

This is probably a familiar cartoon for you.

I love it because it is very recognizable.

We laugh but we also can feel the pain.

It shows that it is hard to understand each other.

Making it very difficult to deliver what is truly necessary under the right conditions.

The next ten minutes are about what we can do to solve this problem.



“Helping organisations to synergize on their digital product development by becoming truly business driven.”



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Hi, I am Arjan Geertsema and I am a BizDevOps evangelist: I am here to spread the BizDevOps faith.

I live in Groningen, which is a city in the northern part of The Netherlands.

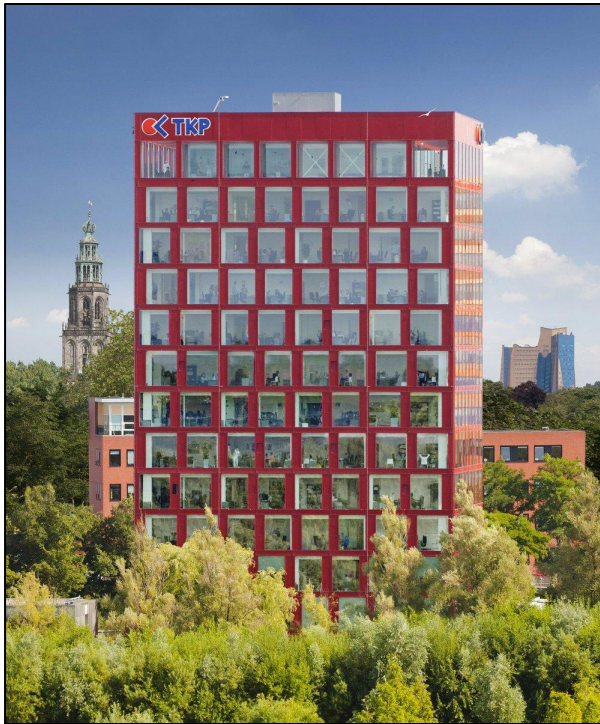
My personal mission is to help organizations to synergize on their digital product development by becoming truly business driven.

As an entrepreneur I have almost 20 years of experience in business and IT. I have specialized myself as an architect and coach in digital-product-development and organizational-transformations.

You can find more information about me on my LinkedIn

page.

Feel free to reach out and connect!



TKP < Pension administration organisation



Before I am going to start my BizDevOps preaching I would like to share some Camunda related results at TKP with you.

TKP is..

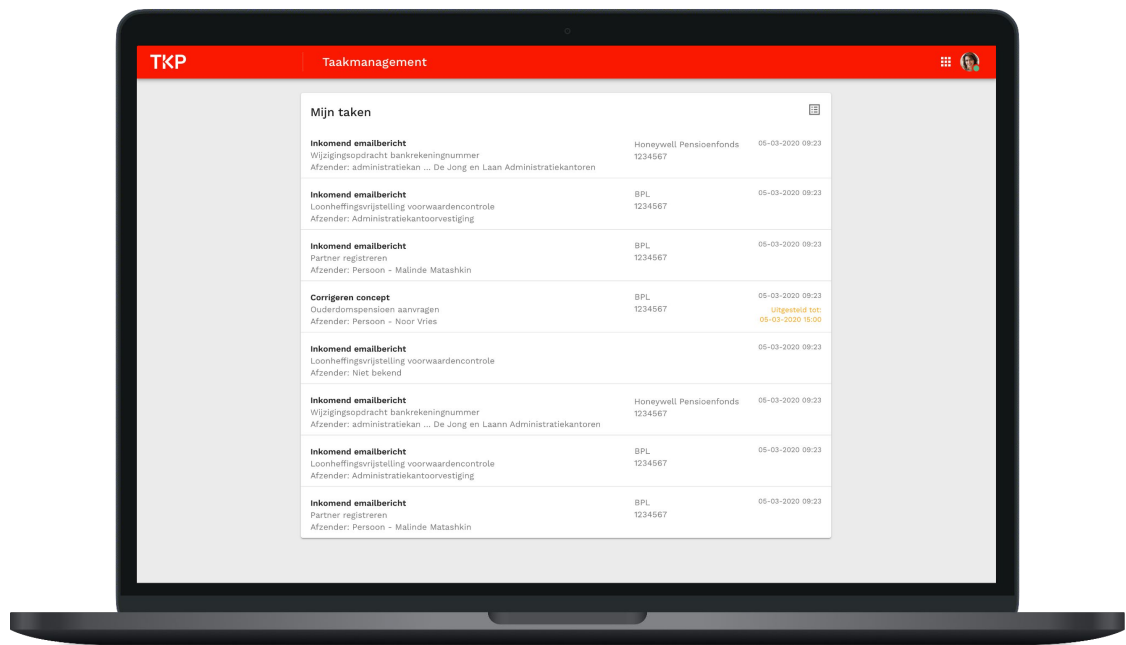
Four years ago TKP started a digital transformation program: basically transforming from an administrative office into a FinTech company.

