WELCOME

Process Modelling at the Speed of Light

Model Your Business Processes Efficiently and Effectively

Host and Speaker

HOST

ANTHONY RANALLO

GLOBAL BUSINESS DEVELOPMENT

SPEAKER

MICHAEL KAMBEROV

EA & BPM CONSULTANT

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- 🧍 Product, Consulting, Training
- 🎨 0% Outsourcing, 100% BOC Group
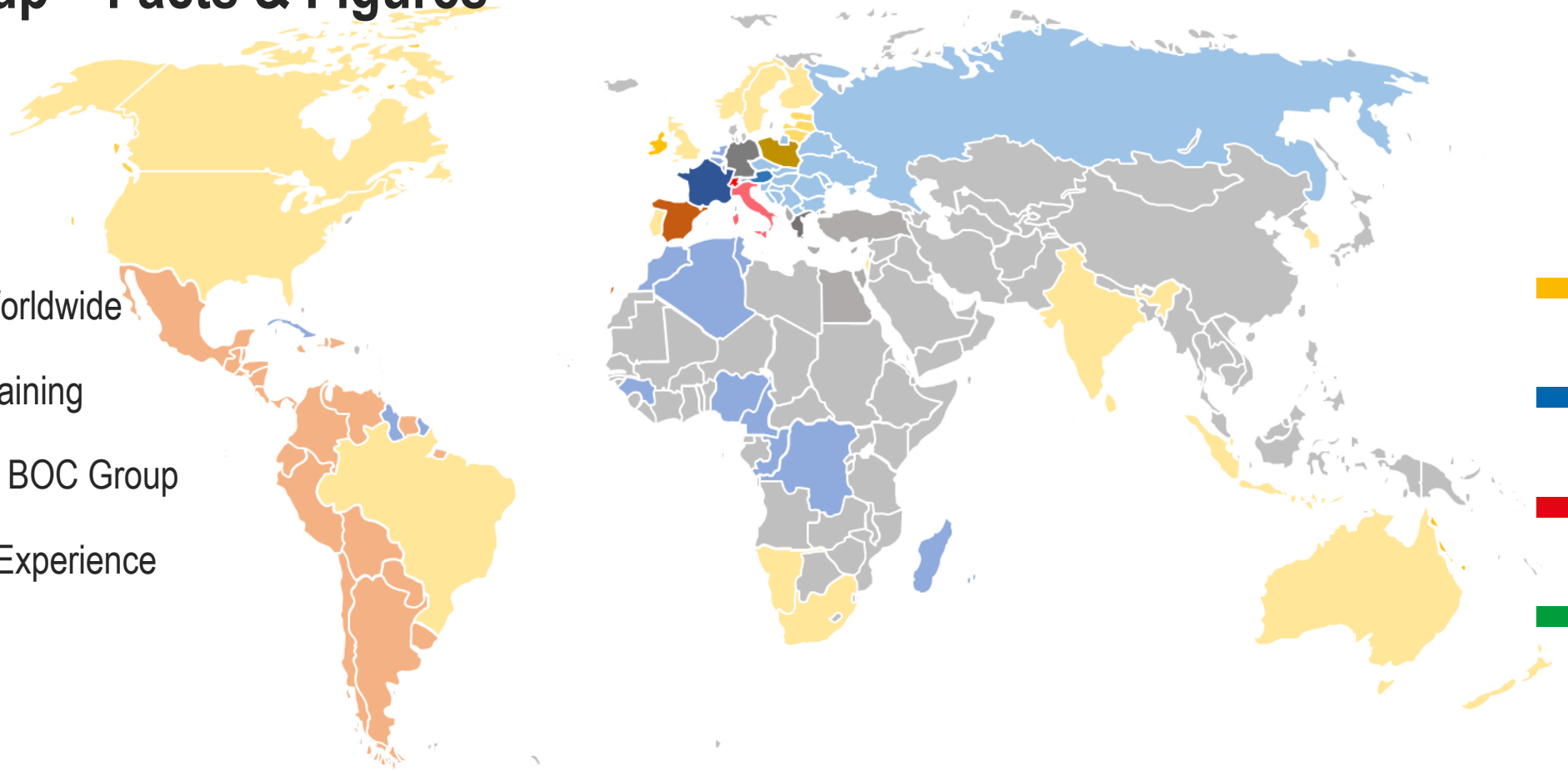- ☆ More than 20 Years of Experience

Dublin

Berlin

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Paris

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EMPLOYEES
230+
in 8 Countries

CUSTOMERS
1.000+
in 50+ Countries

PARTNERS
90+
in 25+ Countries

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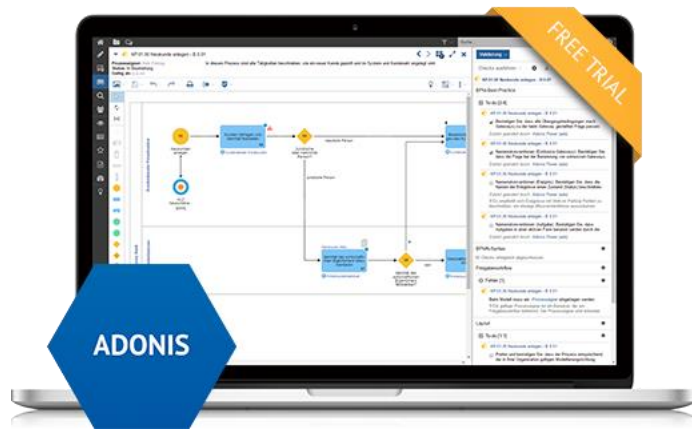- ☆ More than 20 Years of Experience

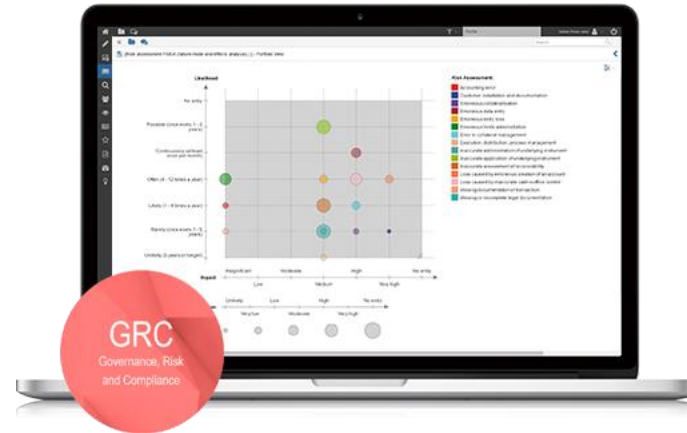**USER COMMUNITY**
90.000+
in 120+ Countries

INSTALLATIONS
35.000+
in 80+ Countries

PROJECTS
5.000+
in 20+ Years

BOC MANAGEMENT OFFICE – Enabling Transformation of Business & IT

BUSINESS PROCESS MANAGEMENT

GOVERNANCE, RISK & COMPLIANCE

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⭐ **Simple and intuitive usage**

➡ **Stakeholder-specific views & dashboards**

🕐 **Powerful analysis & reporting capabilities**

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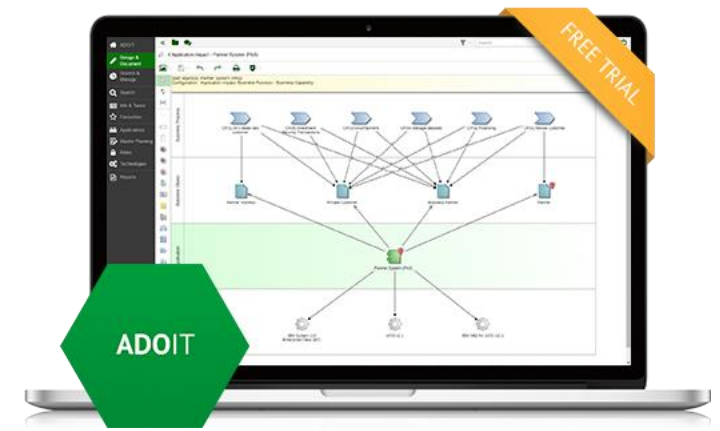
💬 **Advanced communication and collaboration**

BOC MANAGEMENT OFFICE – Enabling Transformation of Business & IT

BUSINESS PROCESS MANAGEMENT
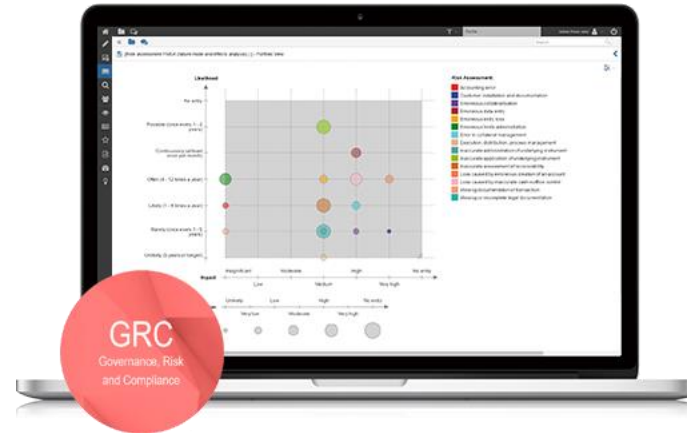
GOVERNANCE, RISK & COMPLIANCE

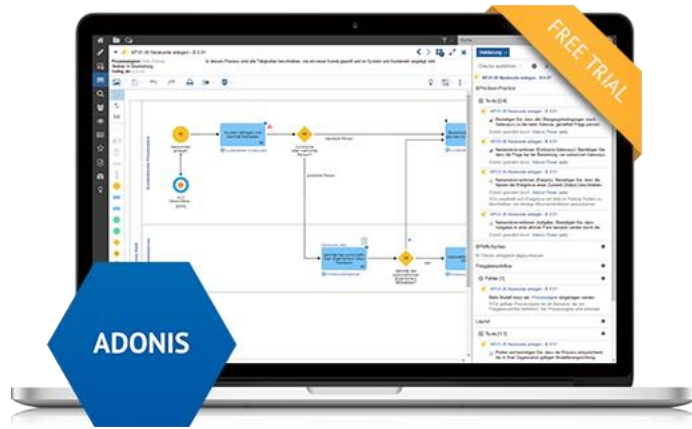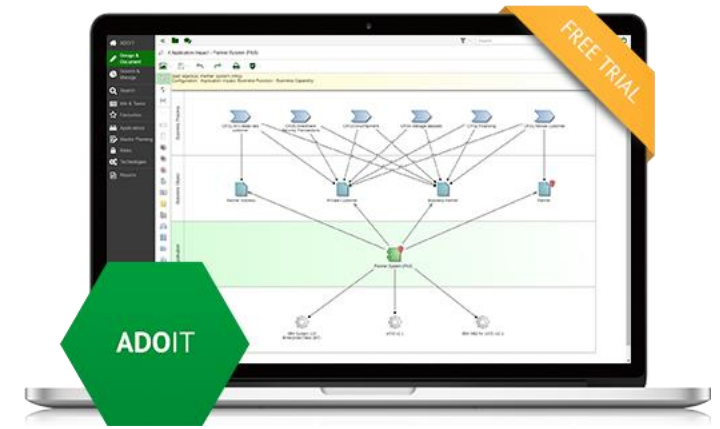**ENTERPRISE ARCHITECTURE MANAGEMENT**

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Customer & Analyst Ratings

▸ BOC Group named a **"Visionary"** in the **2018 Gartner Magic Quadrant for Enterprise Architecture Tools**

▸ **Gartner Market Guide for Enterprise Business Process Analysis**: Representative Vendor for ADONIS

▸ **ADOIT** Receives the Highest Score in "Rearchitecting the Enterprise for Transformation" Use Case in **Gartner's 2018 Critical Capabilities for Enterprise Architecture Tools**

