



An Agile BPM Project Methodology

Christian Thiemich and Frank Puhlmann

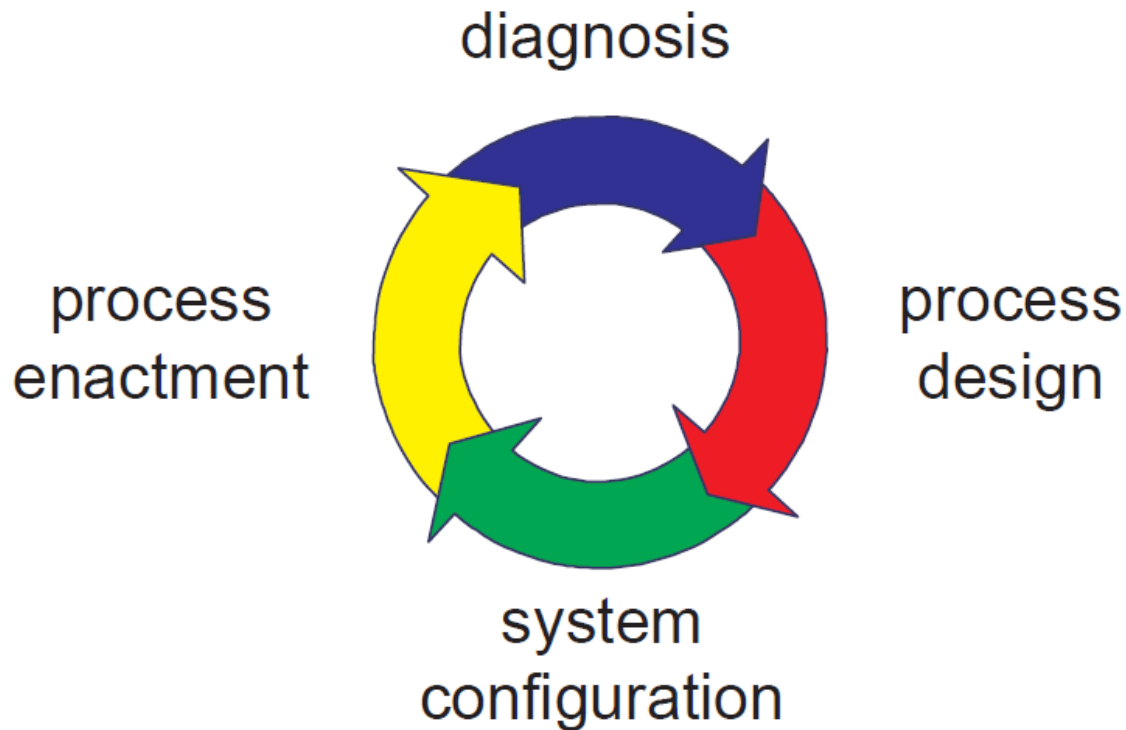
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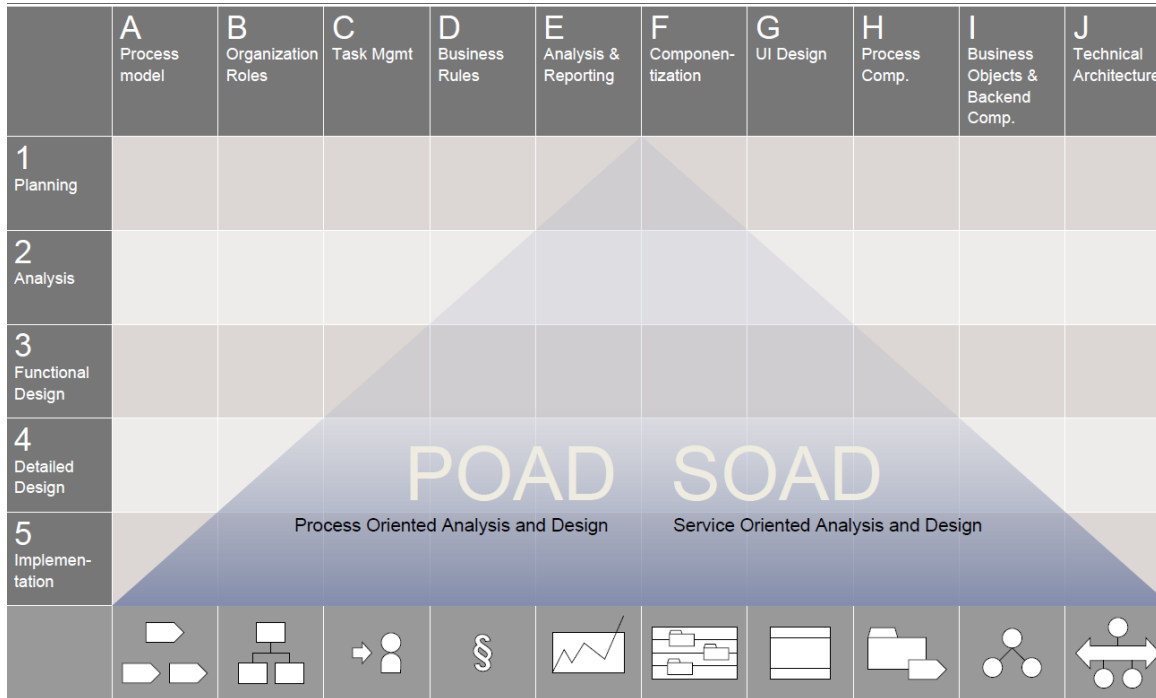
BPM Lifecycle



Van Der Aalst, Wil MP, Arthur HM Ter Hofstede, and Mathias Weske. *Business process management: A survey*. Springer Berlin Heidelberg, 2003.

