



# A Message for all BAs: "Business Processes are in your Future"

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**The BPTrends Business Process Management** training curriculum is aligned with the International Association of Business Analysis (**IIBA®**) Business Analysis Body of Knowledge (**BABOK® V2.0**) and is endorsed by the IIBA.

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# Course Agenda

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- 1. Why Business Processes for BAs**
- 2. Where does a BPM approach make sense**
- 3. A few foundational concepts**
- 4. Now what do we do?**



# A Message for all BAs: "Business Processes are in your Future"

## Why Business Processes are Inevitable in Business Analysis

# What do we mean by 'Business Process'

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- The Business Process Manifesto  
\* says it is all about the work we do.
- "An organization's Business Processes clearly describe the *work* performed by all *resources* involved in creating *outcomes* of value for its customers and other *stakeholders*"



English: \* <http://www.bptrends.com/bpmmanifesto.cfm>

Francais: \* <http://www.alithis.com/Alithis/Formation/Formation.html>

# Why Business Processes?

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- A Business Process is the one way of looking at the business that ties everything the organization does together into a single comprehensive picture of how it produces valued results
  - Financial Statements tell you about costs and profits, but not how things get done
  - Strategy Statements tell you what you want to achieve, but not how you might actually achieve it
  - Organization Charts tell you who reports to who, but not how what one unit does relative to another or to the customer

# What is a Business Process?

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- The Business Process Manifesto describes multiple aspects of Business Processes.
- About work
- About value creation
- About resources
- About context
- About motivation
- About names
- About models
- About uniqueness

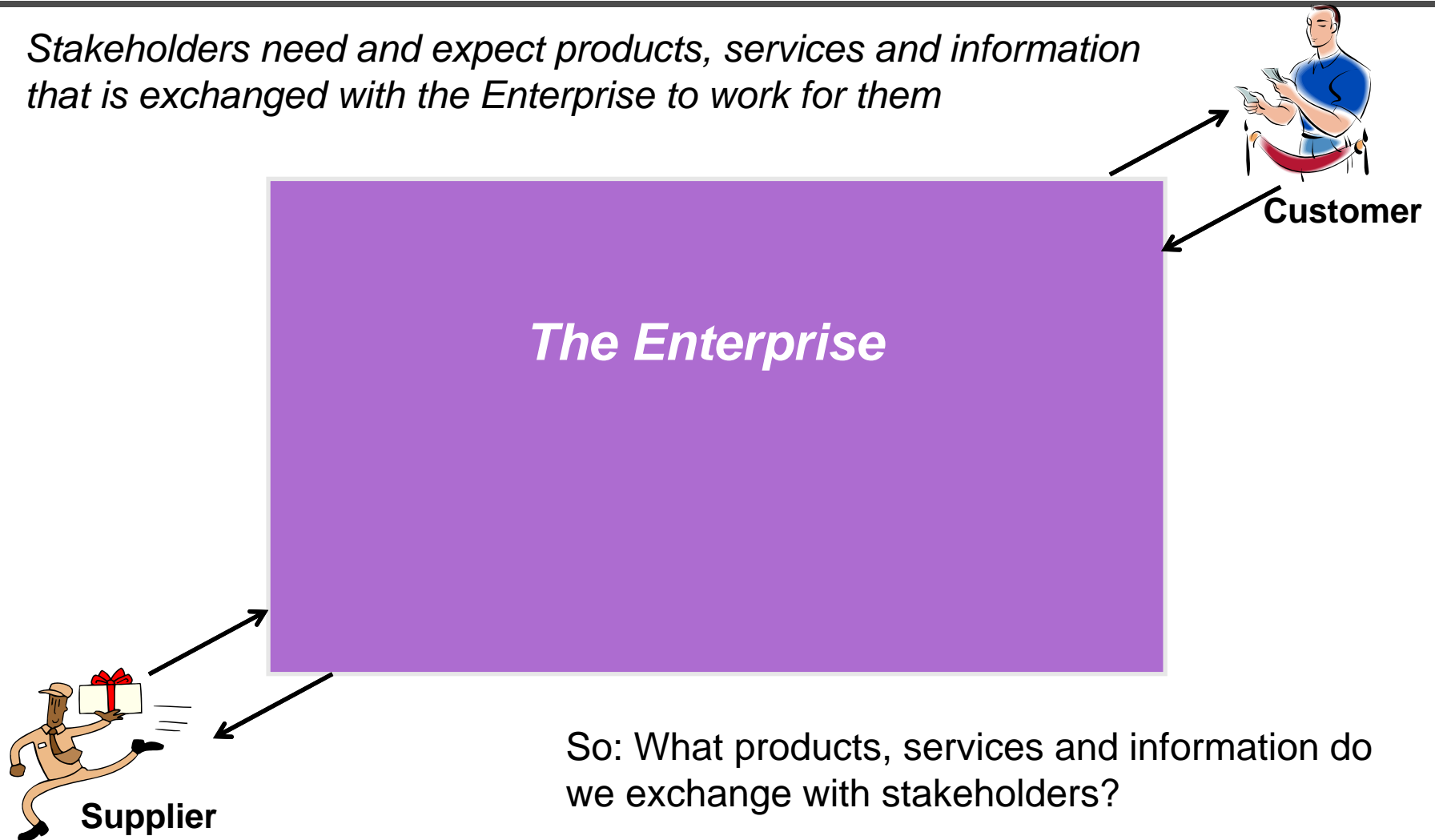
We will explore some of these



<http://www.bptrends.com/bpmmanifesto.cfm>

# What Stakeholders Need and Expect

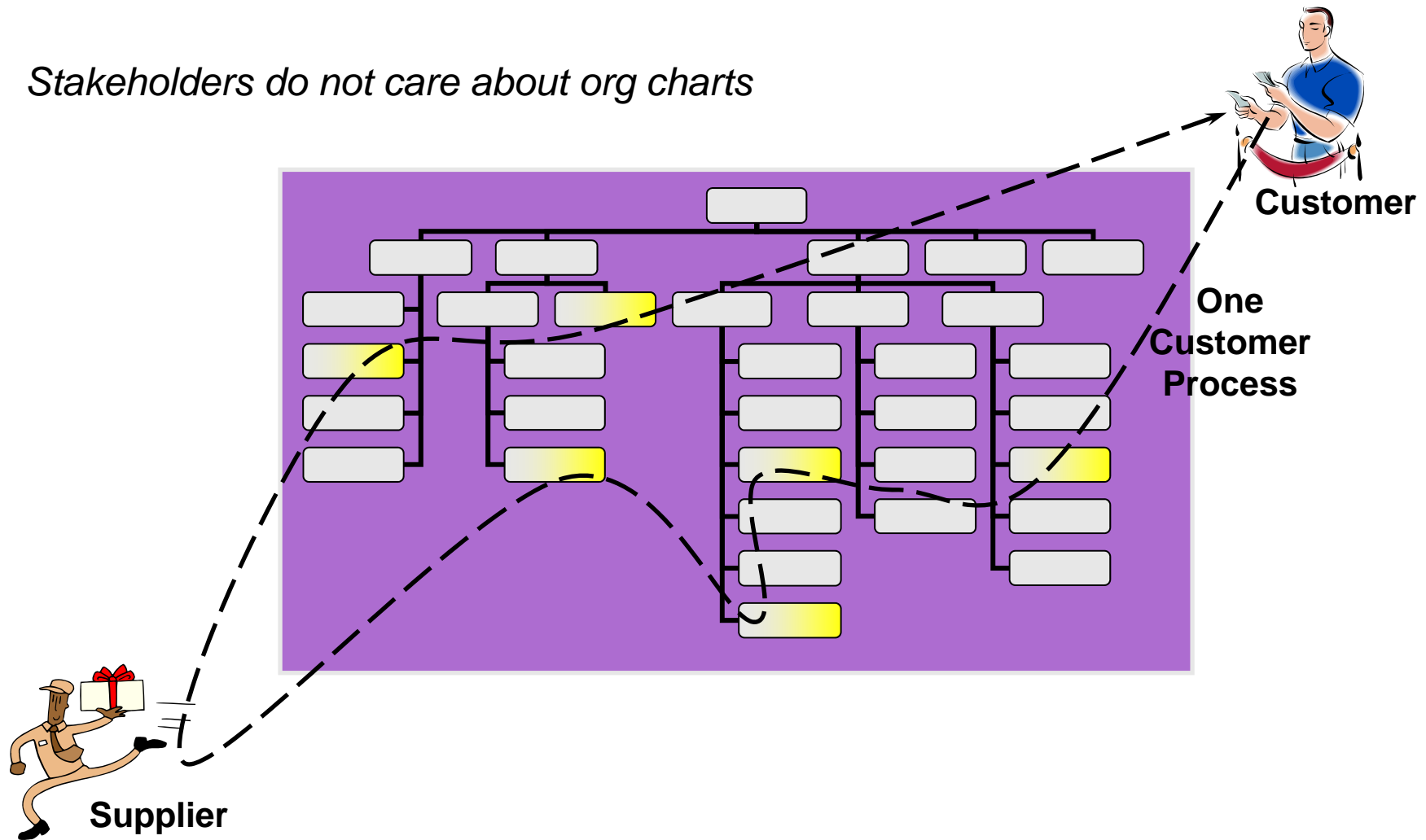
*Stakeholders need and expect products, services and information that is exchanged with the Enterprise to work for them*