▸ **Leader in Enterprise Architecture Management Suites,** The Forrester Wave™: "Enterprise Architecture Management Suites, Q2 2017"

▸ ADOIT featured in **OVUM "On the Radar" Report**

GET MORE INSIGHTS ONLINE

Process Modelling at the Speed of Light

Model Your Business Processes Efficiently and Effectively

How Do I Start My Process Management Initiative

Important basic concepts for the introduction of Process Management
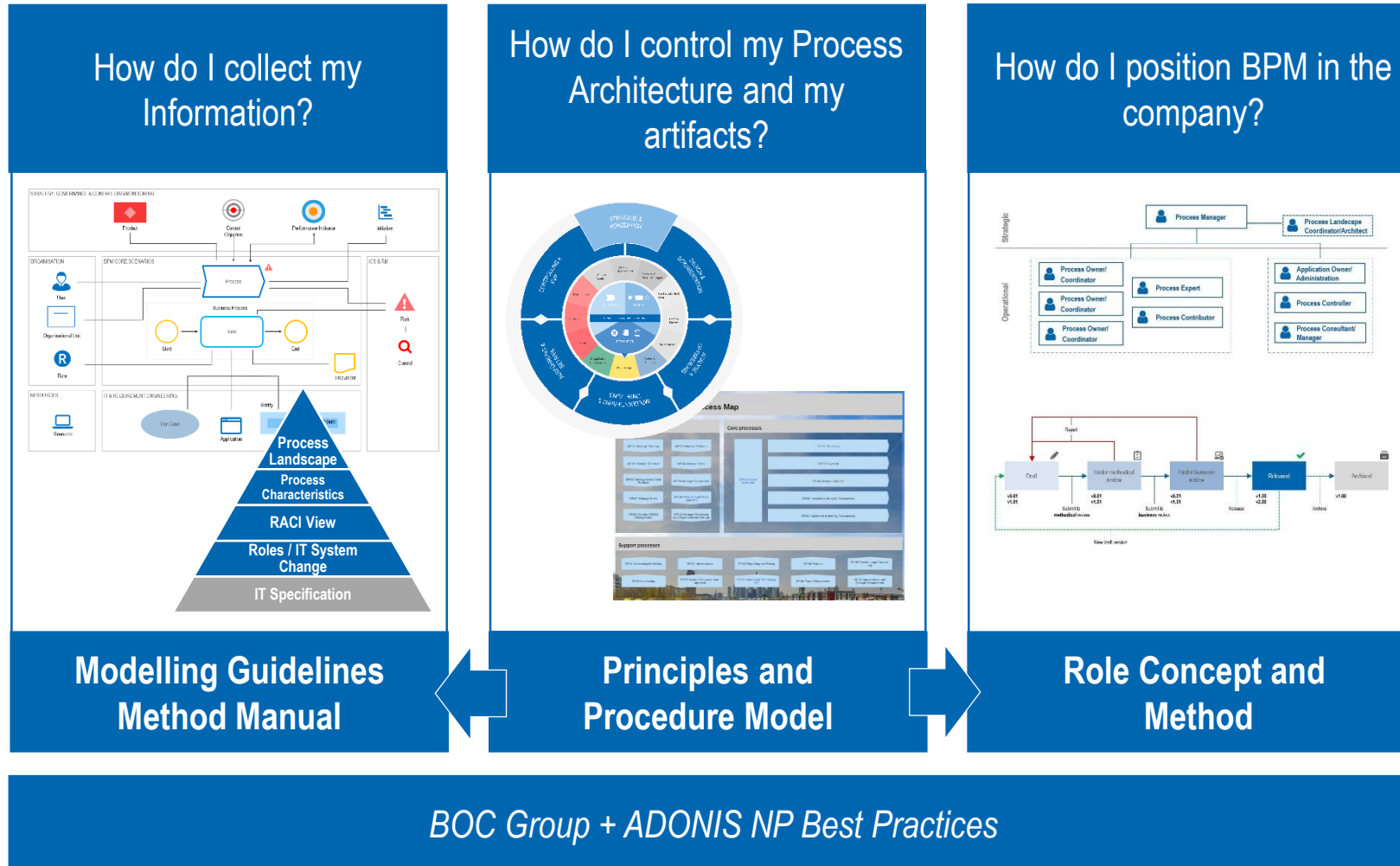
How do I collect my Information?	How do I control my Process Architecture and my artifacts?	How do I position BPM in the company?
Modelling Guidelines Method Manual	**Principles and Procedure Model**	**Role Concept and Method**

BOC Group + ADONIS NP Best Practices

Building Blocks of a Successful Introduction

1   **Project plan and procedure model**

2   **Focal points and definition of the modelling method**

3   **Stakeholders, contact persons and authorization concept**

4   **Process map and prioritization**

5   **Modelling guidelines**

Building Blocks of a Successful Introduction

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A Procedure Model Can Never Hurt

The Process Management Lifecycle (PMLC)

▸ Need for continuous review and adaptation of a company's processes

▸ A cyclical process model, such as the process management life cycle, is suitable for this.
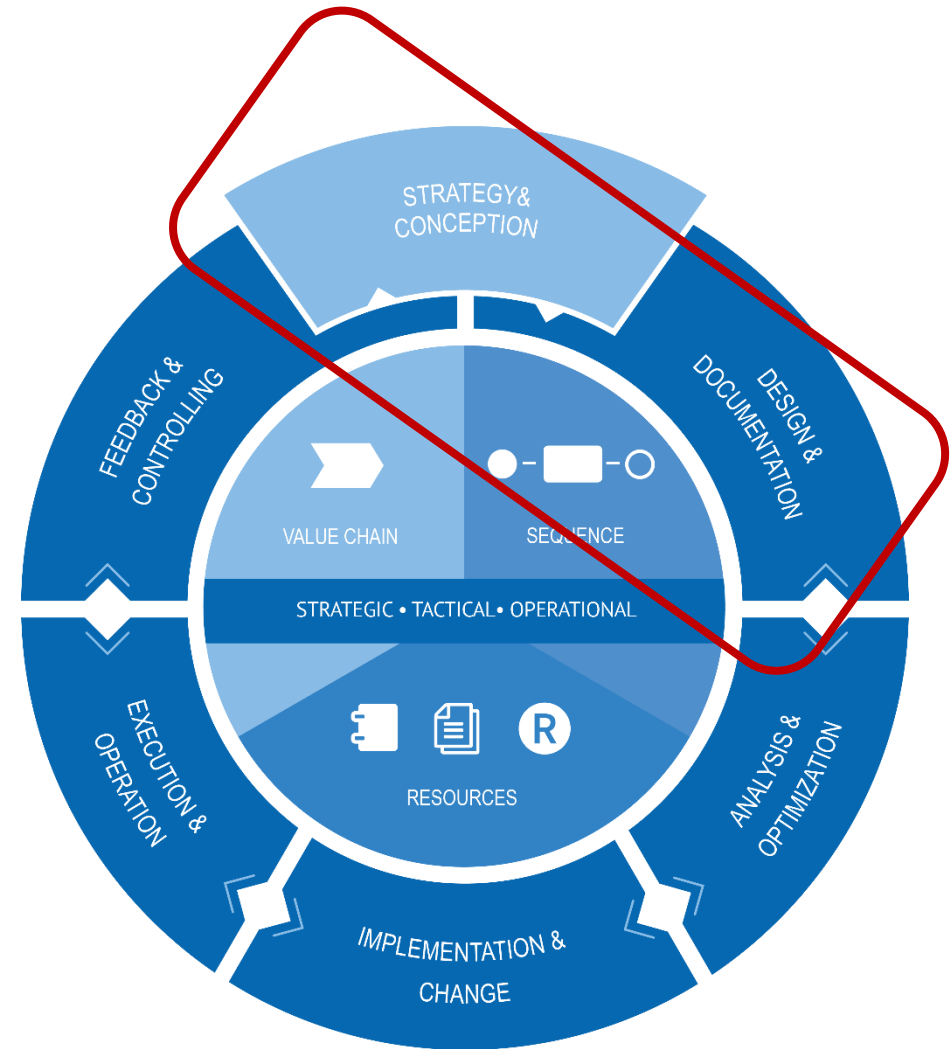
The PMLC

▸ enables a ...

  ▸ ... continuous improvement of processes throughout the entire company

  ▸ ... expansion of the best practice approaches within the company

Phase 1: Strategy & Conception of Process Management

- ◎ *Developing a Framework and Priorities*
- ◎ *Process Management Organization*
- ◎ *Definition and Fine-Tuning the Procedure Model*
- ◎ *Definition of the Process Management Goals*
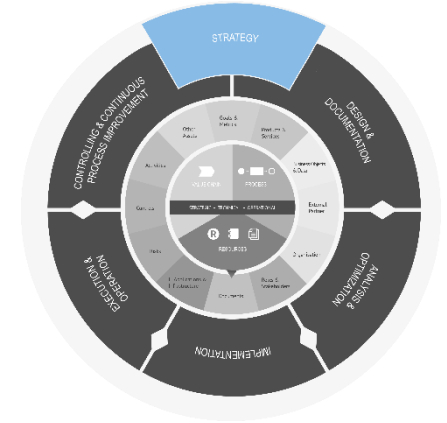
BASIC **Maturity 1** *= Minimum Requirements*	✔ Develop a **role** concept and define the **procedure** model ✔ Definition of **Process Modellers** and **Documentors** + at least defining a **contact person per process** on the 2nd level of the map ✔ **Content Coordination** for Creation and Modelling ✔ Define the absolute **minimum modelling rules** for workflow models ✔ Have a **Process Management Strategy** defined

Further Maturity Levels

ADVANCED **Maturity 2**	✔ Define and embed the concept of **Process Owners** in the organization ✔ Identification of **potential conflict strategies** between a structured or a procedural organization ✔ Build or maintain a **BPM Office / BP Centre of Excellence** ✔ Etc.
PREMIUM **Maturity 3**	✔ Implementation of a **Control Round** ✔ Anchoring **Process Goals** in the Organization ✔ Etc.

Phase 2: Design & Documentation

- ◎ *Collect Information for the Documentation of the Current State*
- ◎ *Modelling, Documentation and Maintenance of the Current Processes*
- ◎ *Collection and Structuring of the most Important Assets: Roles, Documents, IT Systems*
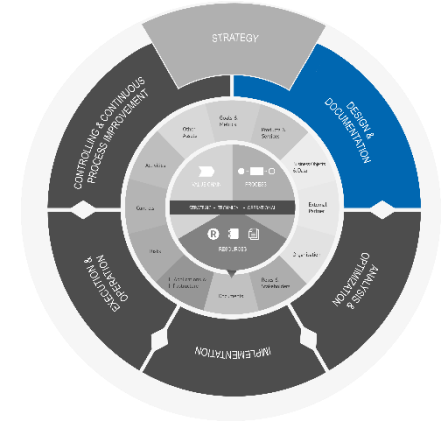
BASIC **Maturity 1** *= Minimum Requirements*	✔ Company-wide Process Map on the **1st level +** key Processes on the **2nd level** ✔ Model Selected Processes in **BPMN** ✔ **Structure** and **Maintain** your Basic Assets ✔ Correctly **Assign Basic Assets** to your Processes ✔ Comply with Basic **Modelling Guidelines**

Further Maturity Levels

ADVANCED **Maturity 2**	✔ Inclusion of additional **stakeholders** in process modelling – **collaborative** creative effort ✔ Capture assets from "related" management systems: **Risks and Controls** ✔ Further **modelling guidelines** and **documentation specifications** ✔ Etc.
PREMIUM **Reifegrad 3**	✔ Extension of processes with assets from other management systems (eg. **Control Objectives**) ✔ Integration of **strategic views** into the process map **(TOM concept)** ✔ The scope and breadth of the asset repository goes beyond the **classic process focus** ✔ Etc.

