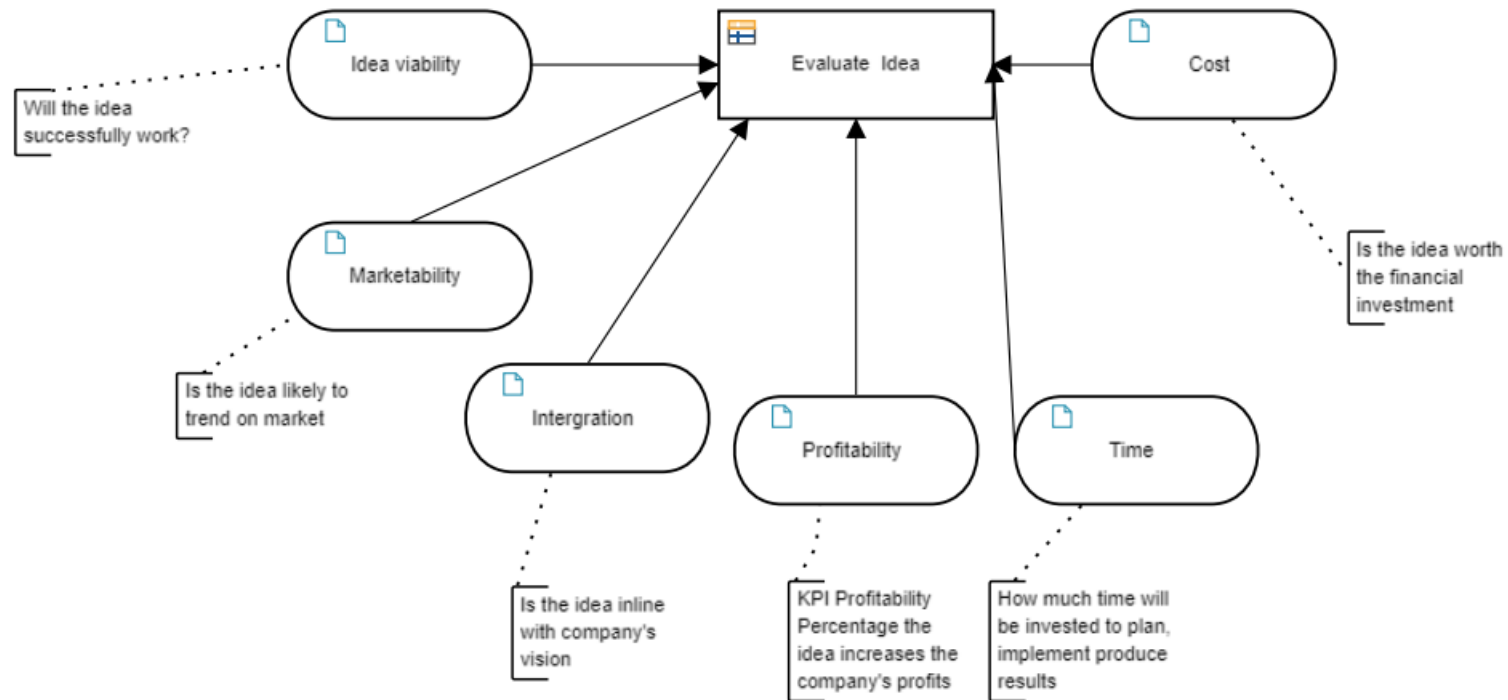


Figure 17. Sub-process: Development and testing

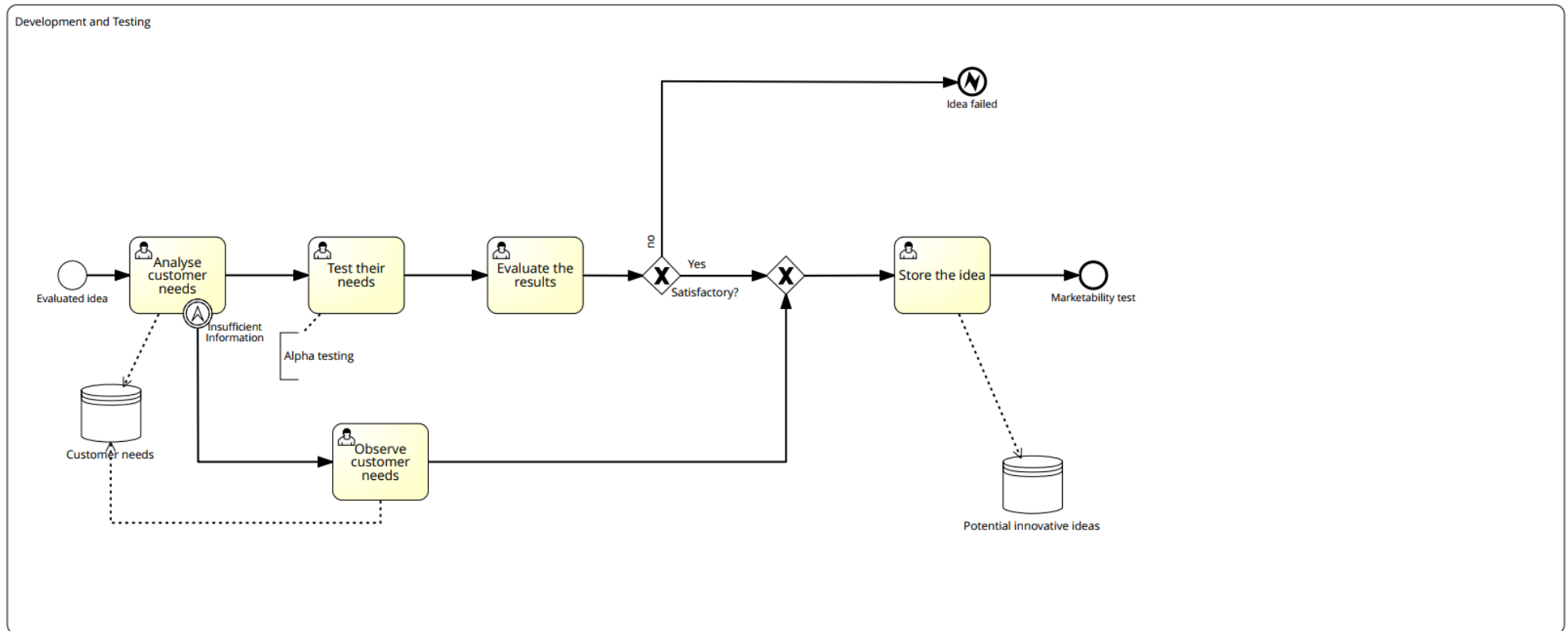


Figure 18. Sub-process: Marketability test

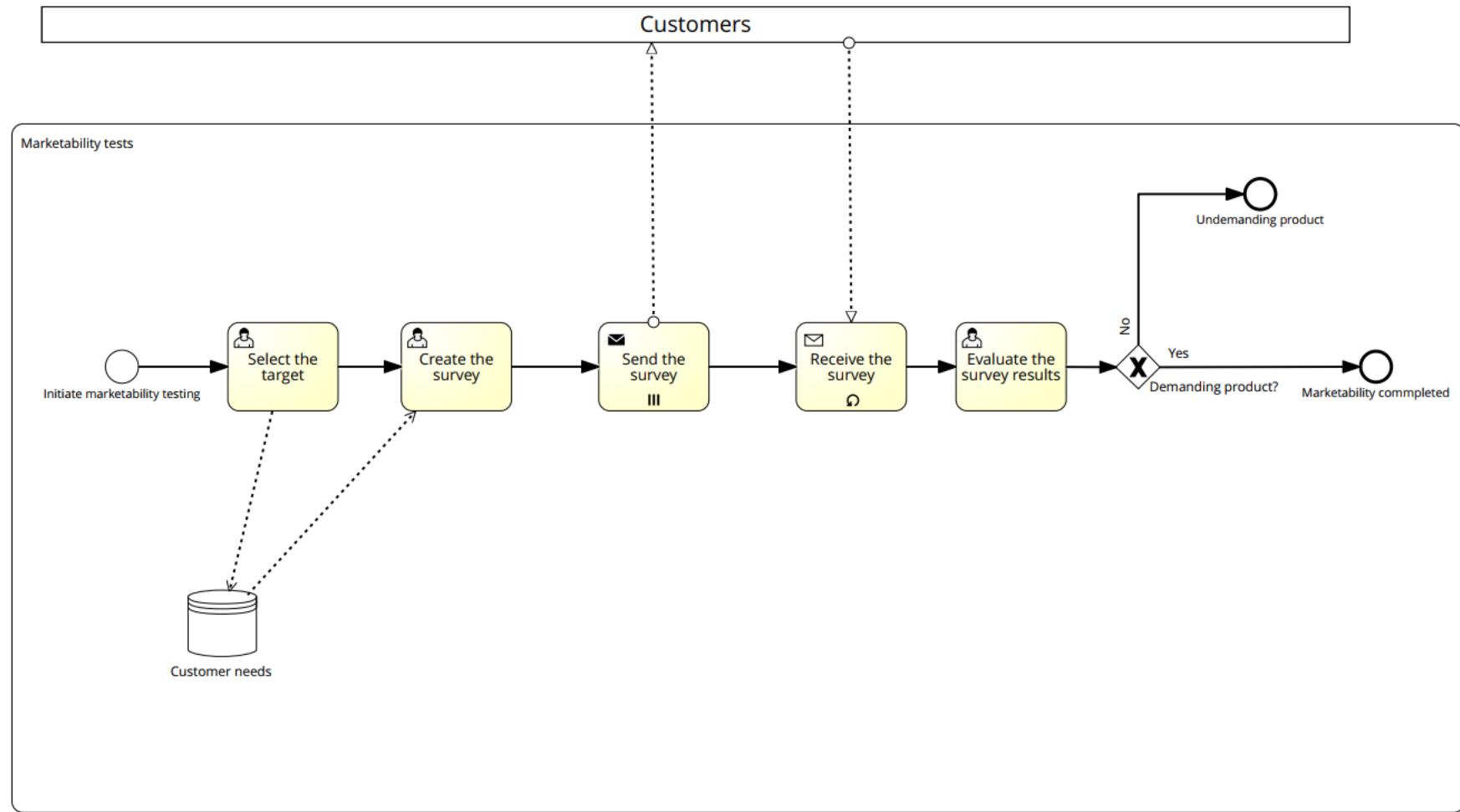


Figure 19. DMN: Cost-benefit analysis

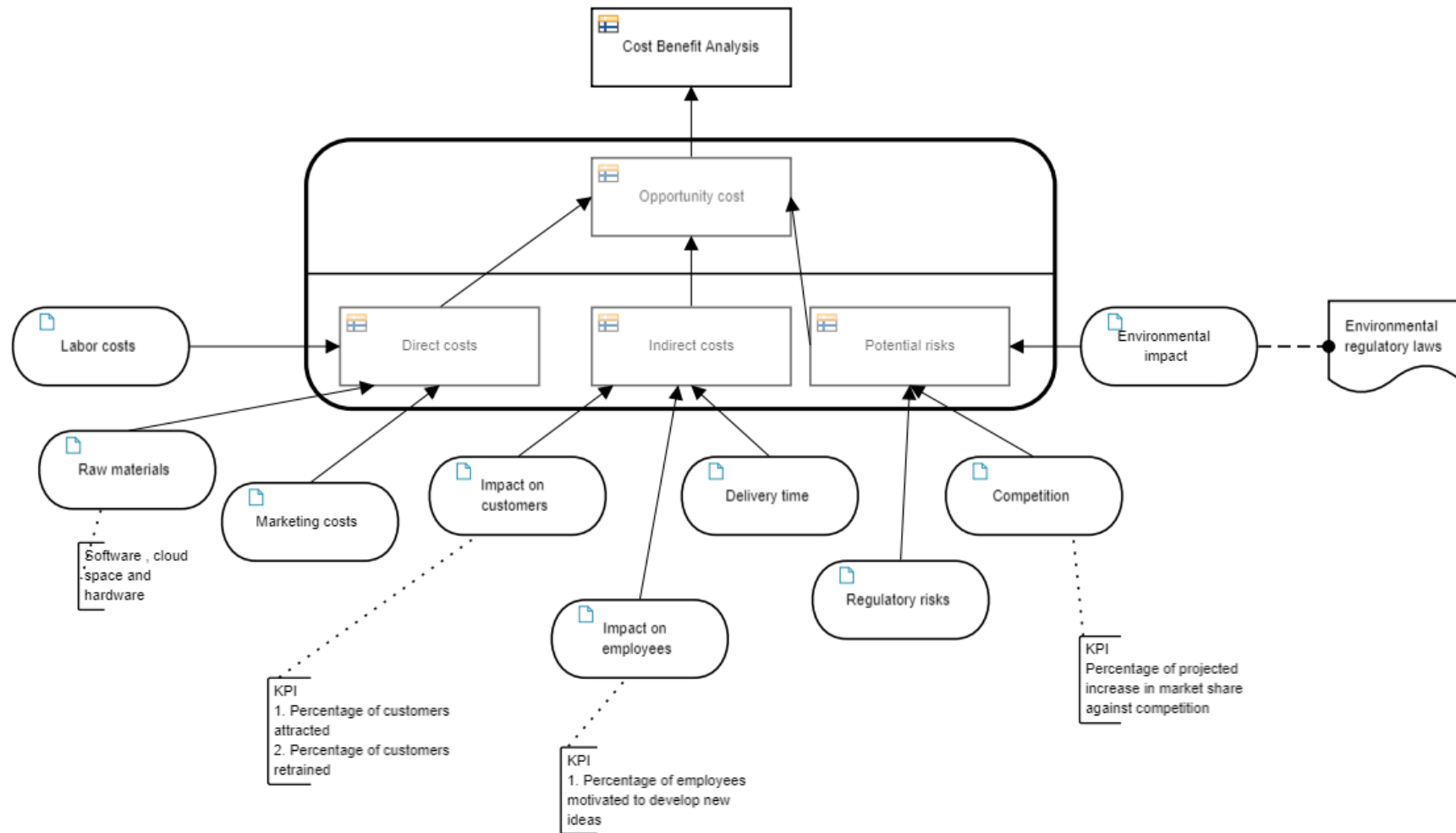


Figure 20. Sub-process: Develop product

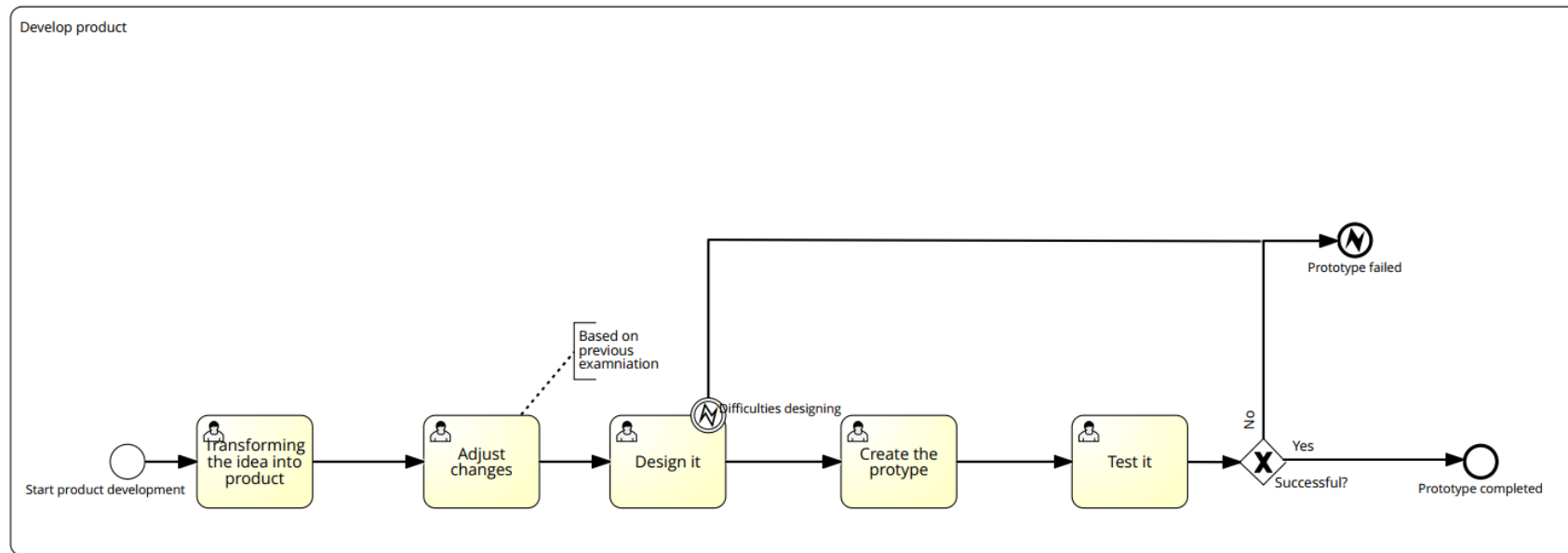
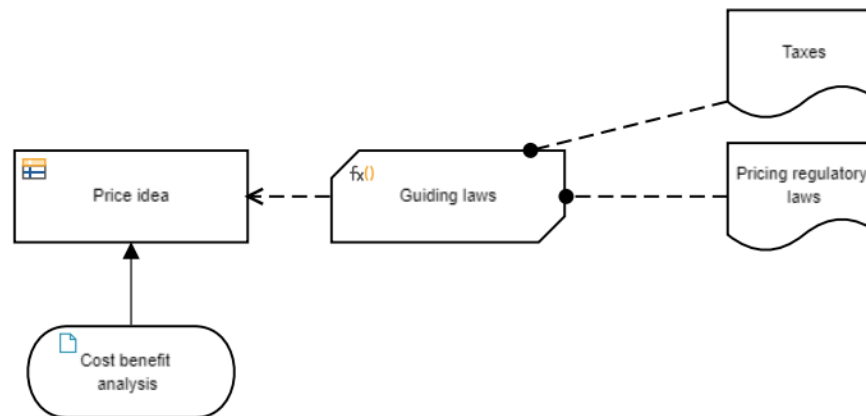