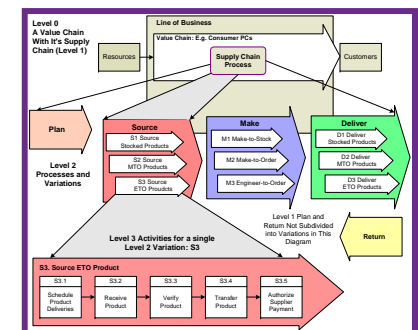
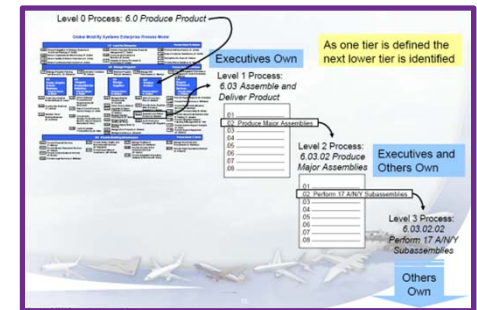
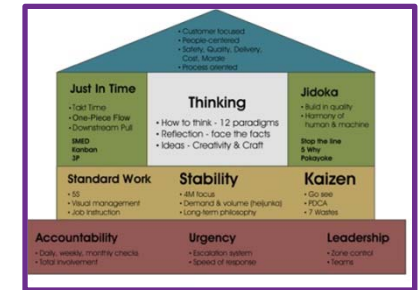
# Stakeholders Expect Results not Dysfunction

*Stakeholders do not care about org charts*

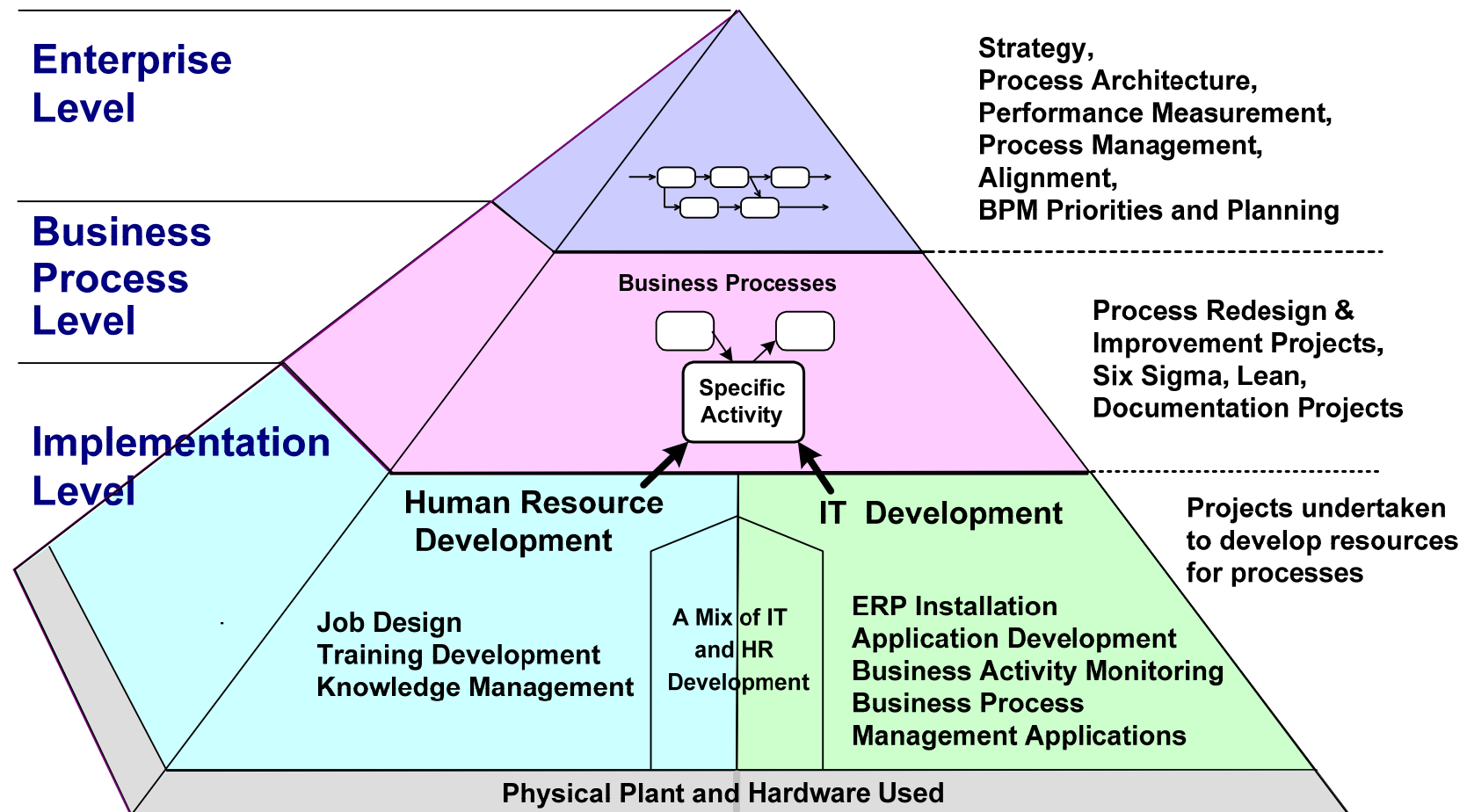


# Process Centric Organizations Perform Better

- Toyota – the highest quality auto producer
- Boeing GMS - winner of the Baldrige Award
- SCOR Companies - over 780% more profitable