Implementation of ADONIS: Project Plan Example
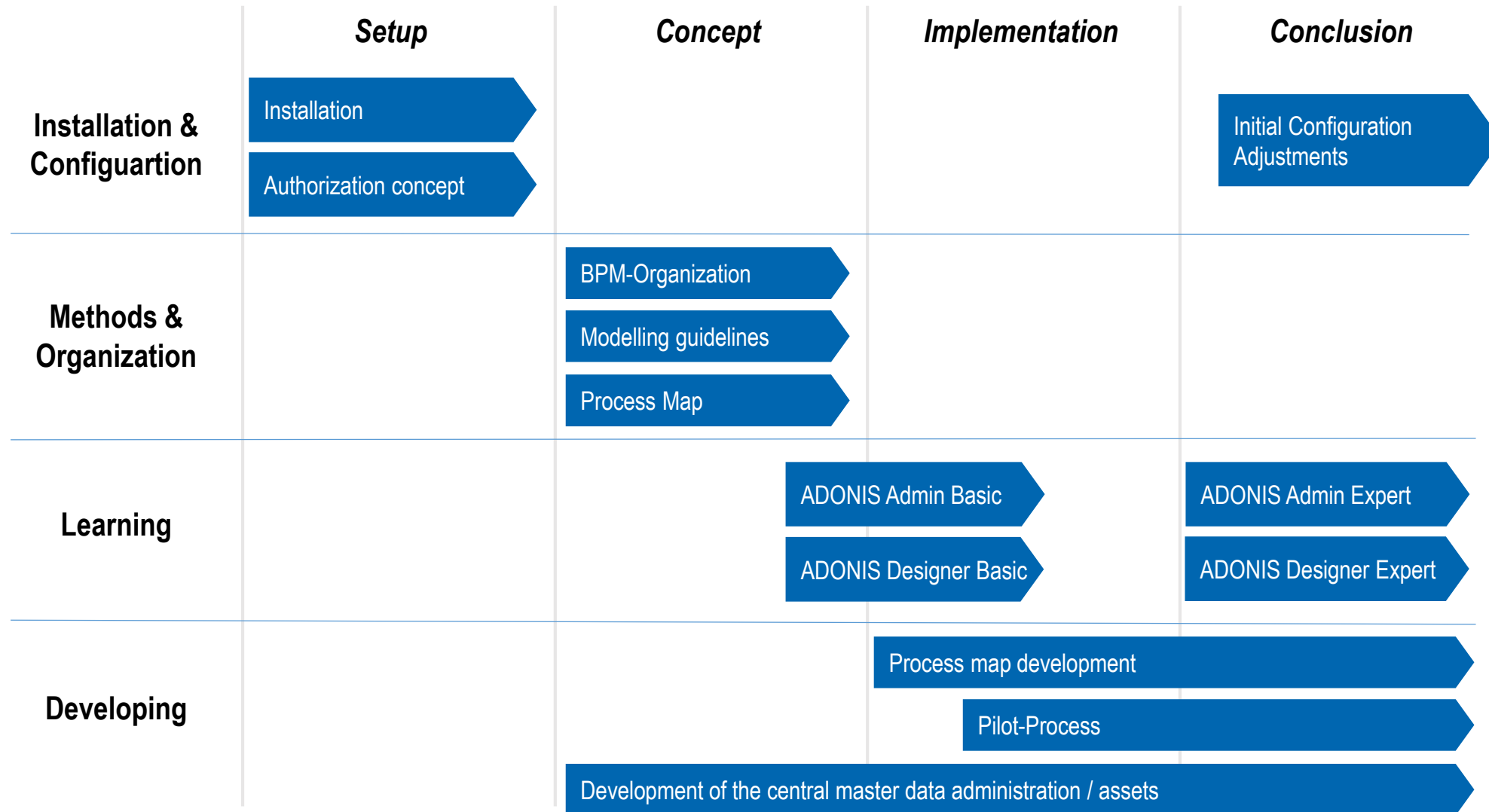
	Setup	*Concept*	*Implementation*	*Conclusion*
Installation & Configuartion	Installation Authorization concept			Initial Configuration Adjustments
Methods & Organization		BPM-Organization Modelling guidelines Process Map		
Learning		ADONIS Designer Basic	ADONIS Admin Basic	ADONIS Admin Expert ADONIS Designer Expert
Developing		Development of the central master data administration / assets	Process map development Pilot-Process	

Building Blocks of a Successful Introduction

1   Project plan and procedure model

2   **Focal points and definition of the modelling method**

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Processes as an Ideal Foundation for the Integration of Management Systems

Risk Management

Risk Control

IT

Digitilization Potential
Business Requirements

Work Safety

Safety Instruction

Project Management, Controlling

Initiatives Management
KPIs

Emergency and Crisis Management

Scenario analyses
contingency plans

Compliance-Management

Legal requirements,
Internal specifications,
Standard specifications

Business Continuity Management

Business Impact Analysis

Quality Management

Work Procedures

Modelling Methods in ADONIS

Determining the Modelling Method:
Do not do too much at the beginning!

Building Blocks of a Successful Introduction

1   Project plan and procedure model

2   Focal points and definition of the modelling method

3   **Stakeholders, contact persons and authorization concept**
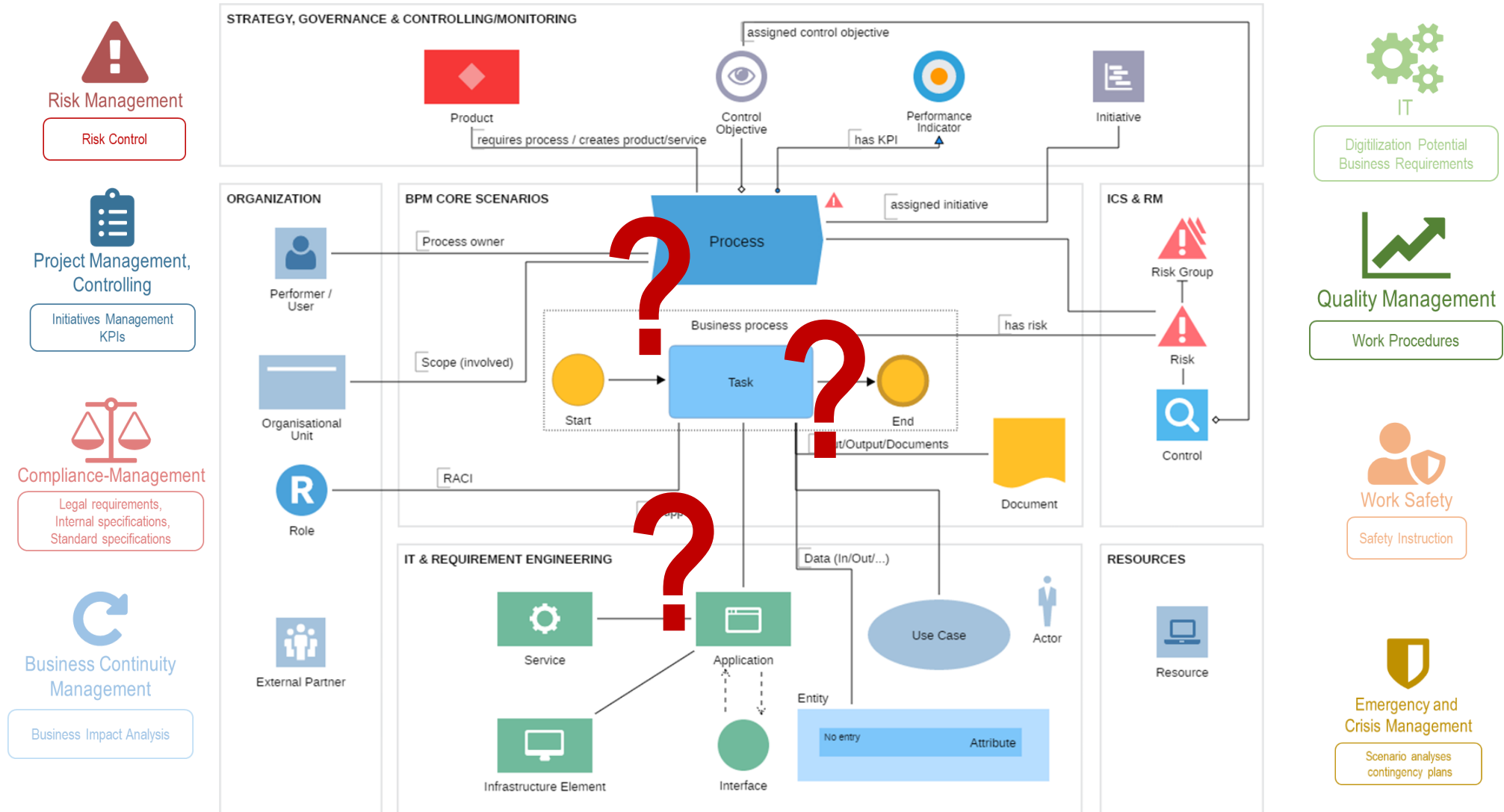
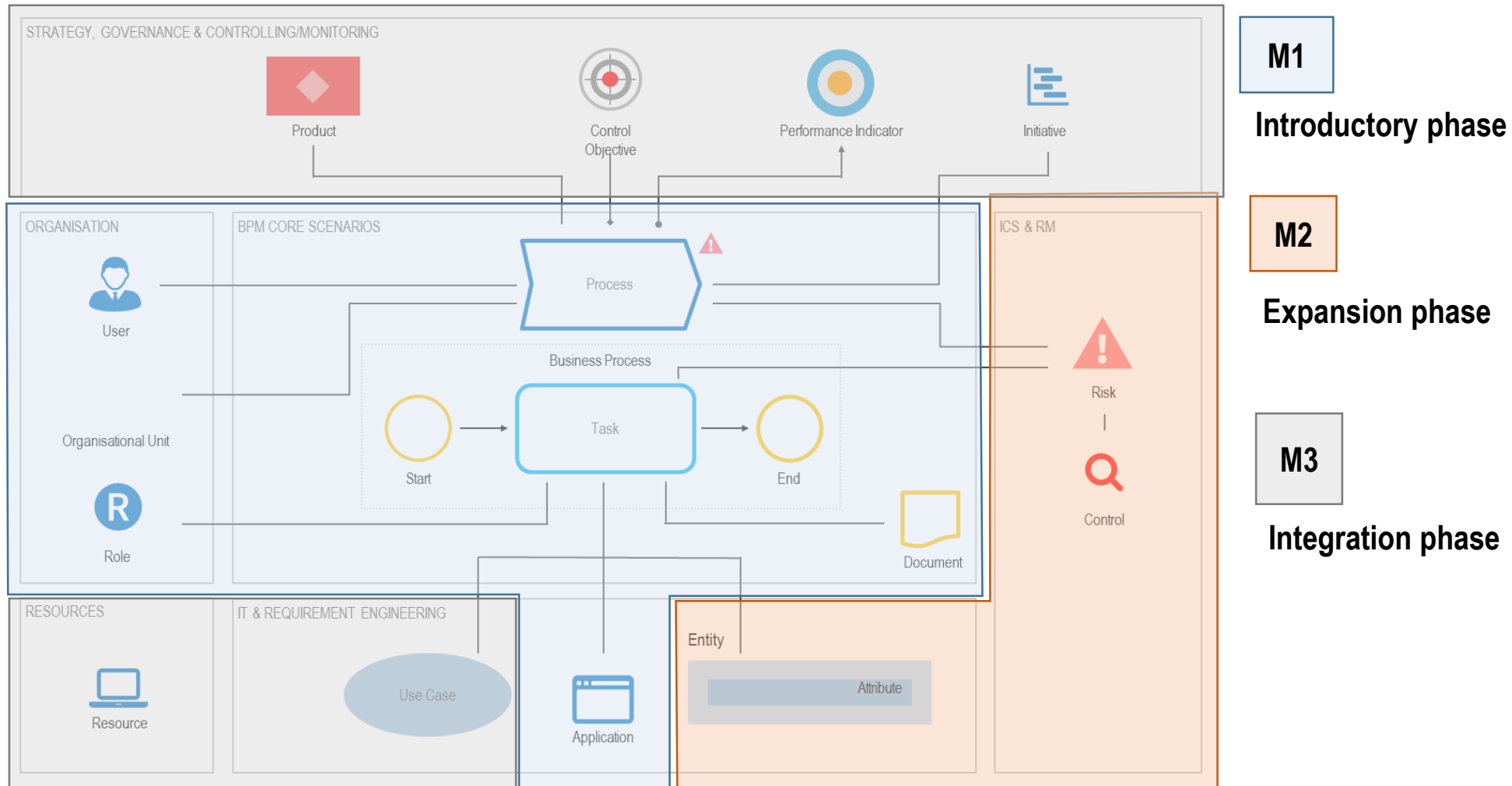**4**   Process map and prioritization