Approaching Design & Implementation

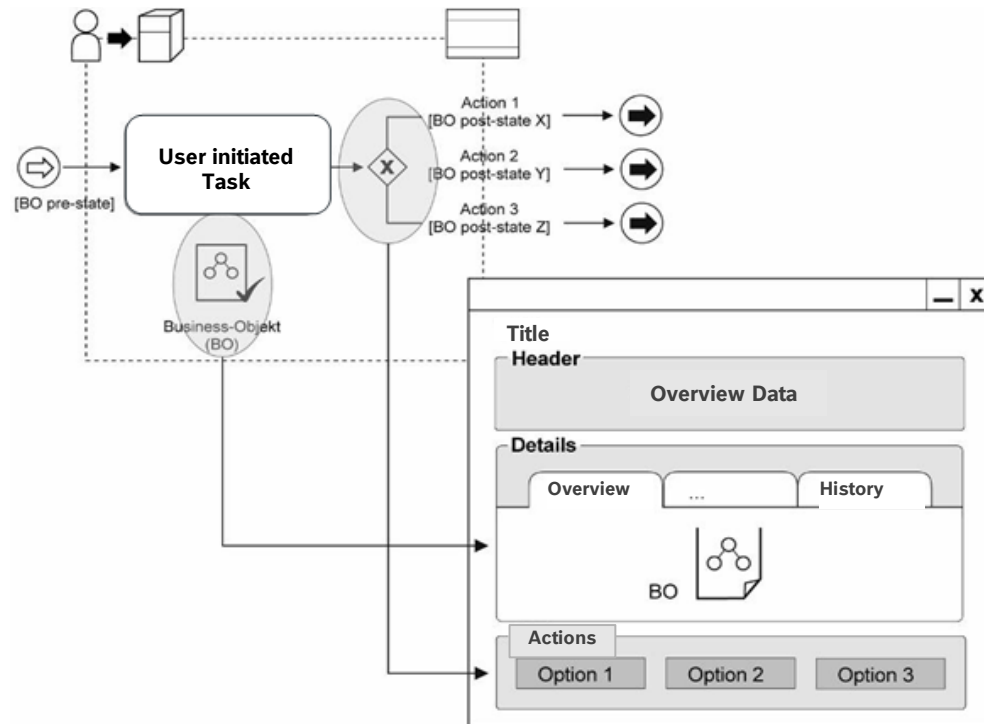
→ Typically split into sub-tasks, such as described in the IBPM-Methodology



Slama, Dirk, and Ralph Nelius. "Enterprise BPM." *Erfolgsrezepte für unternehmensweites Prozessmanagement 1* (2011, English version to appear Q4/2013).

IBPM Pattern Examples

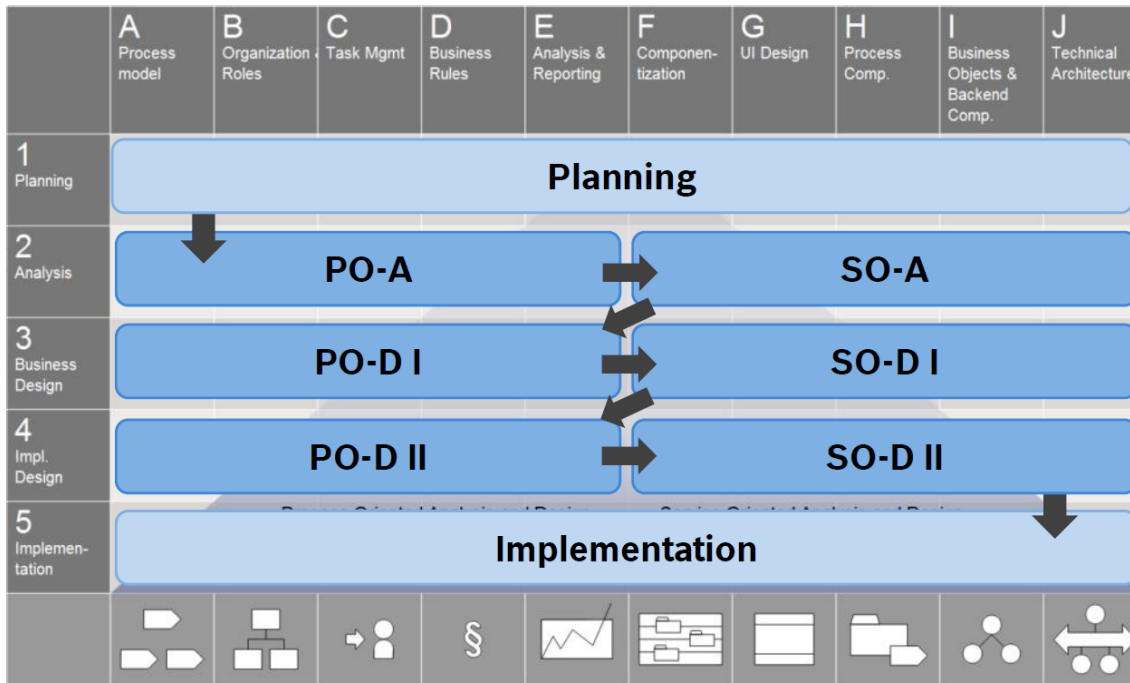
- UI/Process Modeling Pattern
- Master Data Modeling Patterns
- Best practices how to solve BPM problems
- Better usability and user acceptance