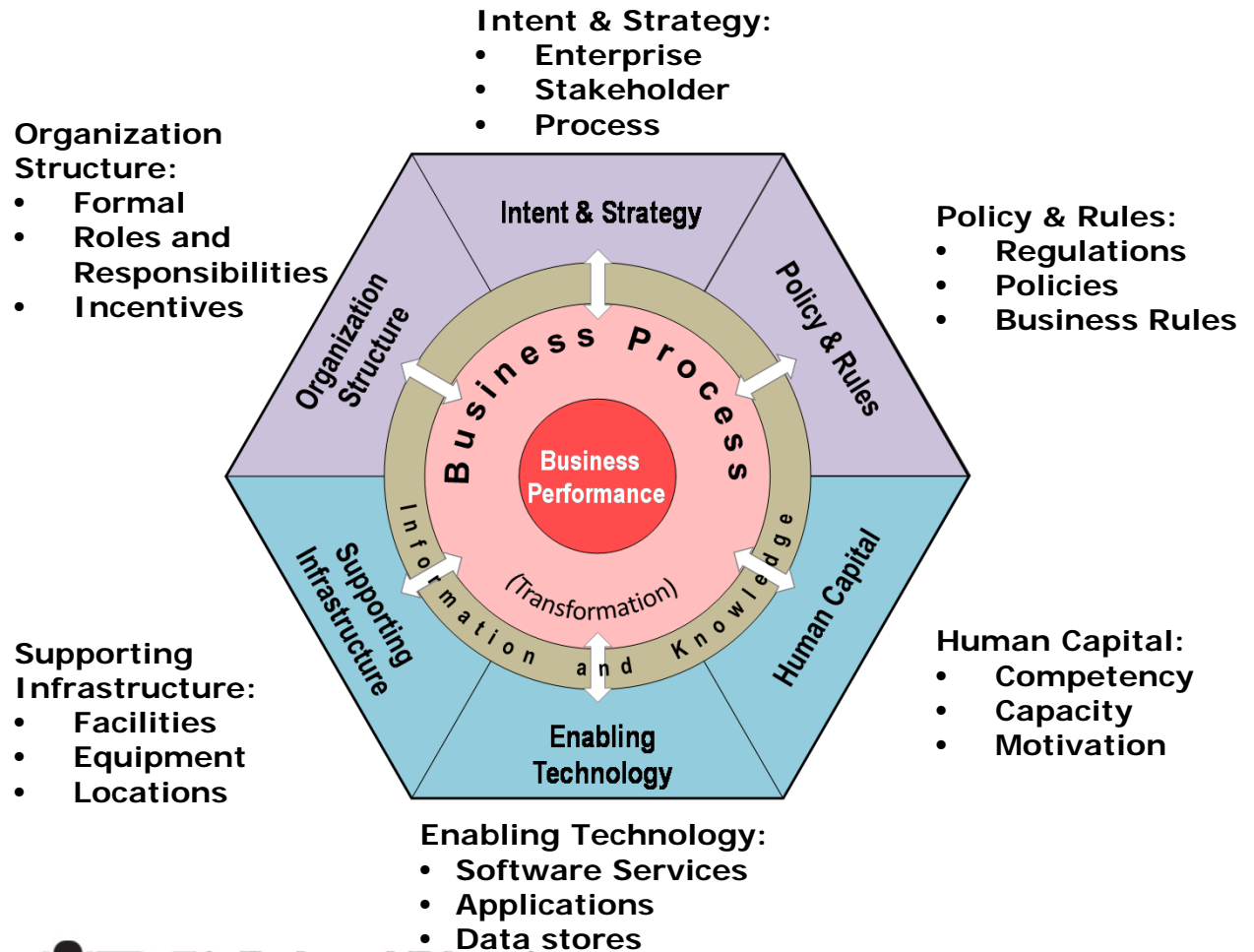


# The BPTrends Associates Pyramid: Business Process Centric at Many levels



# Business Processes Define and Align Required Capabilities: The Burlton Hexagon

BPM is the discipline that improves measurable business process performance through ongoing optimization of enterprise-wide processes and their capabilities.





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## Where do Business Processes Make a Difference?

# Business Processes Prepare you for Change and Synchronize Architecture and Design

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- Business Change is a way of life at any organization:
  - New customer demands
  - New markets throughout the world
  - Intense global competition
  - Acquisitions and Mergers
  - Compliance Requirements
  - Outsourcing
- Business Processes provide the focus that defines how we can make changes in how we do work to respond to new demands

# Business Processes are Needed to Design and Deliver Many Things Internally

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- New Business Strategies/ Value Proposition
- Customer and other External Stakeholder Relationships
- New IT solutions
  - ERP
  - BPMS
  - SOA
  - Applications
  - COTS
- Decision Management
  - Business Rules
  - Workflow
- Human Resources
  - Organization
  - Competencies
  - Incentives
  - Culture

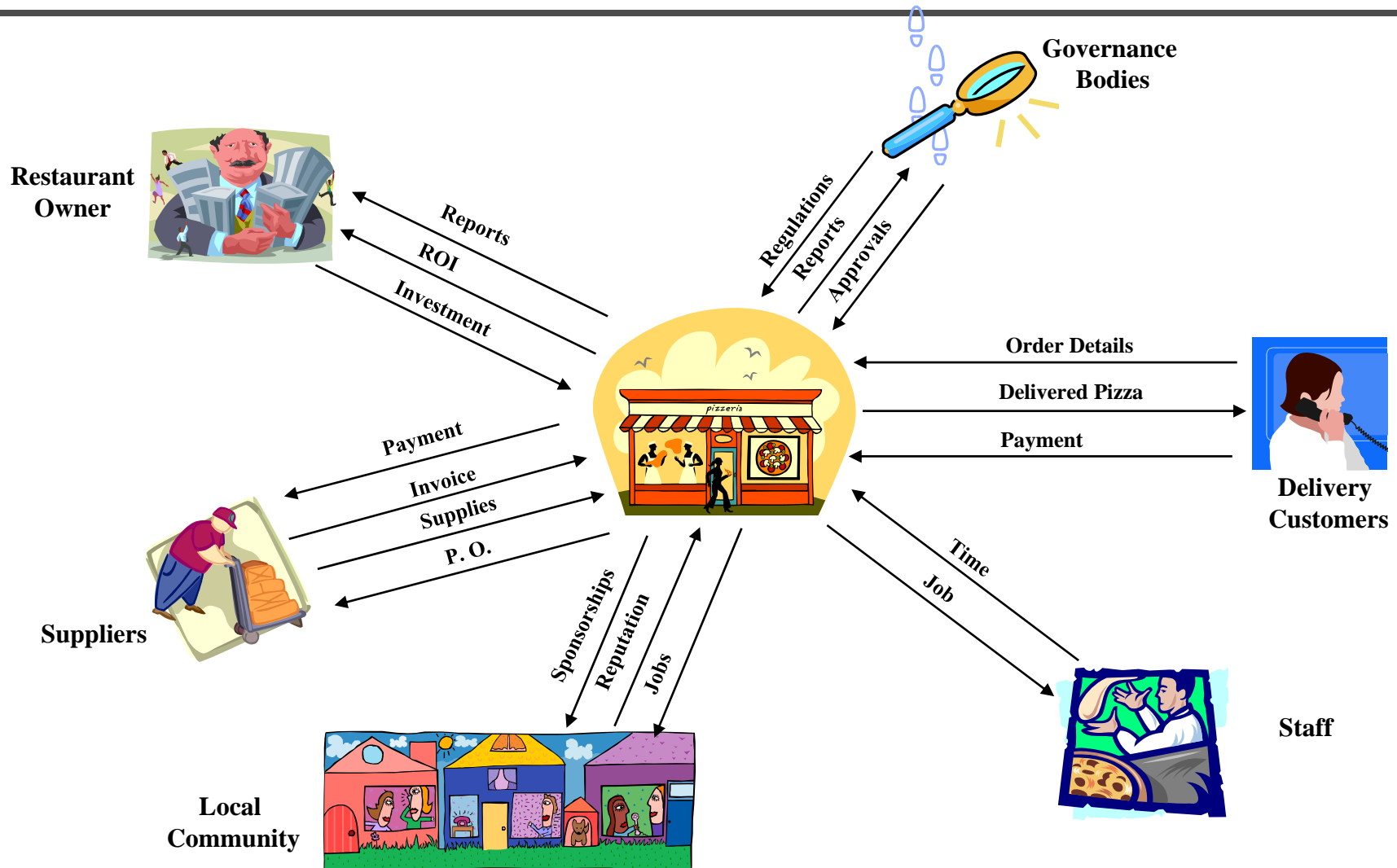
# Business Processes are Needed for Many Reasons