5   Modelling guidelines

Define The Responsibilities: Role-Based Access in Process Management: Designer / Architect

Writes

Designer / Architect
Creates and analyzes processes and their relevant assets

Contributor
e.g. process owner, document owner, application owner: maintains and updates detailed information

Reader
Consumes and utilizes the information
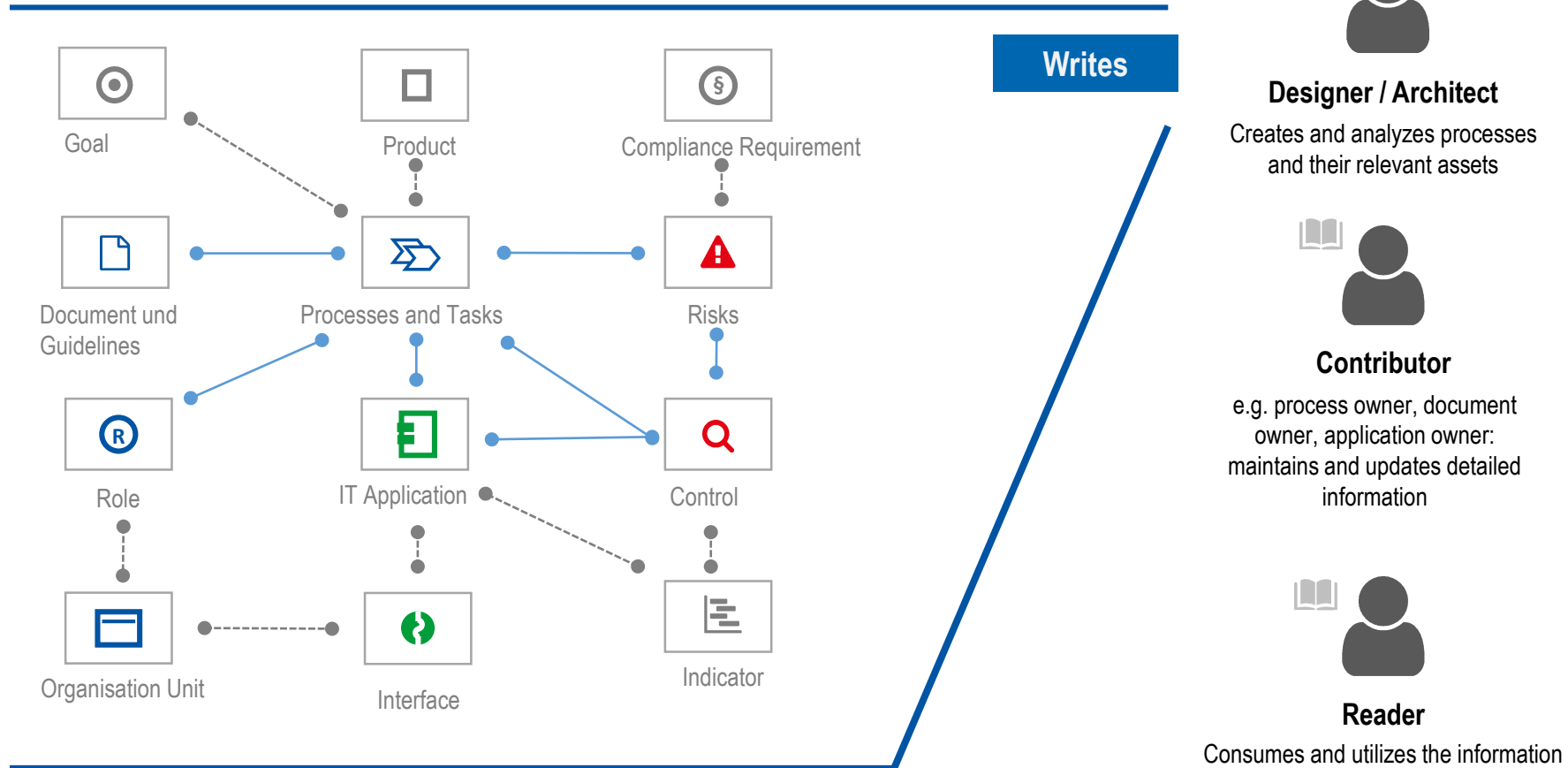
Define The Responsibilities: Role-Based Access in Process Management: Contributor
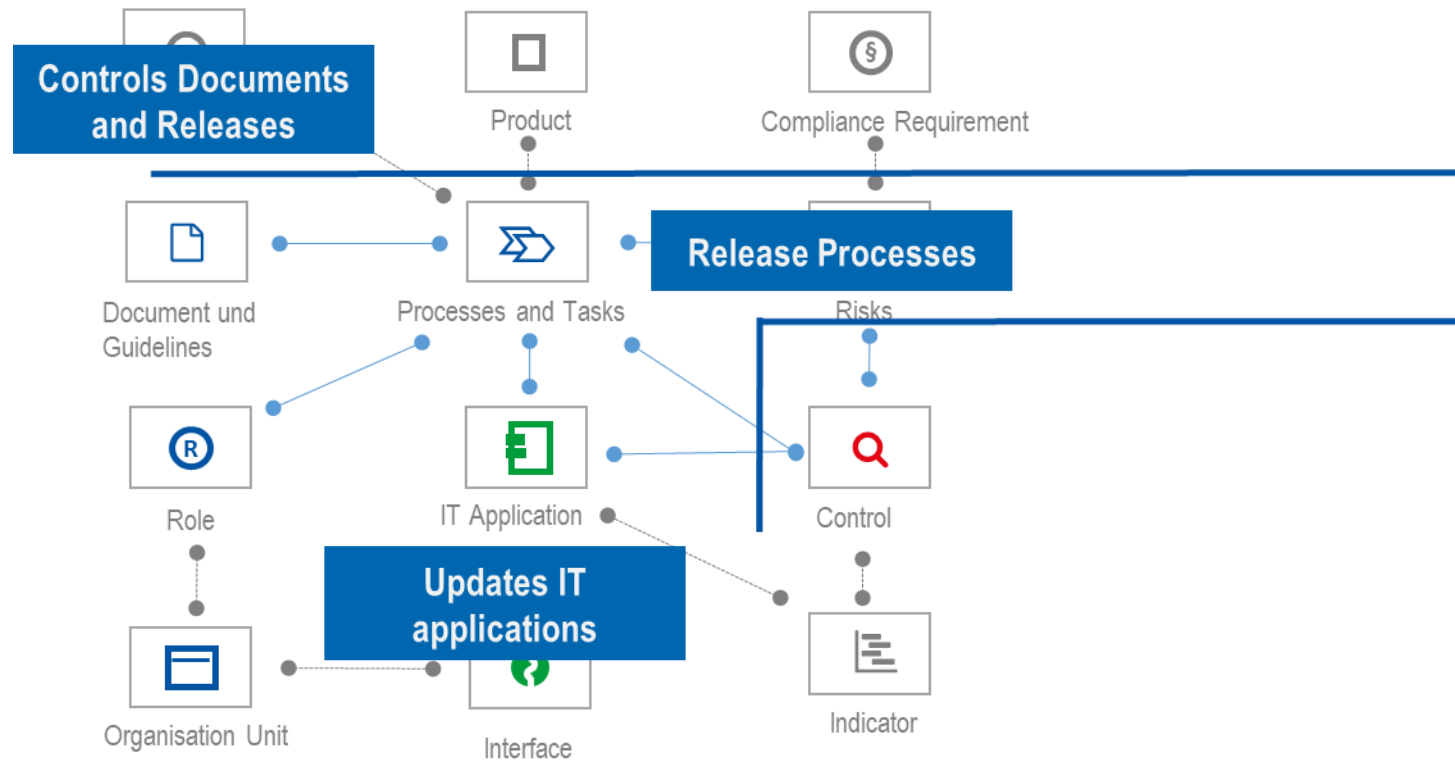
Controls Documents and Releases

Product

Compliance Requirement

Document und Guidelines

Processes and Tasks

Release Processes

Risks

Role

IT Application

Control

Updates IT applications

Organisation Unit

Interface

Indicator

Designer / Architect

Creates and analyzes processes and their relevant assets

Contributor

e.g. process owner, document owner, application owner: maintains and updates detailed information

Reader

Consumes and utilizes the information

Define The Responsibilities: Role-Based Access in Process Management: <u>Reader</u>

Designer / Architect

Creates and analyzes processes and their relevant assets

Contributor

e.g. process owner, document owner, application owner: maintains and updates detailed information