Figure 21. DMN: Pricing the idea



12. Conclusion

The report illustrates how Bon Voyage, a start-up company, has integrated BPM and DMN to understand its core business processes for an employee or a consultant, trying to gauge its meaning and make the services and the business model more straightforward and more effective. Bon Voyage as a travel agency focuses on delivering the most trusted user experience, both in terms of quickest search and booking, fastest payments, settlement, or refund processes. Therefore, it's vitally important to integrate a concise and precise business and decision model. These diagrams are often much easier to understand than lengthy text and facilitate easier collaboration between our cross-functional teams. Users would have an enhanced sense of perspective that can help improve productivity and eliminate much guesswork surrounding business decisions. By integrating BPM and DMN, Bon Voyage strives to improve efficiency and potentially garner a competitive advantage. As we live in this hectic situation with uncertainties our company needs to be versatile, therefore implementing new changes and new technologies would be part of our activities. In addition, by applying BPM and DMN, changes can be made more quickly, whether it is following through a new initiative or implementing new technologies. By offering a user-friendly visualization of our business process, our potential stakeholders have a better understanding of the links between our business process. Additionally, they can help us to boost operational efficiencies while cutting down on redundancies. Hence BPM and DMN need to be considered a significant part of the business process, arranging, checking to control, and fulfilling our partner's needs.