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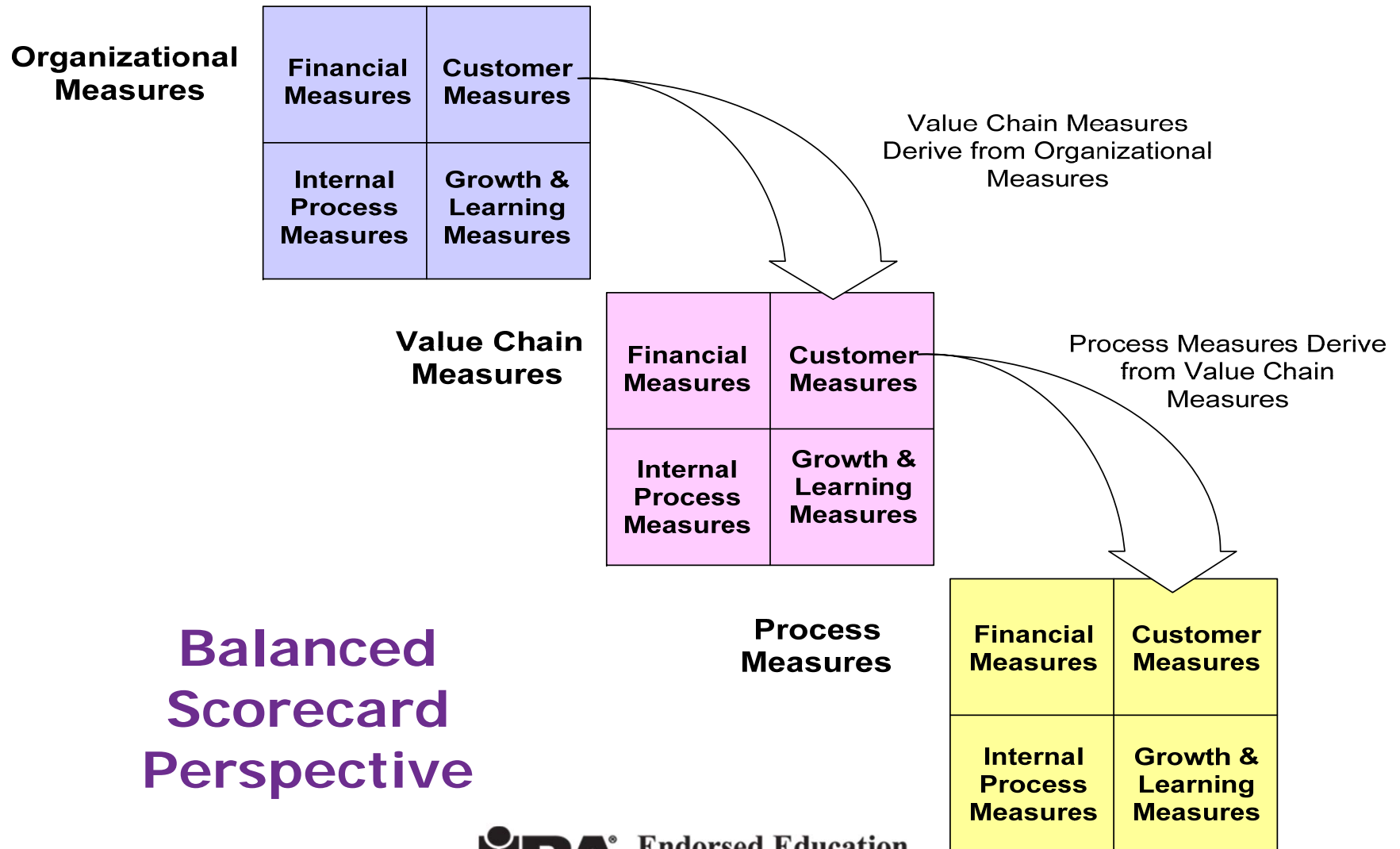
- Performance Scorecards and Performance Management
- Compliance Programs
- Continuous Improvement Programs
- Quality Programs
- Data Quality and Governance
- New Product and Services
- Safety Programs
- Portfolio Management and Change Budgeting
- EA and Business Architecture Creation
- IT Capabilities Creation
- Requirements Definition including Agile



# Processes Deliver Stakeholder Results



# Process Supports Performance Management



# Process Supports Waste Reduction

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After James Womack , et al, Lean Enterprise Institute  
Originally defined by Taiicho Ohno (Toyota executive, 1912-1990)

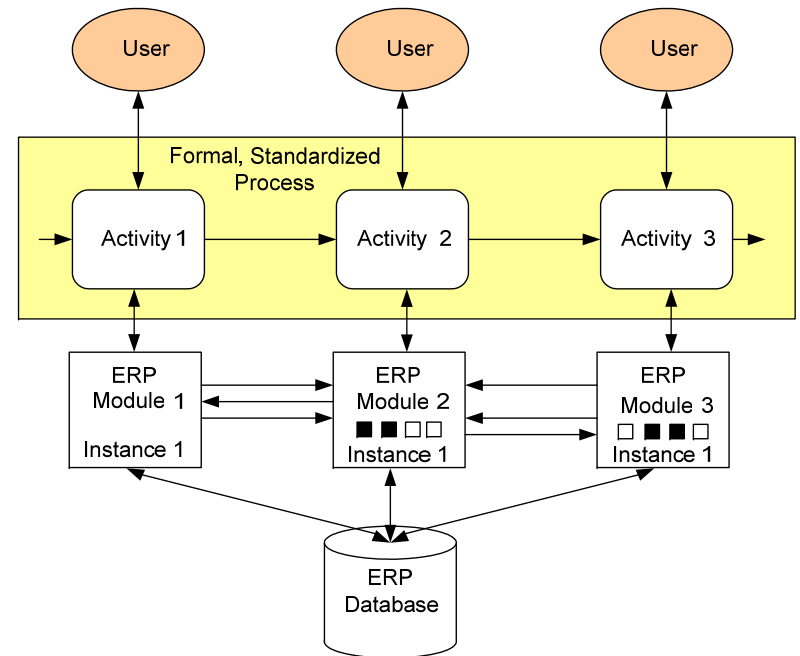
# Process Supports Capabilities

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- A **capability** is an ability of a specific activity to perform as required
- Capabilities are often associated with functional units.
  - Finance has the ability to generate Financial Statements
  - Manufacturing has the capability of welding aluminum.
  - These can be unaligned
- A capability is often seen as an attribute of a functional department
- ***An aligned capability is better seen as an attribute of a set of business processes or activities***

# Process Supports Software Applications, ERP, BPMS

- In its simpler forms, automation simply performs the activity.
- In its more complex forms it helps employees perform the activity
- It also monitors the performance of the activity and helps managers monitor and control the process.





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**Some Fundamental Ways to Look at  
Business Processes**

# A Business Process: About Work

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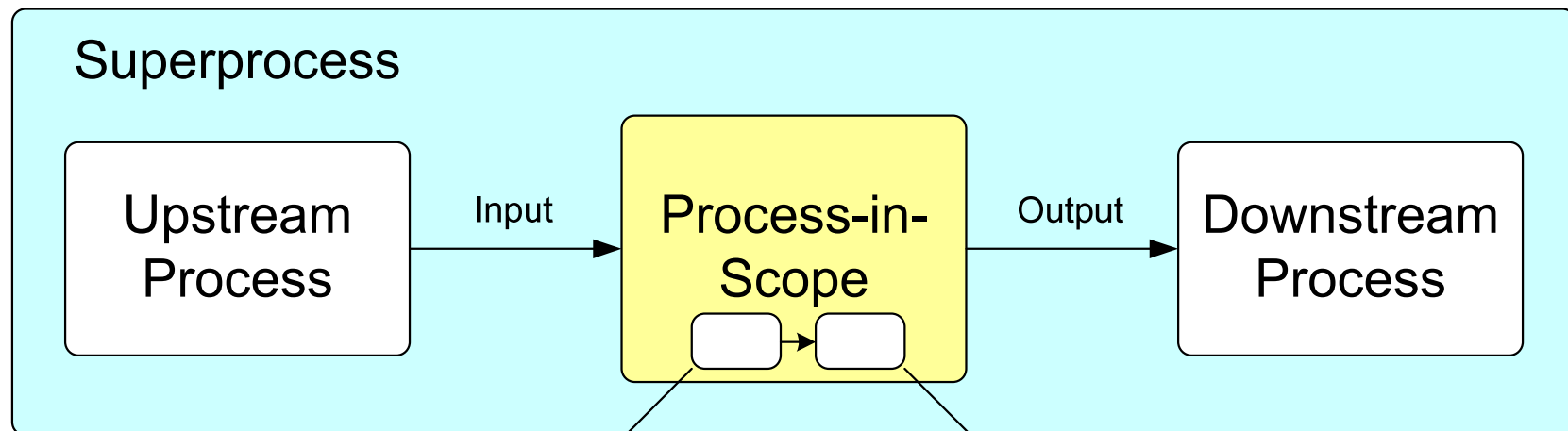
- A business process describes the work of an organization
- The work performed in a business process transforms physical or informational inputs into outputs