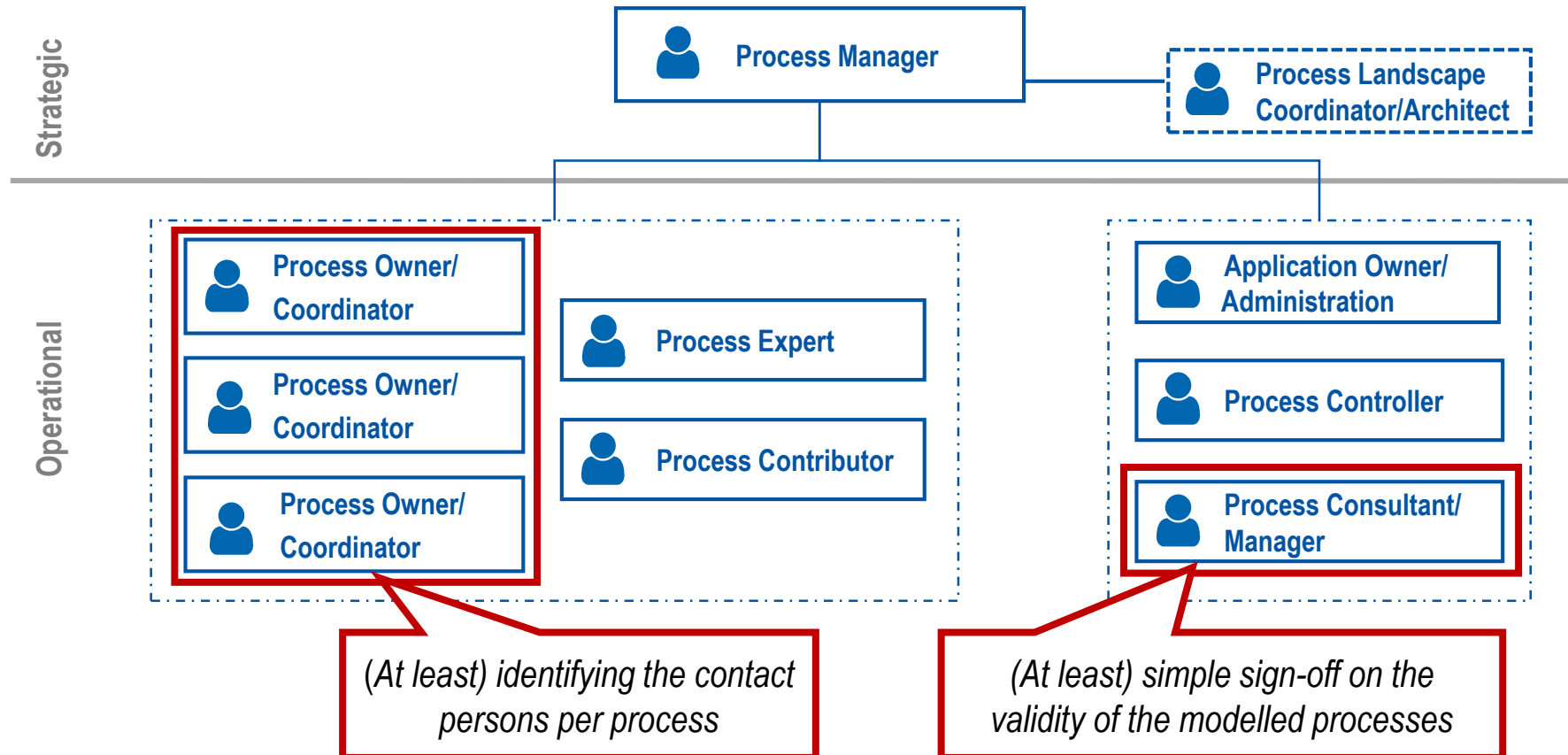**Reads**

Reader

Consumes and utilizes the information
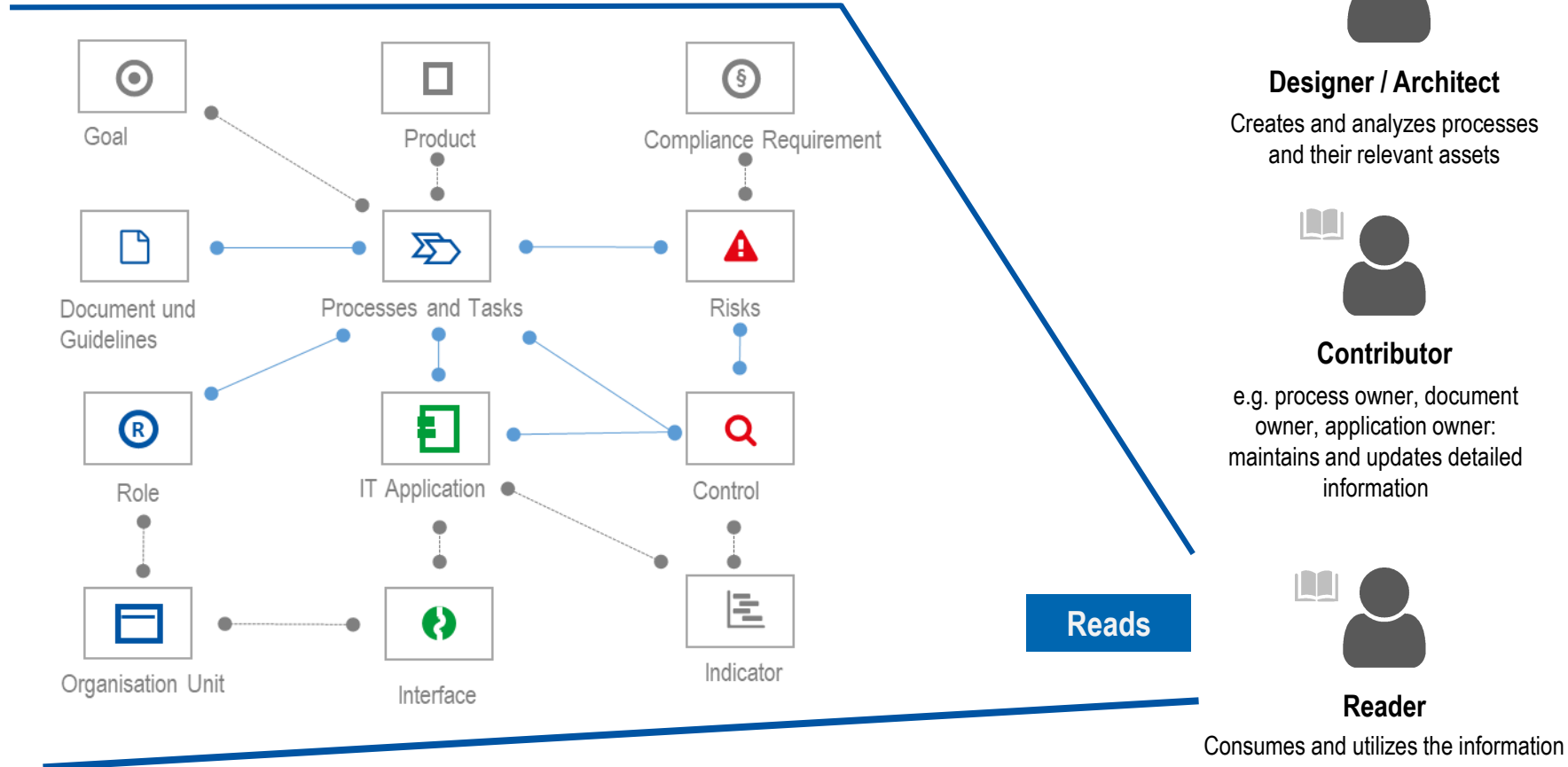
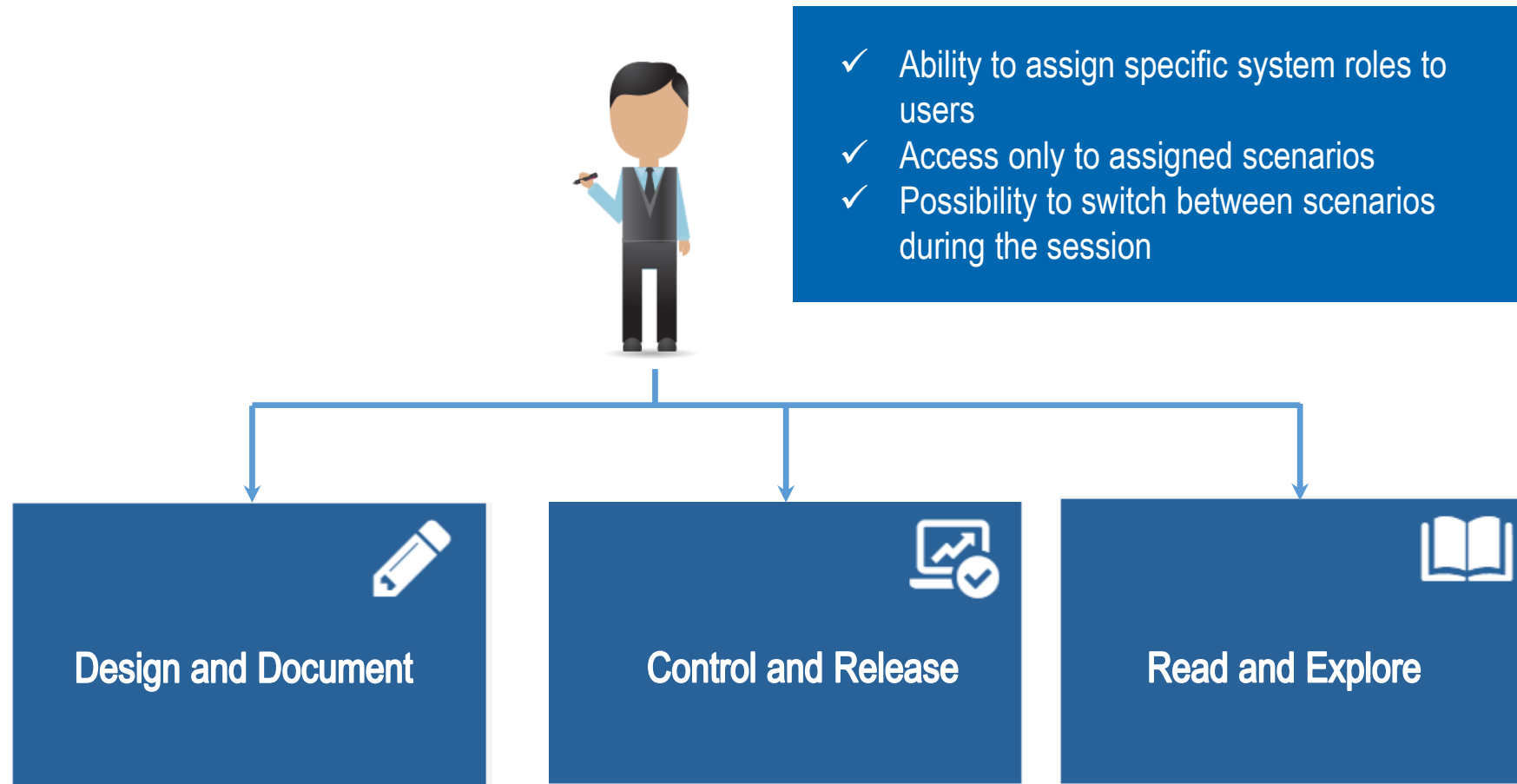# Best Practice: Roles in Business Process Management

Interaction of the involved Roles in BPM

Assignment of Rights: Access to Scenarios

- ✓ Ability to assign specific system roles to users
- ✓ Access only to assigned scenarios
- ✓ Possibility to switch between scenarios during the session

Design and Document

Control and Release

Read and Explore

Assignment of Rights: User Groups & System Roles
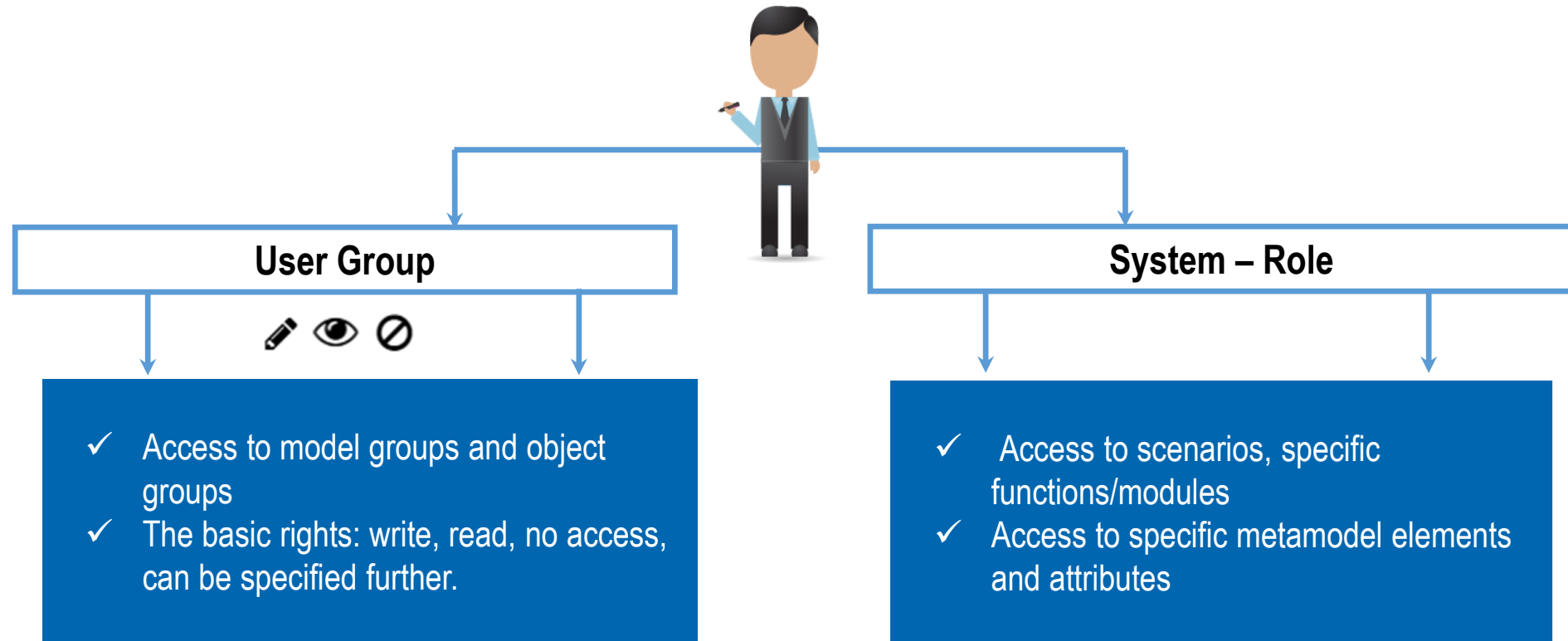
User Group

✏️ 👁 🚫

- ✓ Access to model groups and object groups
- ✓ The basic rights: write, read, no access, can be specified further.