As you can imagine this had a big impact on the whole organization.

As an interim domain architect and BizDevOps coach I helped the organization to transform.

BizDevOps and living documentation were an important part of the success.

As a domain architect I was responsible for all the shared-business-services and two supporting domains.



With digital transformation also came a change in responsibilities.

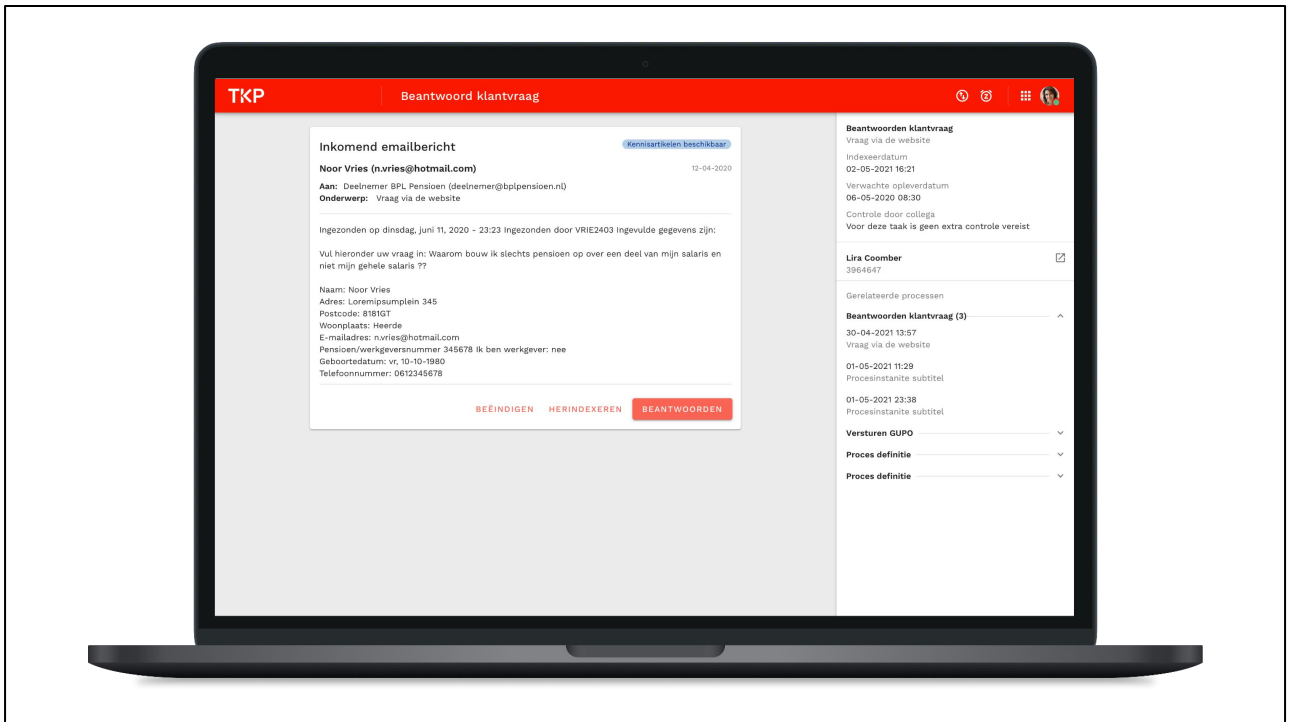
Transforming from an organization with centralized responsibilities into an organisation with decentralized, business-domain, responsibilities.

One of the consequences was that the business domains were responsible for user task handling.

With user-tasks existing decentrally in business-domain-related-products and employees working cross-domain a new product was needed.

The business-shared-service user task management works as an stateless aggregator exposing decentral

user-tasks via a central api and user interface.