# Generic Ways of Talking About a Process

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If the process-in-scope is part of a larger process, we can call the larger process the superprocess

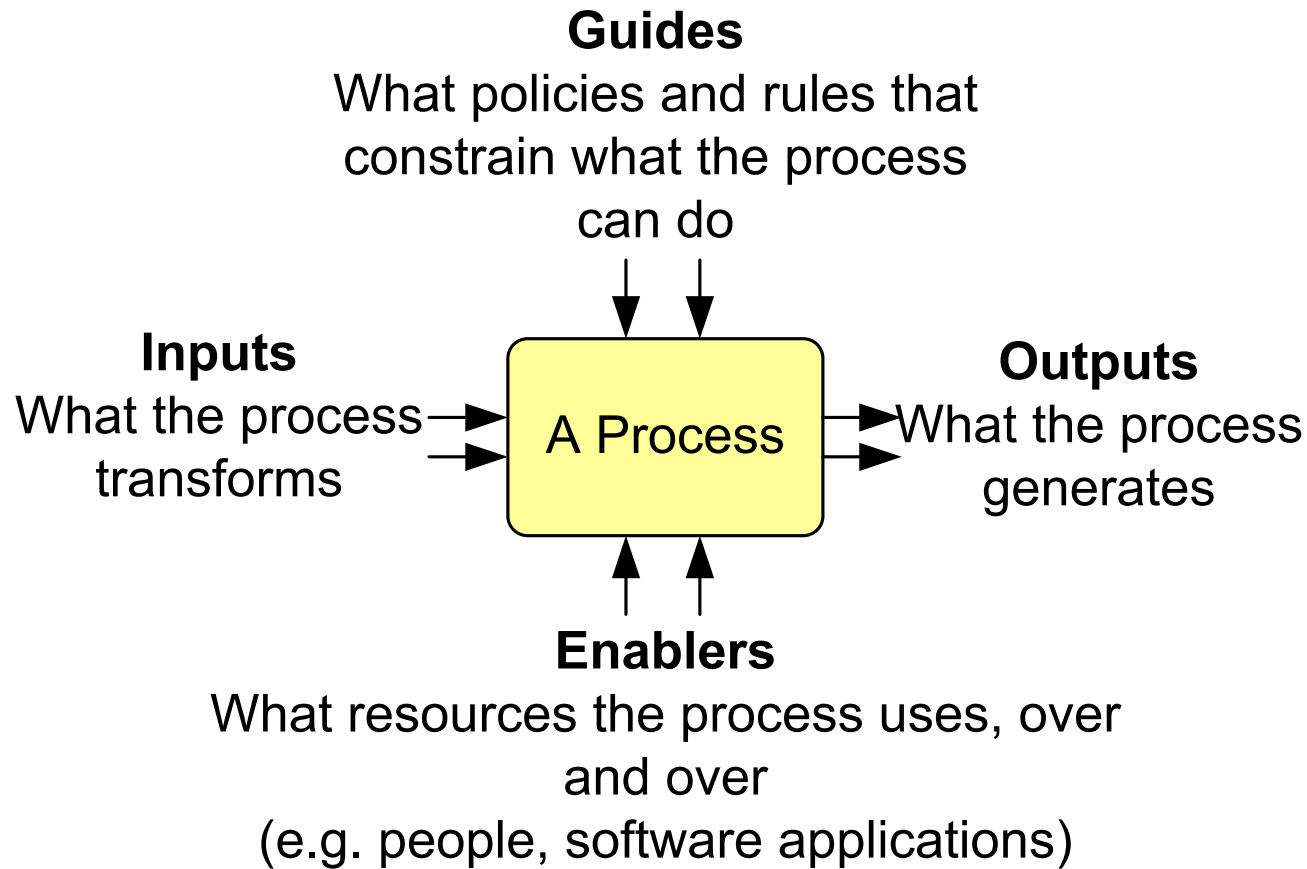


If the process-in-scope contains other processes, we can refer to the contained processes as either subprocesses or activities



# Adding More Dimensions to a Process

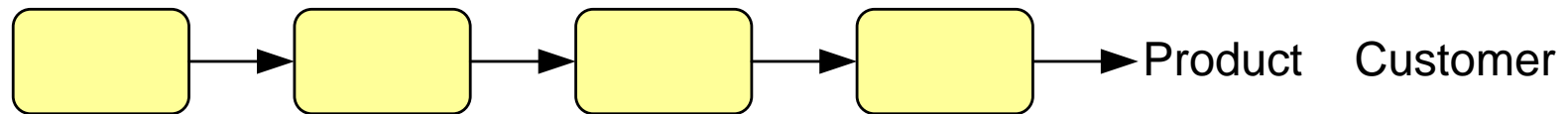
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**Every Input, Guide and Enabler comes from and every Output goes to another process or outside stakeholder**

# A Manufacturing Process

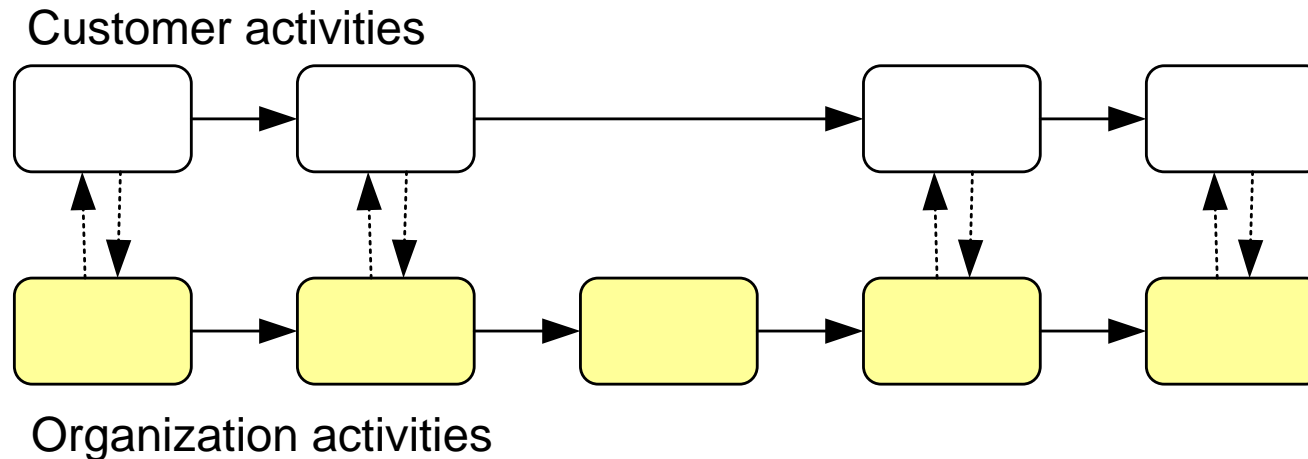
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- Manufacturing processes are typically organized to generate a product which is ultimately shipped to a customer.
- The focus in manufacturing is typically on the quality and timeliness of the products being produced