System – Role

- ✓ Access to scenarios, specific functions/modules
- ✓ Access to specific metamodel elements and attributes

Model Repository vs. Object Repository

Object Repository:
- ✓ Roles and Employees
- ✓ IT Systems / Applications
- ✓ Documents

Model Repository:
- ✓ Process Maps
- ✓ Process Flow Diagrams
- ✓ Organization Chart Models

Model Repository vs. Object Repository
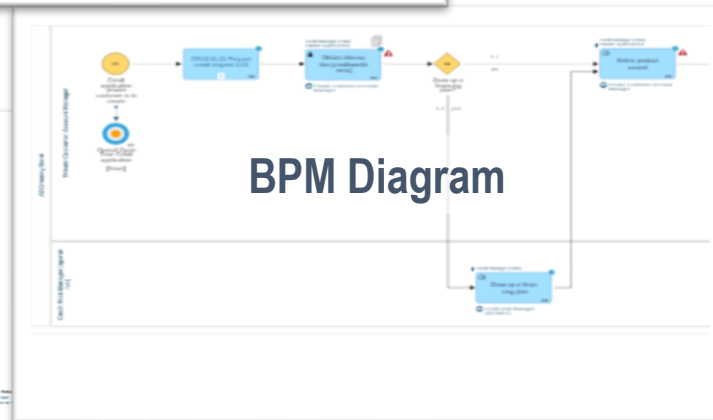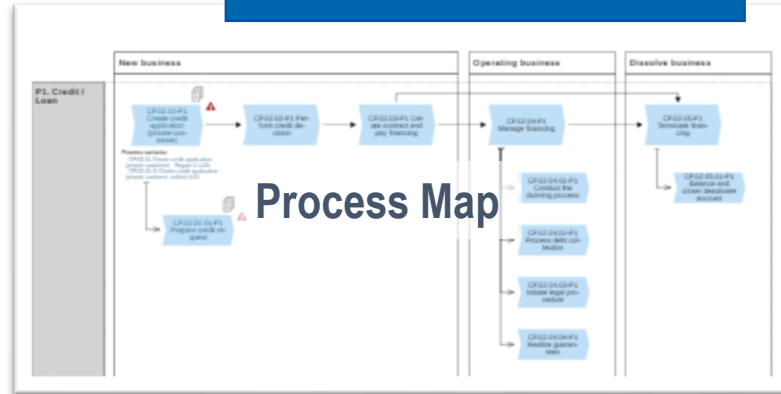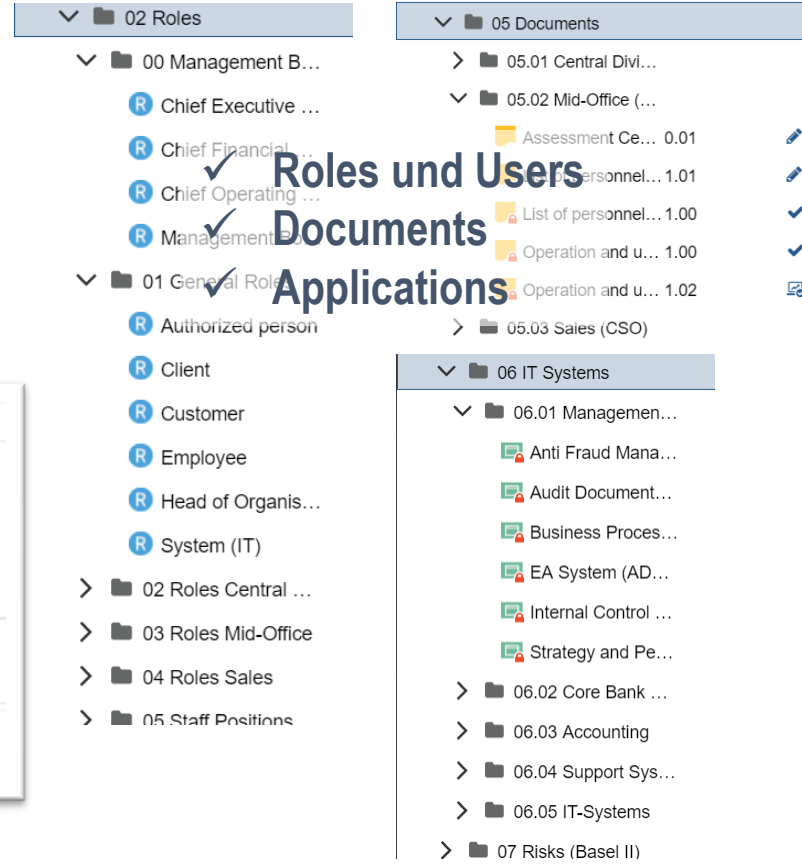
Authorization Concept "Process Maps"

**User Group
Process Map-Administration**
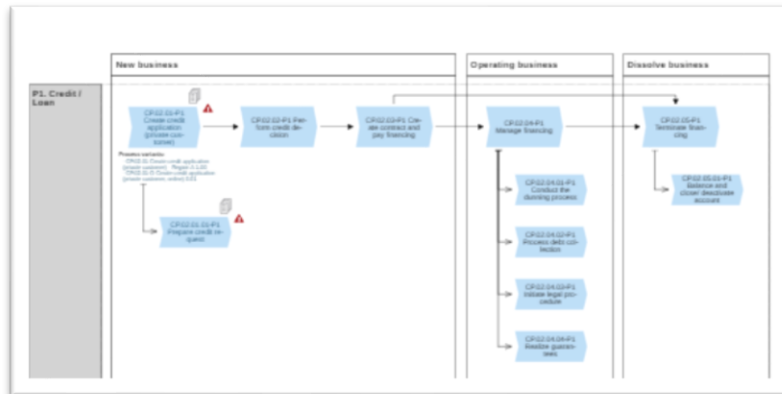
▸ The model group **"Process map"** maps the structure of the process map

▸ In addition to the 1st level of the process map, the other levels (2nd/3rd level) of the process map can also be stored here.

▸ **Permissions:**

  ▸ User group "PLK-Administration": Write permission

  ▸ All other user groups: Read permission

Authorization Concept "Process Models"

**User Group
Process Designer**
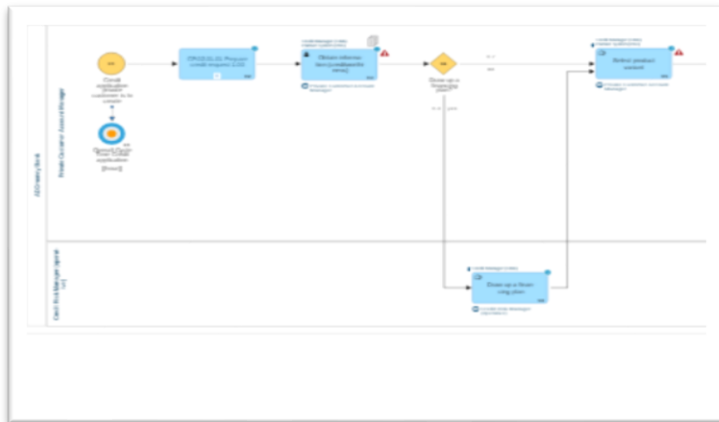
*No special structuring
required in object
repository*

▸ The model group "Process Models" follows the structure of the process maps

▸ **A model group is created for each process group of the process map. A further subdivision is possible.**

▸ **Permissions:**

  ▸ Each process owner group on corresponding model folder: Write permission

  ▸ All other user groups: Read permission in each case

Authorization Concept "Process Documents"

**User Group
Process Designer**.

Recommendation:
no graphical models for
documents

Dokumente
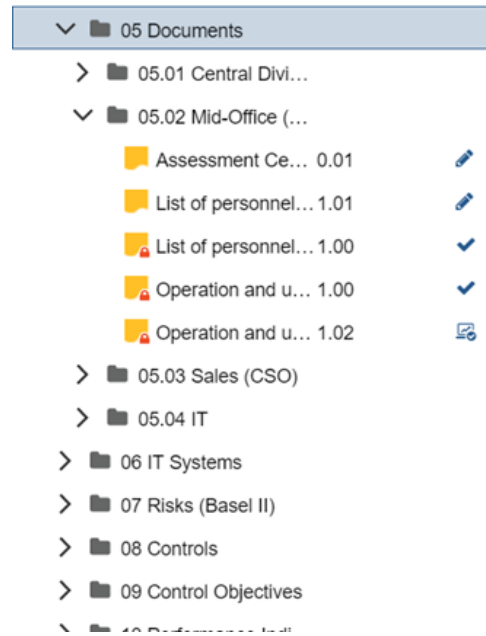
- ▸ The object group "Documents" is subdivided according to the corresponding business areas or process groups.

- ▸ An object group for "temporary" objects is used for structured maintenance and classification.

- ▸ **Permissions:**
  - ▸ Document owner group for the corresponding object group: Write permission
  - ▸ All other user groups: Read permission
  - ▸ Object group "Temp. document objects": All write permission

Authorization Concept "Organizational Chart "

User Group
Personnel
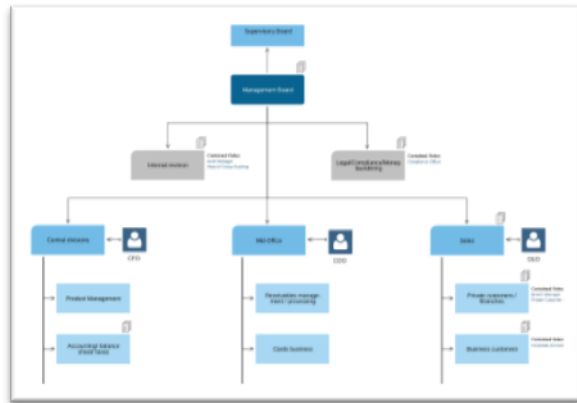
▸ The Organizational Chart follows the divisional and departmental structure of the company. The object groups "organizational units" and "roles" are structured in the same way.