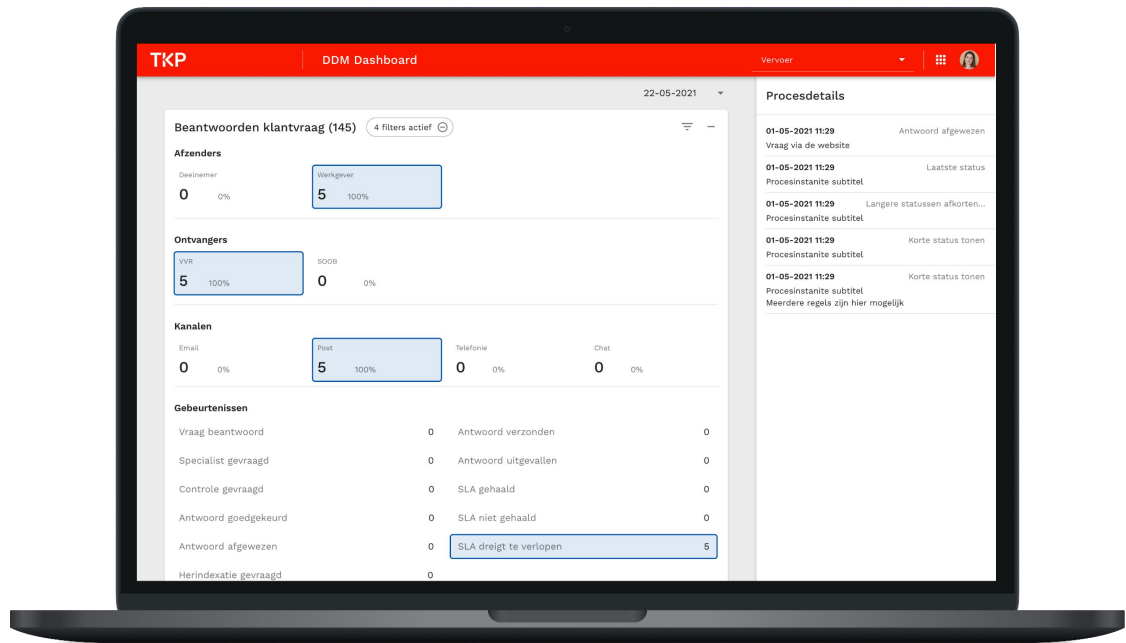
A dynamic collection of user-task providers are asked by the aggregator, on behalf of the user, to return a maximum number of user tasks.

All logic regarding user-task authorization, priority, delegation and completion are decentrally implemented by the user-task-providers.

Based on priority the aggregator reduces all responses to a maximum number of user-tasks which are presented to the user.

TKP has a common user-task-provider-adapter for Camunda making it very easy for green field business domains to be linked to user-task-management.

TKP also has other user-task-provider-adapters in place which link third-party and legacy -products.