# Service Processes

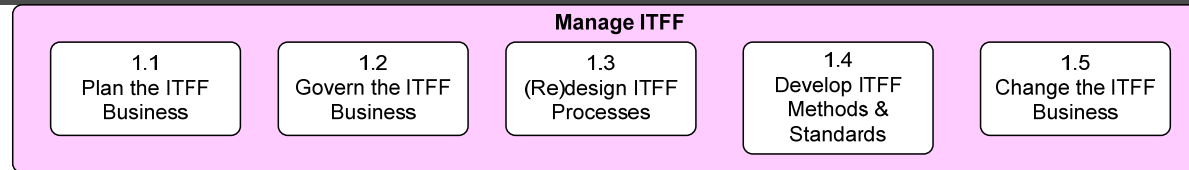
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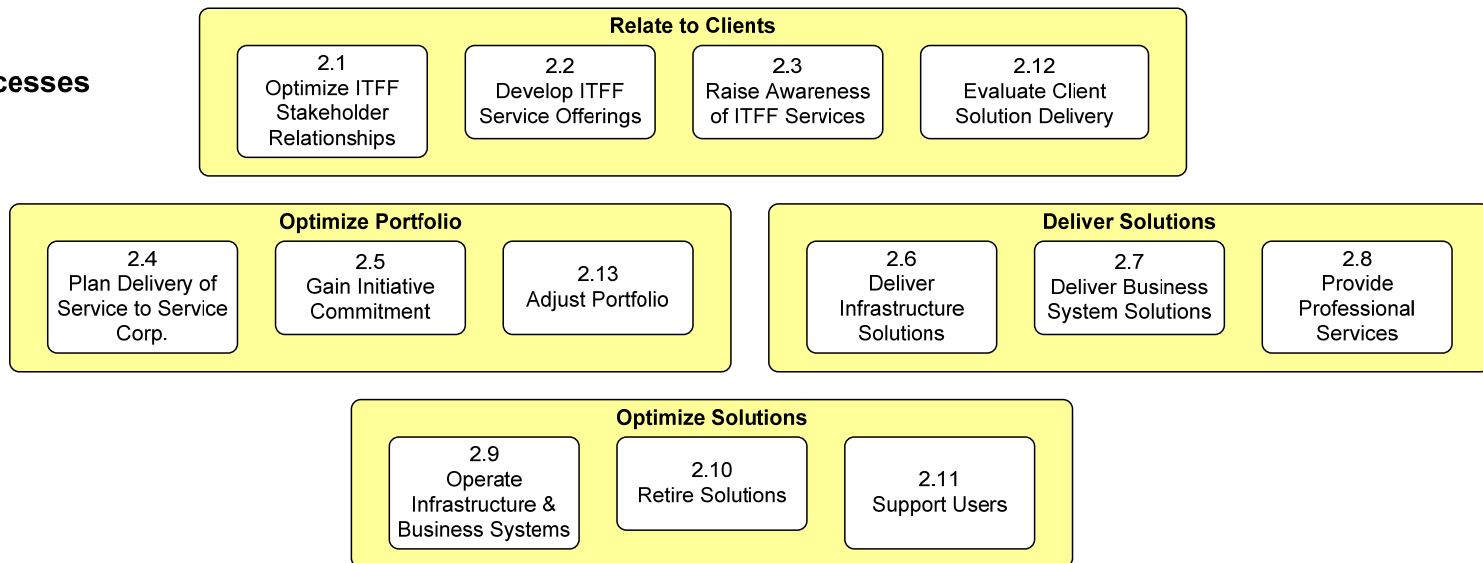
- Service processes focus on the interactions with customers.
- Imagine a hotel where the customer checks in, goes for lunch, spends a night in a room, goes for a swim, etc.