▸ **Recommendation:**

  ▸ Organizational units are created graphically as models

  ▸ Roles (and agents) are only created as repository object

▸ **Permissions:**

  ▸ User group "Personnel": Write authorization

  ▸ All other user groups: Read permission

  ▸ Object group "Temp. AU objects": All write permission

Authorization Concept "IT Systems"

User Group
IT System

Recommendation:
No graphical models for
 documents

Tree view:
- ∨ 📁 06 IT Systems
  - ∨ 📁 06.01 Managemen…
    - 🔒 Anti Fraud Mana…
    - 🔒 Audit Document…
    - 🔒 Business Proces…
    - 🔒 EA System (AD…
    - 🔒 Internal Control …
    - 🔒 Strategy and Pe…
  - ⟩ 📁 06.02 Core Bank …
  - ⟩ 📁 06.03 Accounting
  - ⟩ 📁 06.04 Support Sys…
  - ⟩ 📁 06.05 IT-Systems
- ⟩ 📁 07 Risks (Basel II)
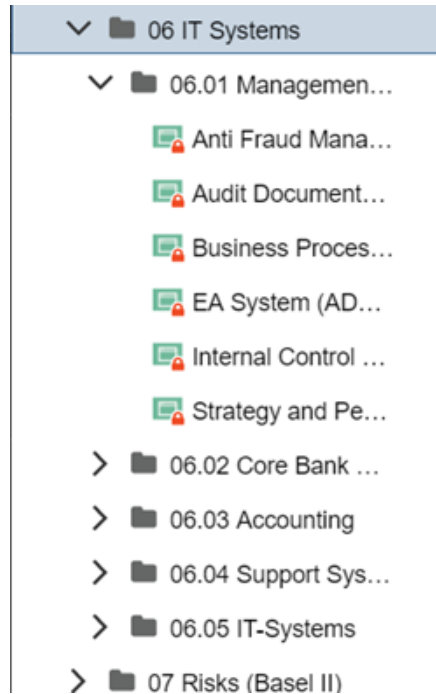
- ▸ The object group "IT systems" is subdivided as follows:
  - ▸ **General IT systems** (direct sovereignty of IT departments)
  - ▸ **Decentralized IT systems** (owner in the department)
  - ▸ **Temporary folder:** Here you can create IT systems that do not exist in the two upper folders. This enables structured maintenance and classification.

- ▸ **Permissions:**
  - ▸ User group "IT System": Write permission
  - ▸ All other user groups: Read permission
  - ▸ Object group "Temp. IT Systems": All write permission

Building Blocks of a Successful Introduction

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Structured Process Management: From Rough To Fine

**Creation Of
Process Map 1st Level**

Creation Of Process Maps 2nd – nth Level
Rough Documentation
Characteristics

**Topic-specific analyses on the basis on the Processes of Process Maps
2nd – nth Level**
ICS /Op. Risk Documentation (Key) Risks (Key) Controls
Derive Improvement Potentials (Measures) And Design of TARGET Processes
Definition Of Metrics To Measure Process Performance

Process Documentation of Relevant Processes Of Process Maps 2nd – nth Level
Logic Flow Activities /
Roles, IT Systems, Documents

Structure of Process Documentation

1st level	2nd level	3rd level	4th level

Process Map		Process Models	
Companies	Product / process lifecycle	End-to-End processes	Subprocess

Overview of the process landscape

Full overview of the End-to-End- processes for each product along the product life cycle
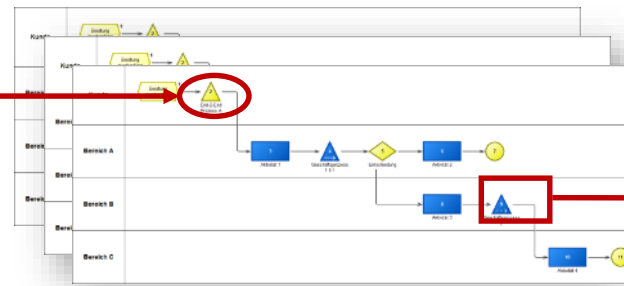
Overview of the major process steps of a business transaction, the interfaces within and external agents (customer, service provider)
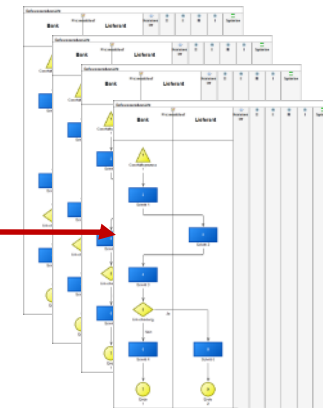
Detailed illustration of the process e.g. work instruction

WORLD MAP

NORTH AMERICA

USA (Road map)

BEAR MOUNTAIN STATE PARK (Hiking map)

Structured Process Architecture:
From overview to process flow
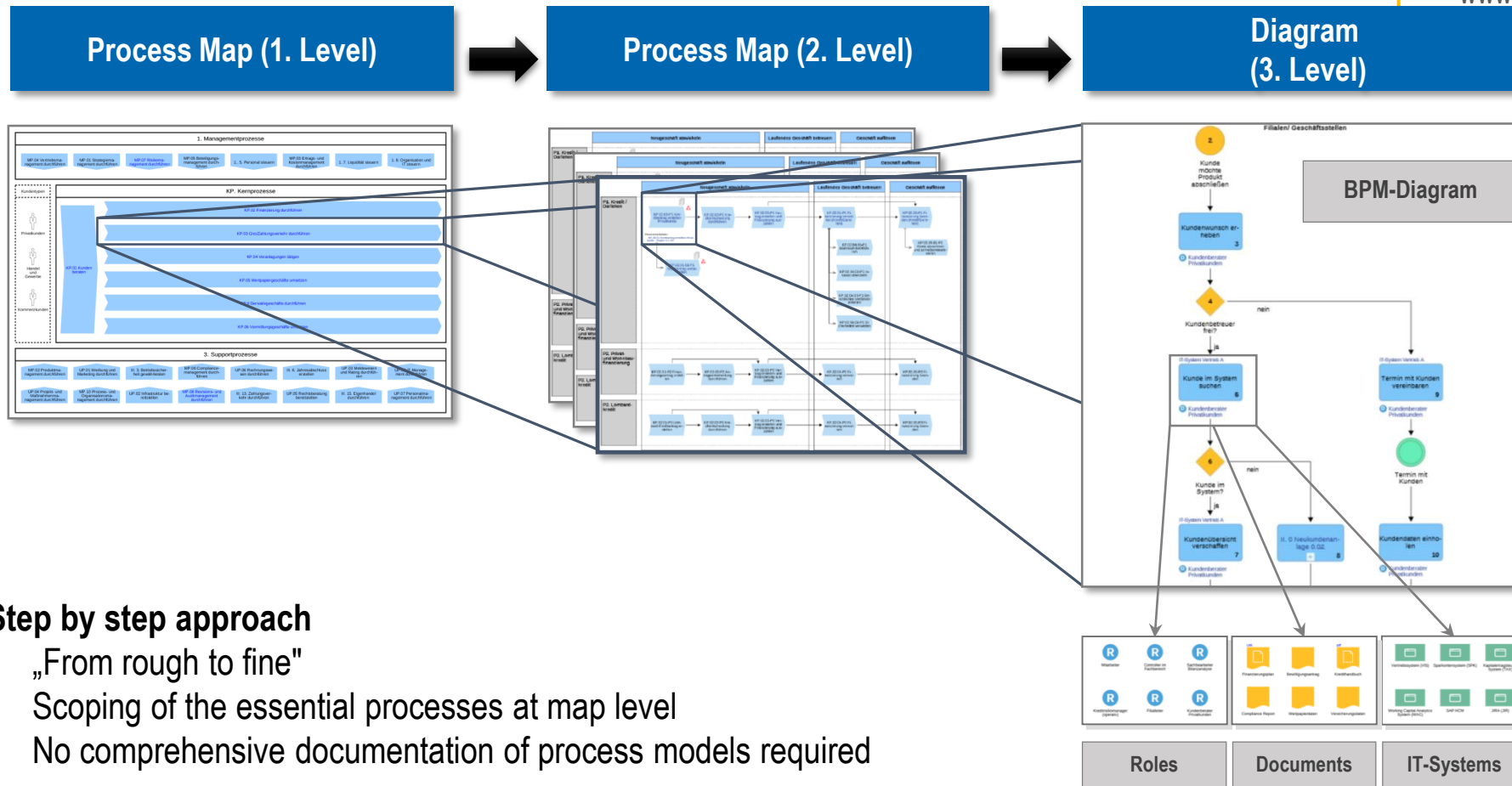
Step by step approach

▸ „From rough to fine"

▸ Scoping of the essential processes at map level

▸ No comprehensive documentation of process models required

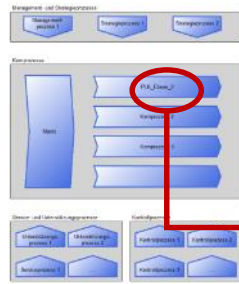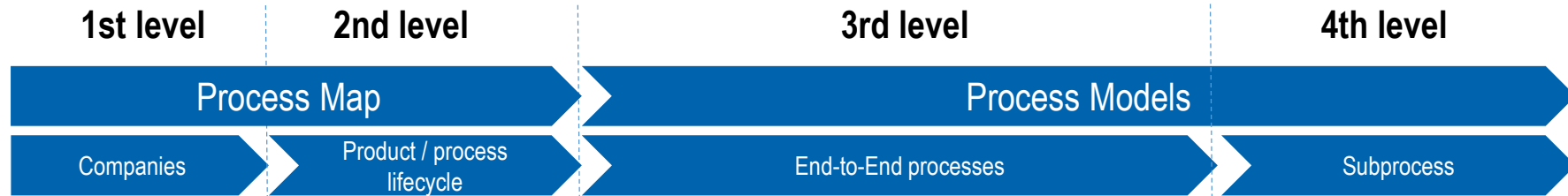# Building Blocks of a Successful Introduction

1	Project plan and procedure model
2	Focal points and definition of the modelling method
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Creation of a Modelling Guide

A **uniform appearance** of the models offers various advantages:

- ✔ Easier to read
- ✔ Easier to understand
- ✔ Improved comparability
- ✔ Reduces misunderstandings

This is achieved by **defining and adhering** to various points in the modelling:

- ✔ Correct use of the modelling notation
- ✔ Uniform modelling direction
- ✔ Uniform use of modelling classes & attributes
- ✔ Uniform structuring / level of detail of the models

Creation of a modelling guide

General	Model Types	Classes and Objects
▸ Modelling direction	▸ Process map (levels)	▸ Select modelling symbols
▸ Modelling notation	▸ Business process diagram	▸ Mandatory attributes
▸ Modelling depth / Degree of detail	▸ Model group structure vs. object group structure	▸ Naming conventions
	▸ Naming conventions, indexing	

Creation of a Modelling Guide: Definition of the Mandatory Attributes

Example
Model Object Task

- ▸ Name
- ▸ Description

- ▸ RACI

- ▸ Input / Output

- ▸ IT-Systems / Applications

Level of Detail of the Documentation

Documentation at process map level

Documentation at level of process flow models

Process Map — Processes are now named in the process map.
Possible references to relevant external documentation (e.g. work regulations).

Process-Characteritics — Documentation of the process profiles on the level of the process map.

RACI-view — Rough process description: It describes which parties are involved in a process and how they interact in order to produce individual technical results.

Roles / IT System Change — Detailed process description with role and IT system change; this level is required for quantitative considerations (process cost accounting, personnel requirement determination, etc.).