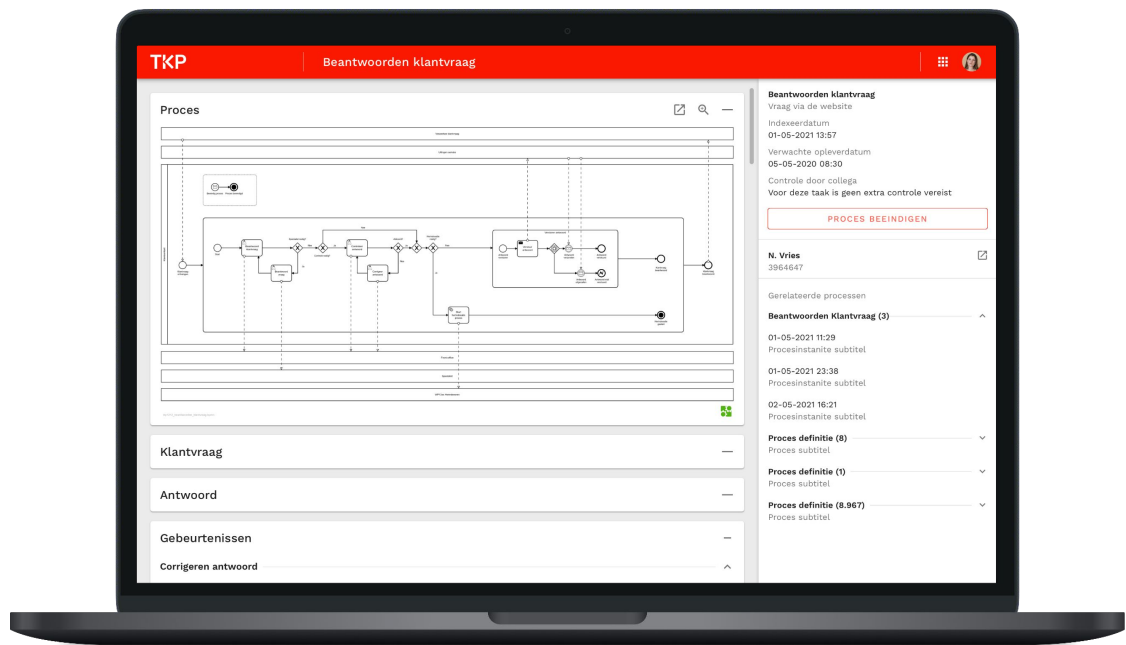


Without operational dashboarding the organization would be flying blind.

Camunda delivers excellent IT-operational-dashboarding but there was no out of the box product available for business operational dashboarding.

By using Camunda-best-practices regarding process-reporting and extending these with TKP best practices it was possible to create common business-operational-dashboarding.

Business domains only needed to focus on the implementation rather than the creation, resulting in a short time-to-market.



The common dashboards answered the majority of the business questions.

Clearing the road for development-teams to focus on answering the remaining domain-specific-questions.

All the products were successfully designed, realized and implemented using BizDevOps and living-documentation.

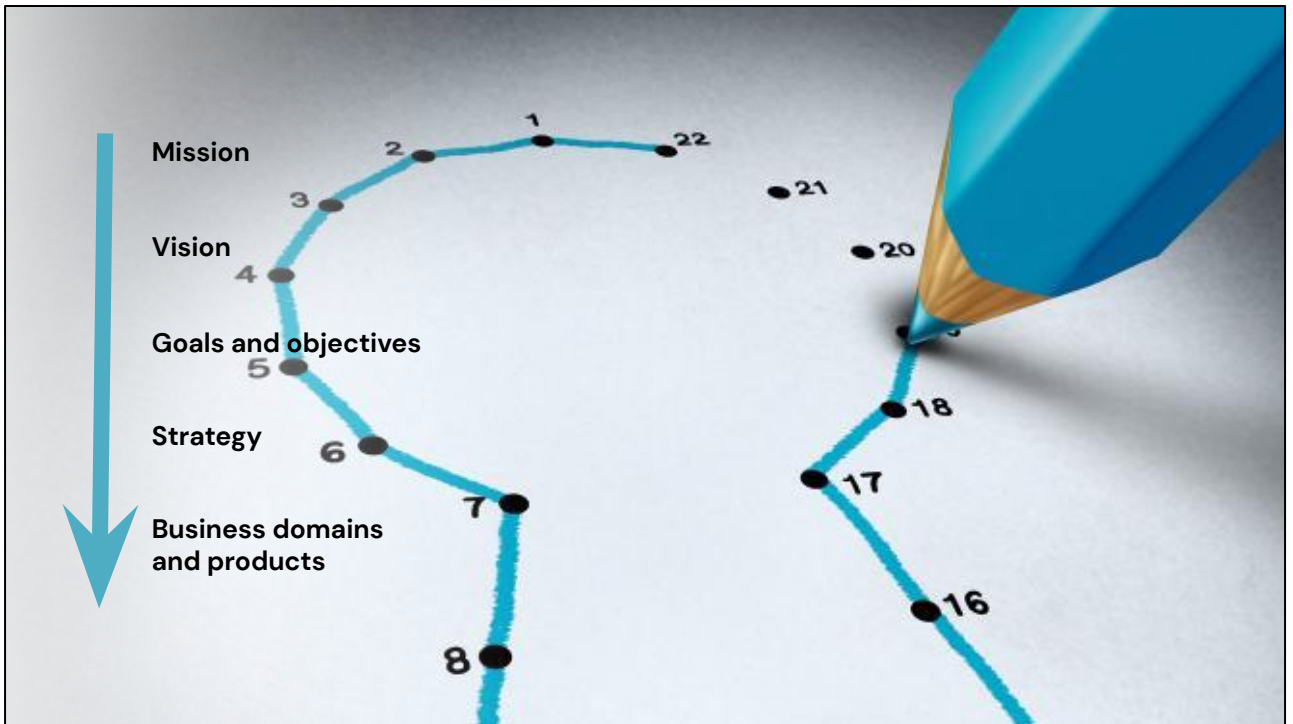


This brings me to the main part of my presentation.