# Diagrams: A Simple Process Architecture

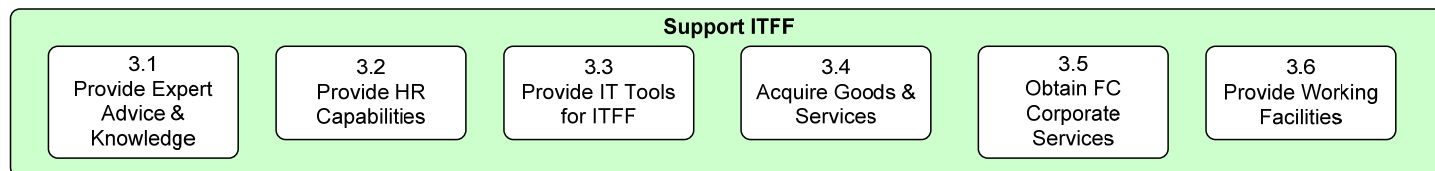
## Management Processes



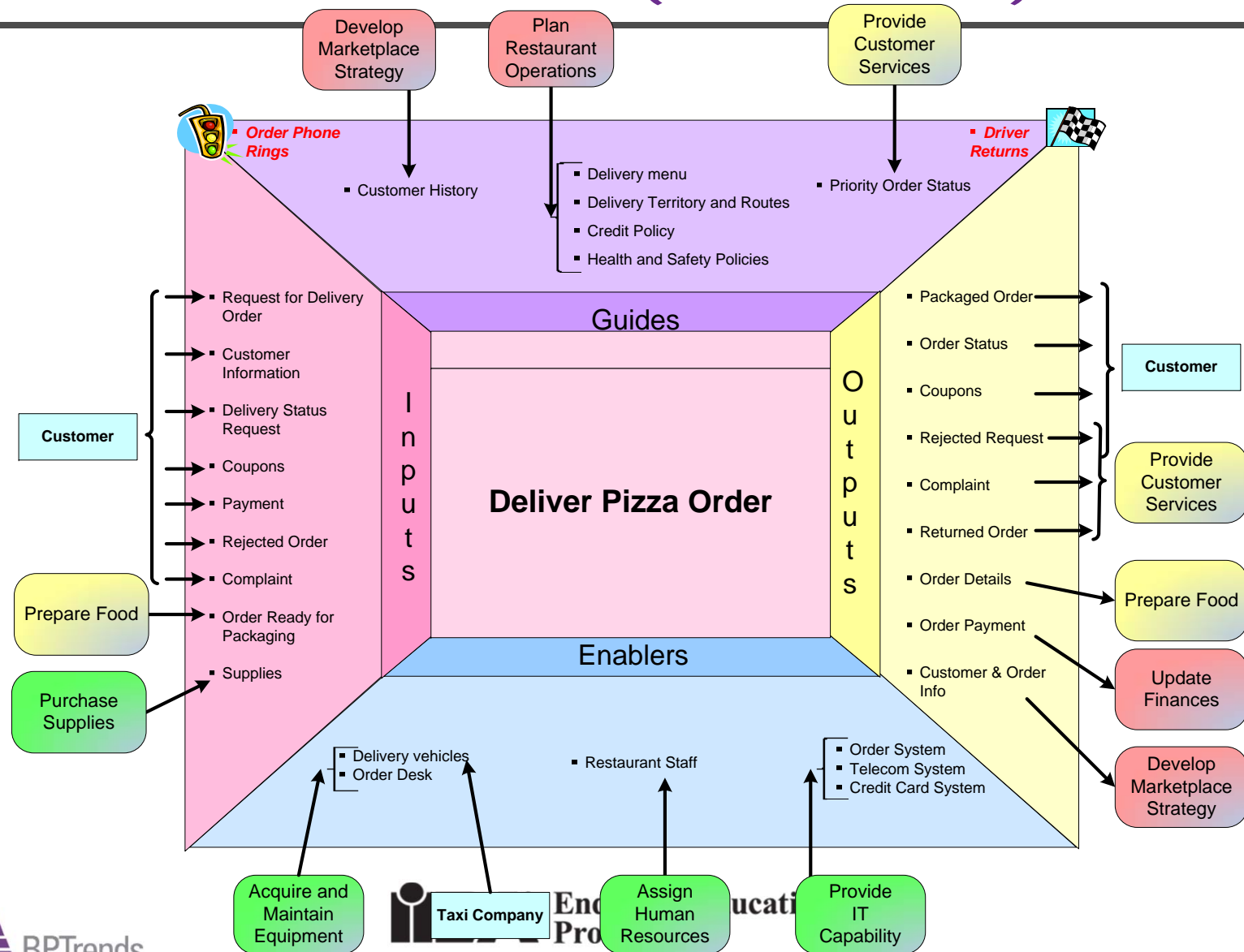
## Core Processes



## Support Processes

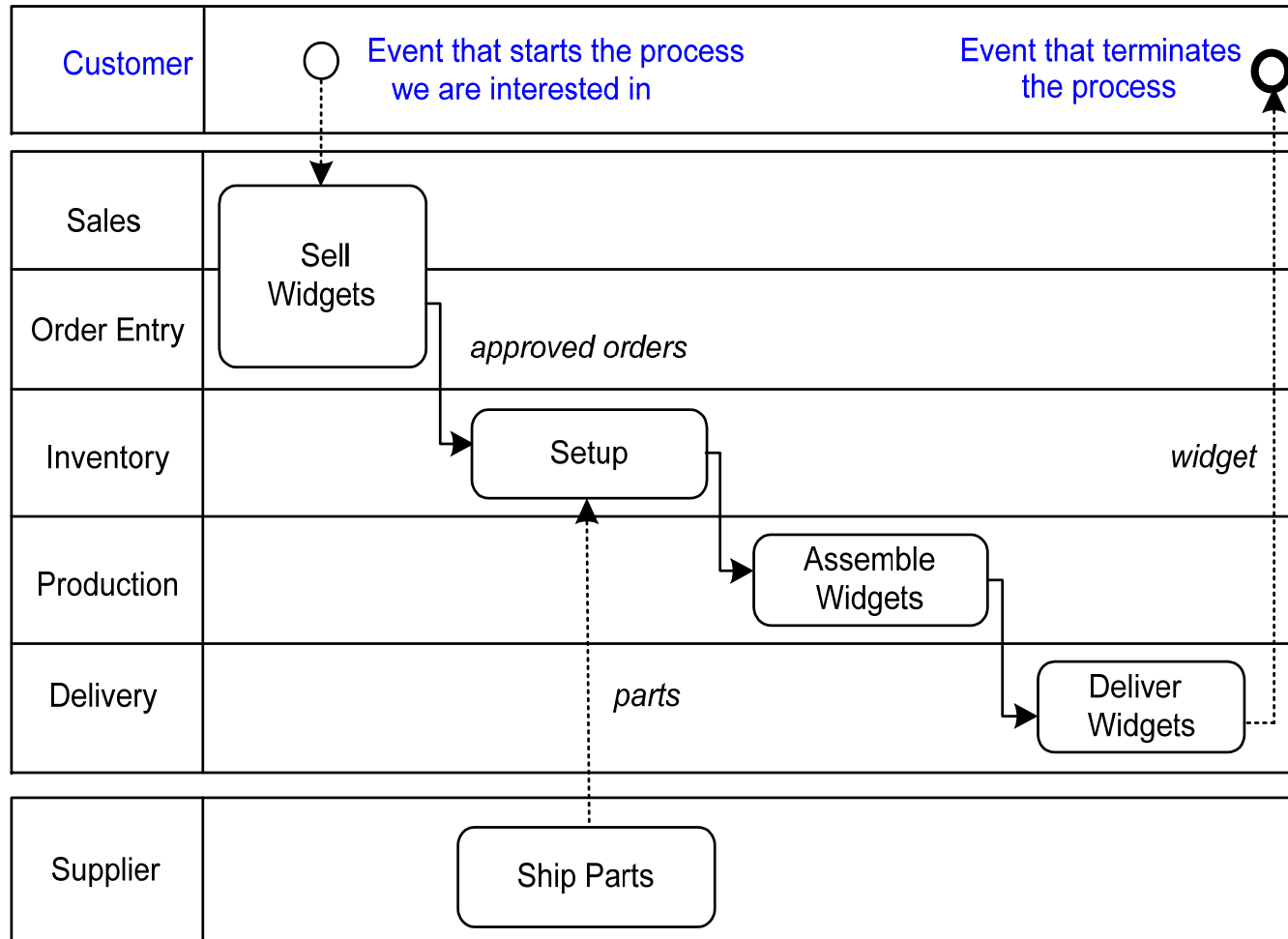


# Diagrams: An IGOE (input, Guide, Output, Enabler) View of a Business Process (Context Model)



# Diagrams: Swim Lane or Core BPMN

Sell Widgets Process



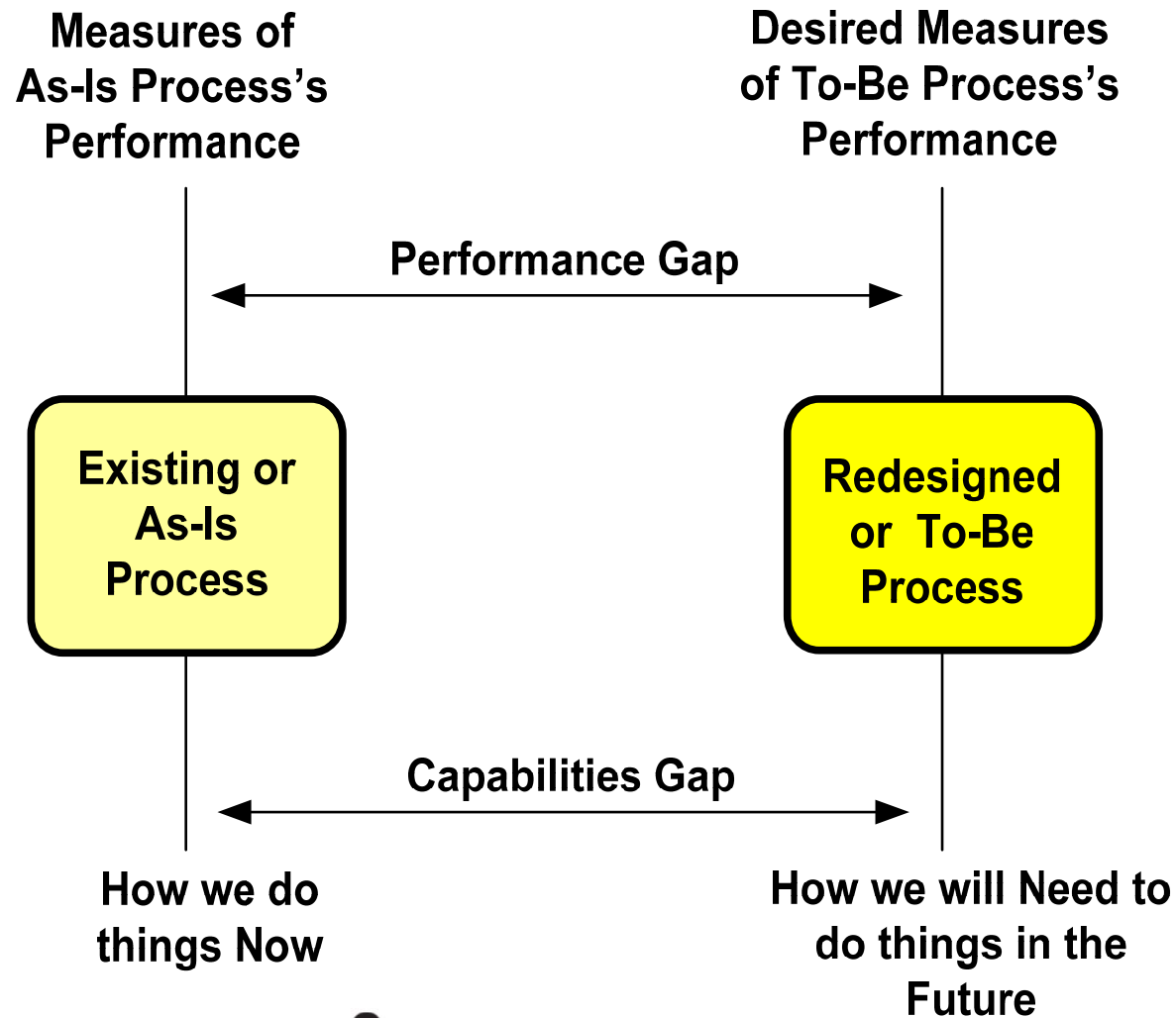


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## Methods for Managing Business Processes