IT Specifications — Very detailed process description with "atomic" activities, e.g. for IT specification or detailed work instructions

Level of Detail of the Documentation

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Documentation at level of process flow models

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The Process Map: Management Information
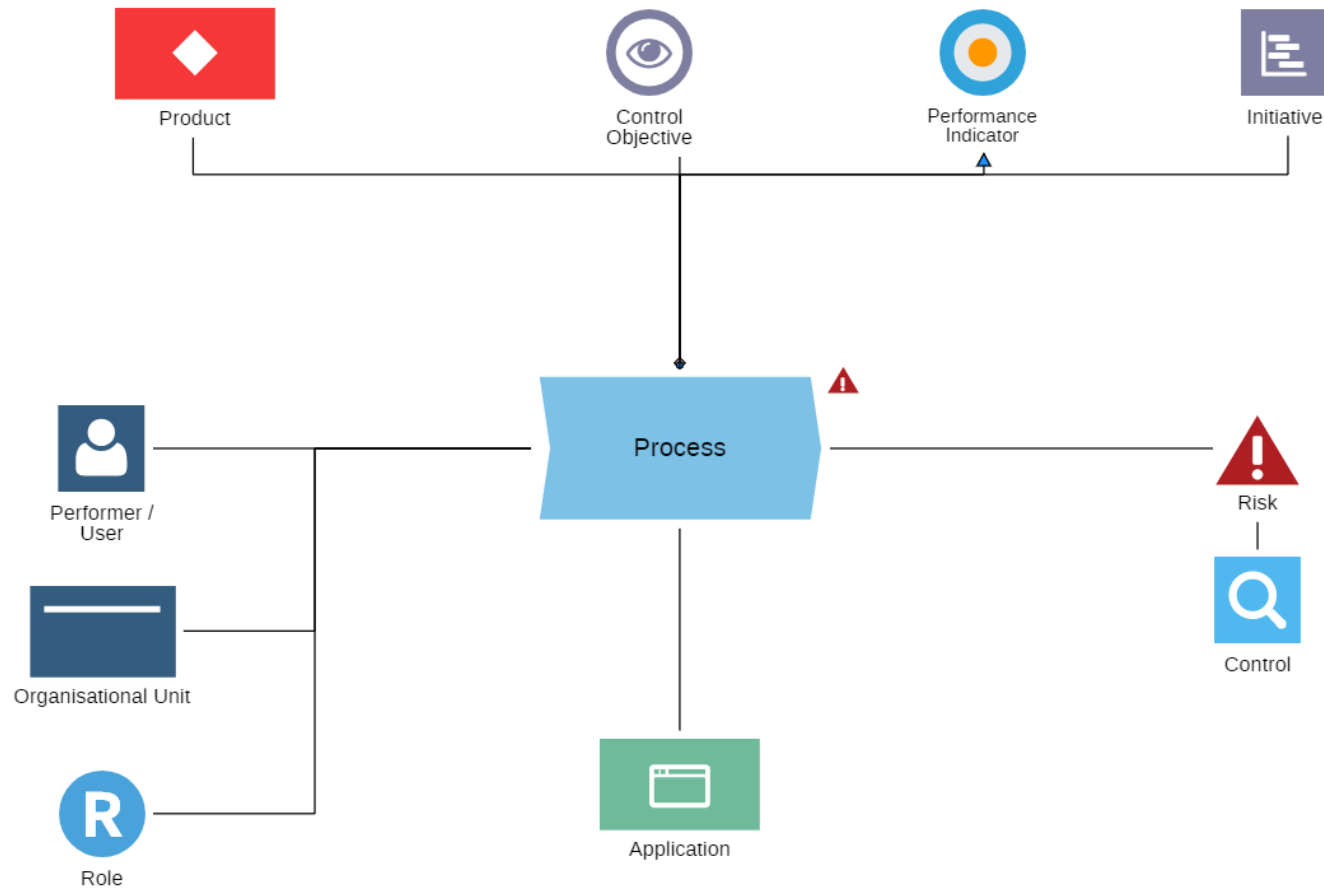
- ▸ Relevant control information generally moves more to the level of the process map

- ▸ Stakeholder-specific reports and dashboards increasingly important

- ▸ The process description – modelling BPMN never loses its relevance!

Level of Detail of the Documentation

Documentation at process map level

Process Map
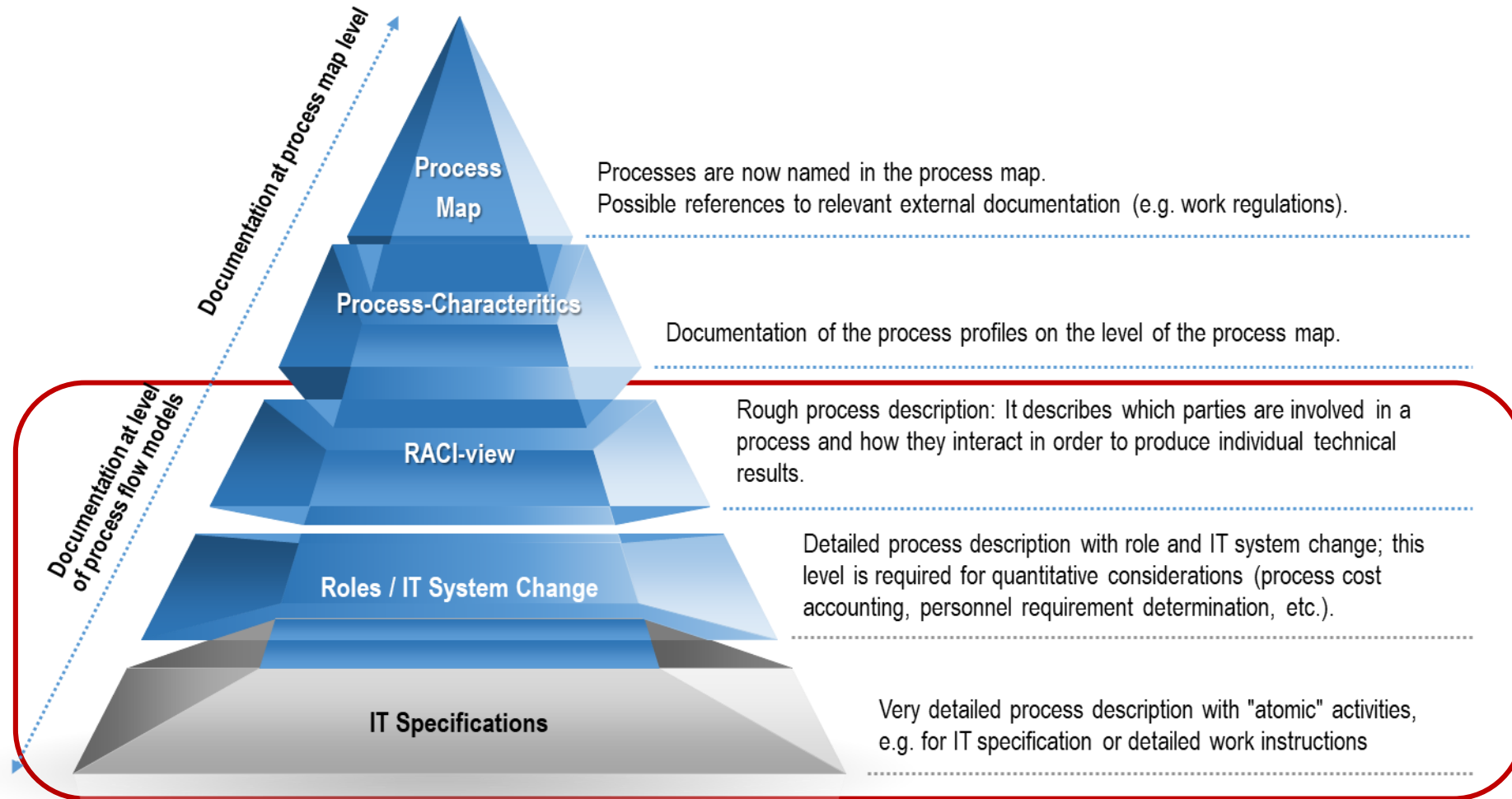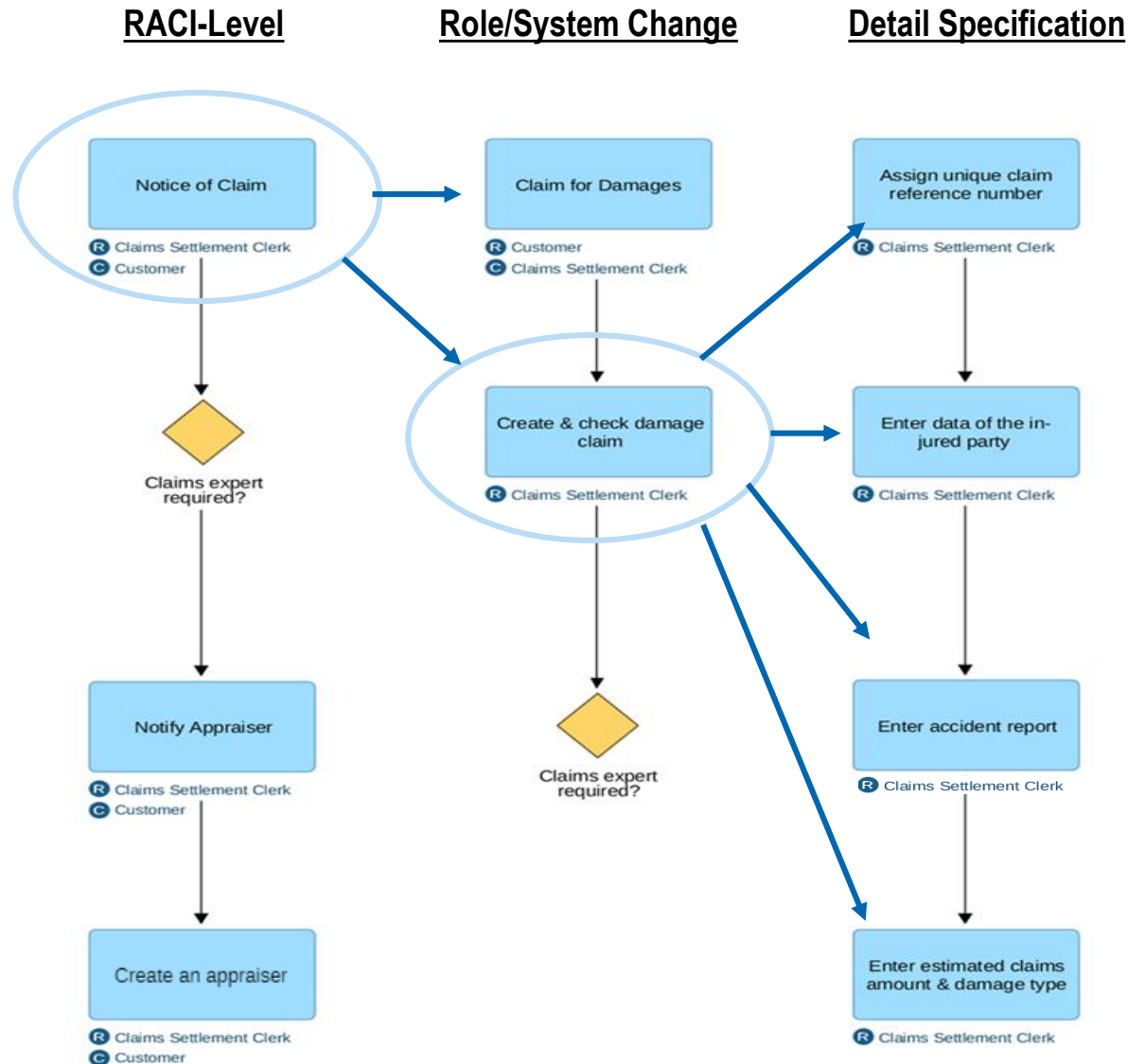Processes are now named in the process map.
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Documentation at level of process flow models

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Rough process description: It describes which parties are involved in a process and how they interact in order to produce individual technical results.

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Detail of the documentation: Process Modeling

RACI-Level   **Role/System Change**   **Detail Specification**

- ‣ Choose the level of detail based on your **defined goals / priorities!**

- ‣ Don't model too much detail at the beginning!

- ‣ Also in process modelling: Pareto principle!

Summary

1   Project plan and procedure model

2   Focal points and definition of the modelling method

3   Stakeholders, contact persons and authorization concept

4   Process map and prioritization

5   Modelling guidelines

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