Business vs IT and WHAT vs HOW.

Often this is presented as two people facing each other with a gap between them which needs to be crossed.

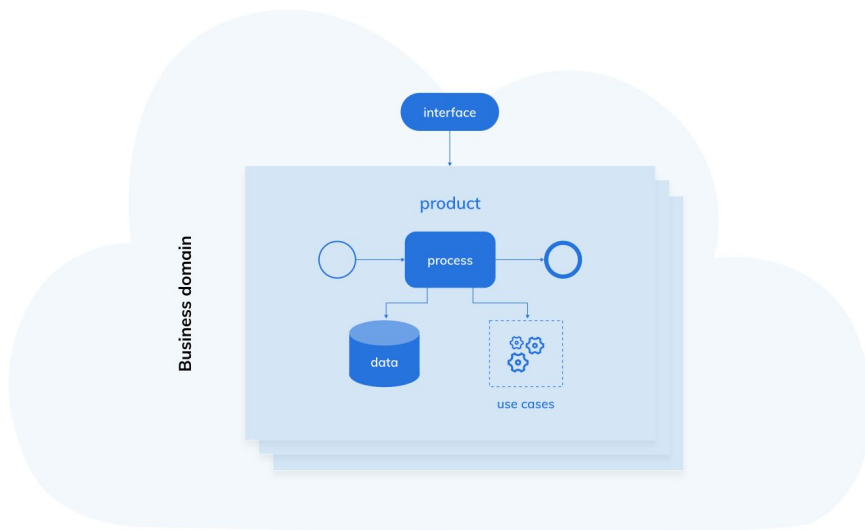
Over time I realized that that there is no gap between business and IT.



It is more about doing things in the right order, not taking any shortcuts, being professional, taking ownership and therefore feeling responsible.

Before IT can successfully implement business functionality the managing directors first have to communicate a clear business vision and mission-statement resulting in clear goals and objectives.

Senior business has to translate this into a business strategy and together with enterprise architects this is translated into an IT strategy where business-domains are defined and highly cohesive products are bound together.



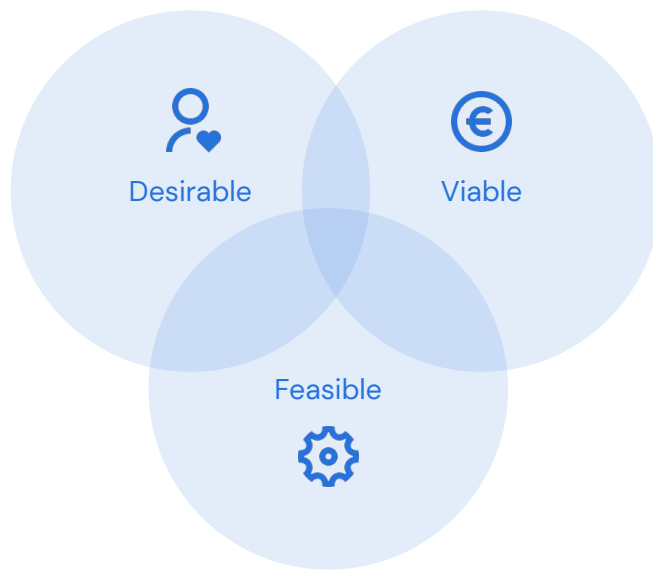
Product owners, architects and analysts translate the company strategy and goals into a product strategy resulting in product designs with acceptance criteria and KPI's.

From a business perspective the blueprint of these business domains are surprisingly generic.

A business domain is responsible for delivering one or more products via a standard interface.

Products are realized with business processes.

Business processes need data to operate and are responsible for use-case orchestration.



In order to be successful a product must be:

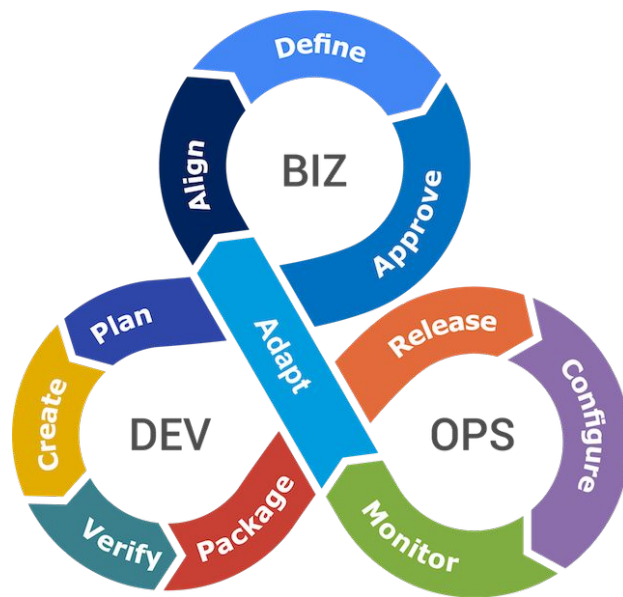
- desirable: meaning it must fulfill a user-need;
- viable: meaning it must represent business-value;
- and feasible: the necessary non functional requirements like skills and resources must be available to create and operate the product;

As stated before it is important that the organisation is professional and acts responsible.

Being a professional is all about recognizing when impediments are not met and acting accordingly:

Not by compensating, but by escalating this risk instead so that the organisation can take responsibility by learning

and transforming accordingly.



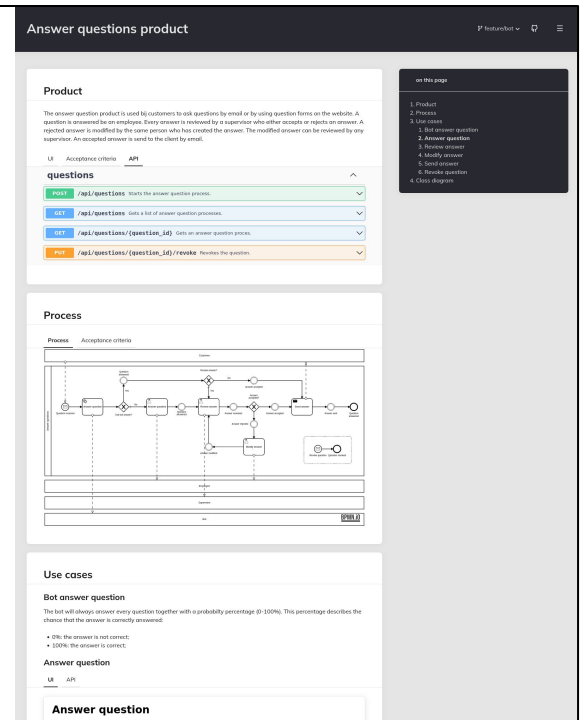
With BizDevOps we add an extra business cycle before the development cycle.

In this cycle the business must align, define and approve product features with the organization making sure that the features meet the criteria from the previous slide.

With living documentation the business has the tool to successfully implement this cycle.

Living documentation

- Is a fusion of best practices;
- Is owned by the business;
- Is used by IT for code generation and configuration;
- Is always up to date;
- Is accessible for the entire organization;
- For production as well as feature development;
- Enables co-creation and consumer driven development;
- Is always necessary;



With BizDevOps and living documentation it is all about the business taking ownership of their business interfaces.

The business is responsible for documenting product features in such a way that it can be used for code generation, leaving out risk of misinterpretation.

Living documentation is a fusion of several best practices like API first development, behavior driven development, business process automation, code generation and no-code configuration.

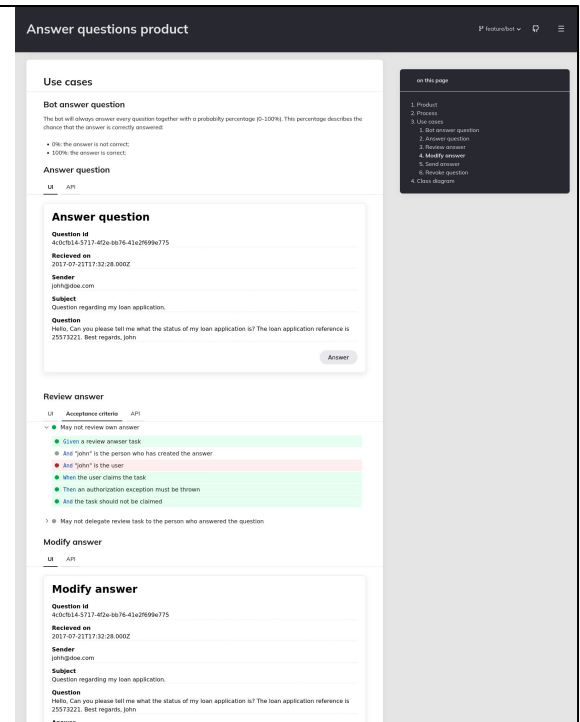
Take note though: when I say 'the business is responsible', I do not mean that the business must create the documentation personally.