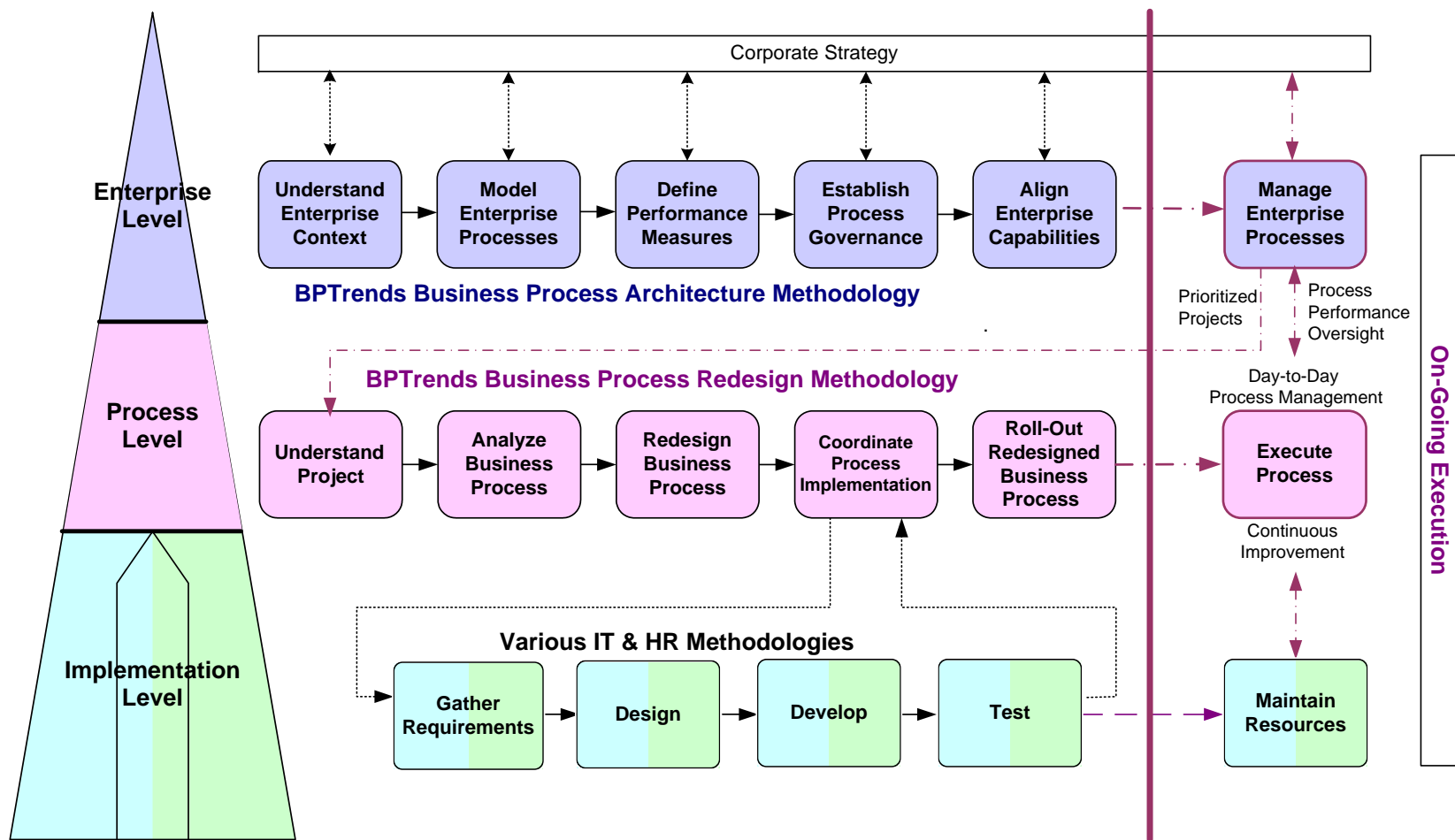
# The Heart of Process Change: Finding and Eliminating Gaps

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# The BPTrends Associates BPM Methodology



# You are a Business Analyst: What Should you do?

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- Learn more about business processes
  - Read the Business Process Manifesto
  - Sign up for BPTrends Knowledge Portal (its free)
  - Get trained on professional BPM concepts, methods and techniques from BPTrends training partners (eg Alithis)
- Apply some concepts right away
  - Use IGOE charts right away for elicitation of needs from your clients, analysis of improvements and facilitation of requirements sessions
  - Use the Burlton Hexagon to synchronize your projects, your business architecture work and your implementation efforts

## You are a BA Manager:

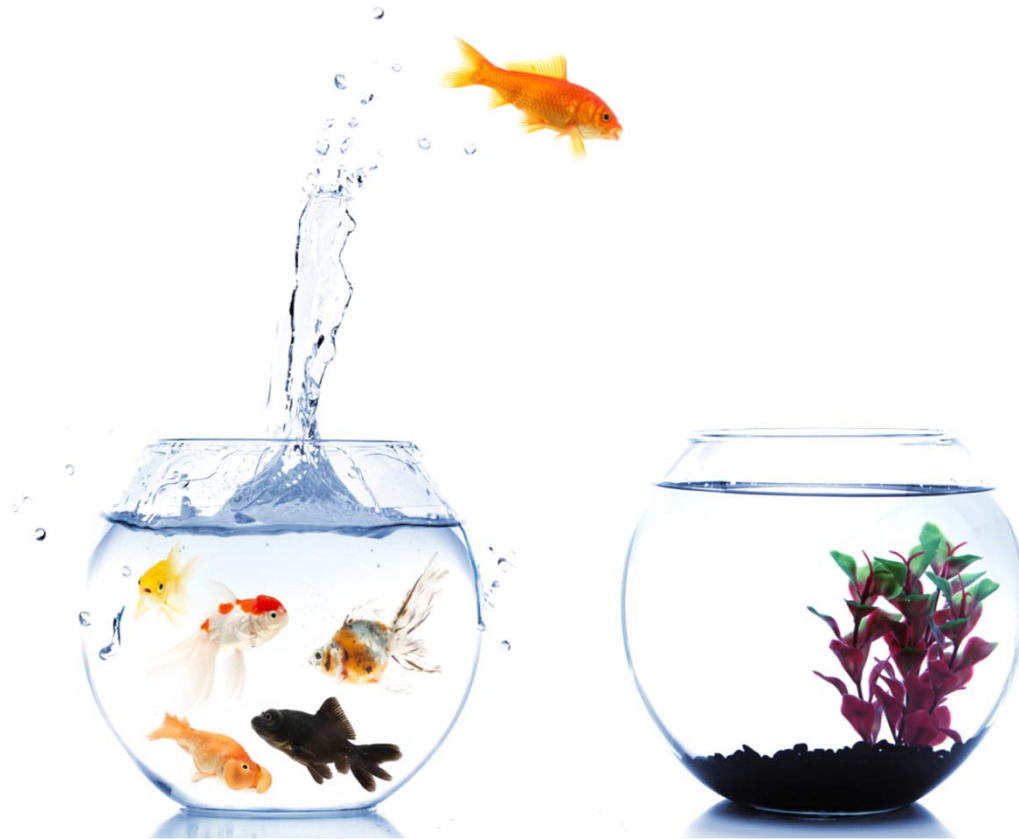
### What Should you do?

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- Learn more about business processes
  - Sign up your team for the BPTrends Knowledge Portal (its free)
  - Budget training for professional BPM (process level) from BPTrends training partners (eg Alithis)
- Pilot the concepts
  - Consider conducting a process maturity assessment and roadmap exercise
  - Start the education of your clients about business processes
  - Use IGOE charts, the Burlton Hexagon and the BPTA methodology on a proof of concept in a small project at the process level

# There is Great Opportunity if you make the leap?

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## For More Information

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- For information on any topic about Business Processes visit:

[www.bptrends.com](http://www.bptrends.com)

- And search on the topic
- Pour les services de formation disponibles en français, visitez:

<http://www.alithis.com/Alithis/Formation/Formation.html>

<http://www.alithis.com/en/Training/Training.html>