The business can delegate certain tasks to for example: analysts, architects or process-specialists.

Key is that the business is able to understand the deliverables so that it can determine if the feature was documented correctly.

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Living documentation transforms the configuration files into a business readable and therefore -understandable format.

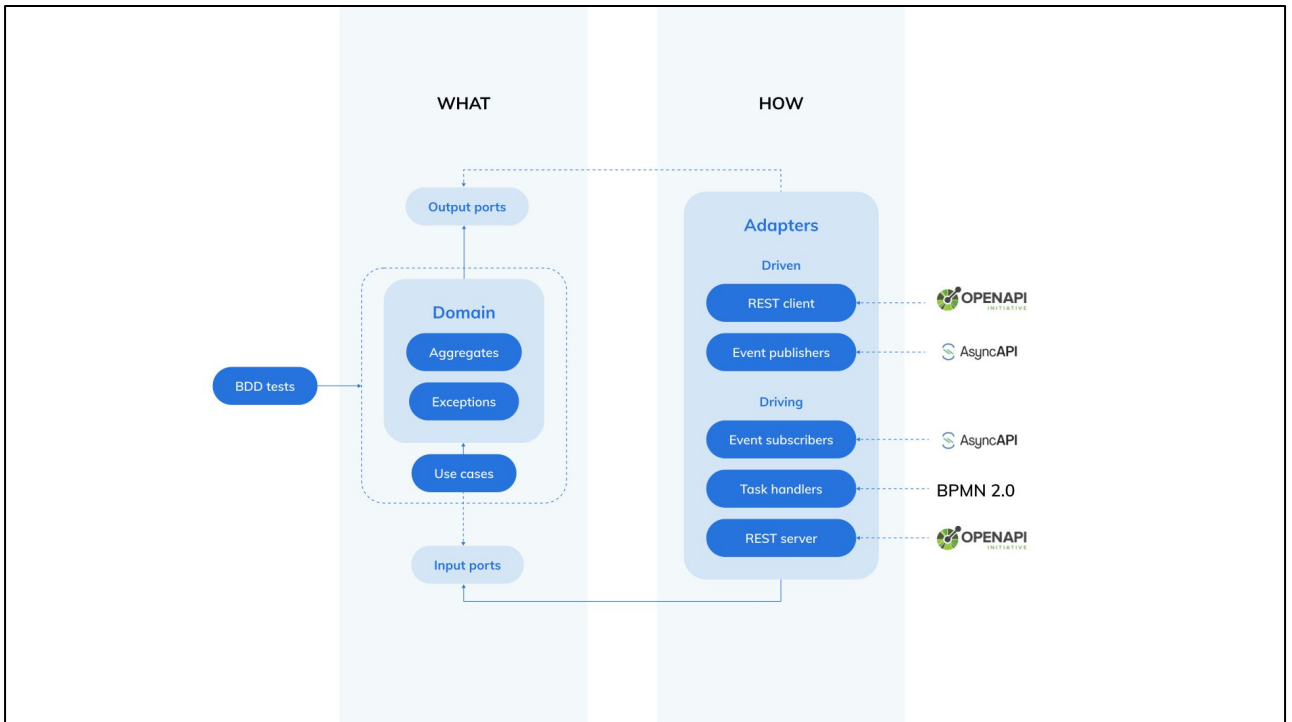
With living documentation the whole organization can see which products are live and which features are currently being worked on.

The documentation is always up to date because it is used for configuration and code generation.

The documentation is maintained in git making consumer driven development possible.

Enabling product-users to document new product features directly as a pull-request.

Whether you implement business features with no code, low code or pro code, documentation is always necessary.



Living documentation enables business-driven-product-development and ensures business and IT alignment.

On the IT-side living-documentation-assets are used for code generation and configuration.

Clearing the road for IT to completely focus on use-case implementations.

Hexagonal-software-architecture is used to embrace change and to keep focus on the business-domain where all the business-logic resides.

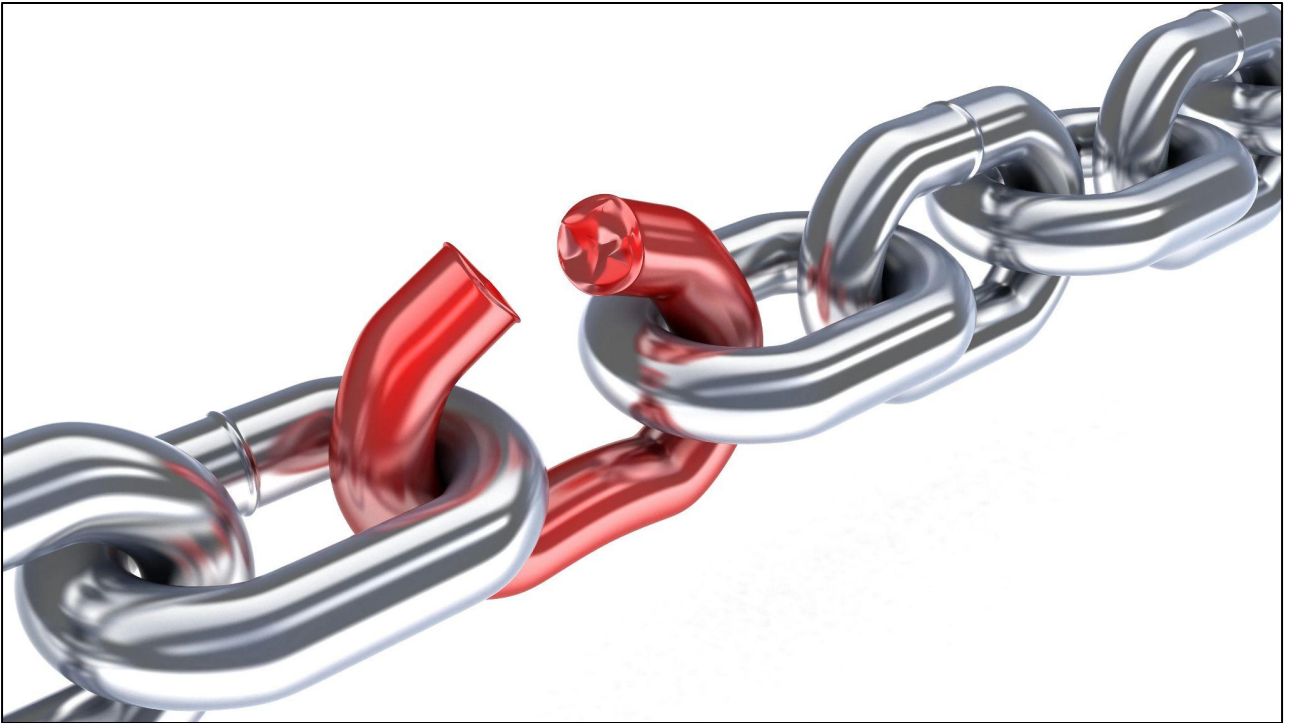
This logic is used by use-case implementations and consumed by adapters. The use-cases are tested

automatically by the generated BDD-tests.

Infrastructure is a secondary concern and therefore pushed outwards as specific, library-related, adapter-implementations containing no business logic.

With living documentation you can use:

- Asyncapi files to generate event subscribers and publishers;
 - Openapi files to generate rest servers and clients;
 - BPMN files to configure workflow engines and generate task handlers;
 - Openapi files to generate user interfaces;
 - Feature files to generate BDD tests.
-
- All resulting in use-cases from the business that arise automatically.



To wrap it up.

We are all part of an ecosystem that is getting bigger by the day.

This ecosystem is like a chain. And as we all know the chain is as strong as its weakest link.

Camunda sitting at the centre of this ecosystem, as the use-case-orchestrator, is vulnerable.

Non Camunda related problems in the ecosystem can reflect negatively on Camunda, which I have experienced firsthand.

Camunda and especially Zeebe are excellent products, but

it is key that you use them correctly in a carefully chosen ecosystem.

**“Insanity is doing the same thing over and over
and expecting different results.”**


Digital transformations are not about IT replacing a tool with a new tool.


Digital transformations are about organizations who need the change, resulting in:

- a new vision or mission;
- a new strategy;
- new products;
- a change in business culture;
- educating people, letting people go and hiring new people;

By not addressing these non-IT concerns you are basically doing the same....

So let's be professional, be responsible and help the organization to change and to grow.





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I am Arjan Geertsema a BizDevOps evangelist.

Feel free to reach out if you want to become truly business driven.

Thank you for listening.