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<http://www.enterprise-bpm.org>

IBPM Project Approach

→ „Sequential“ Project Execution



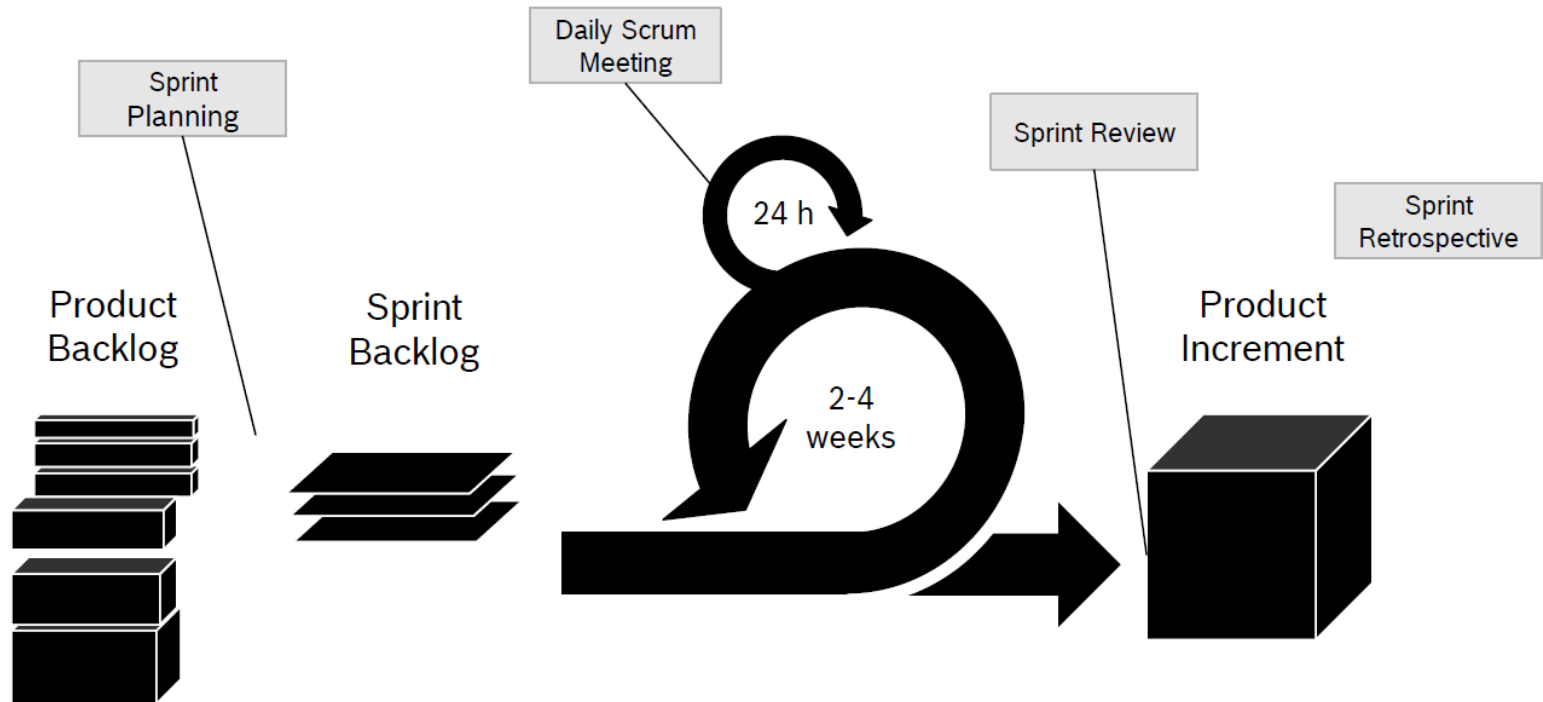
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Some Open Issues

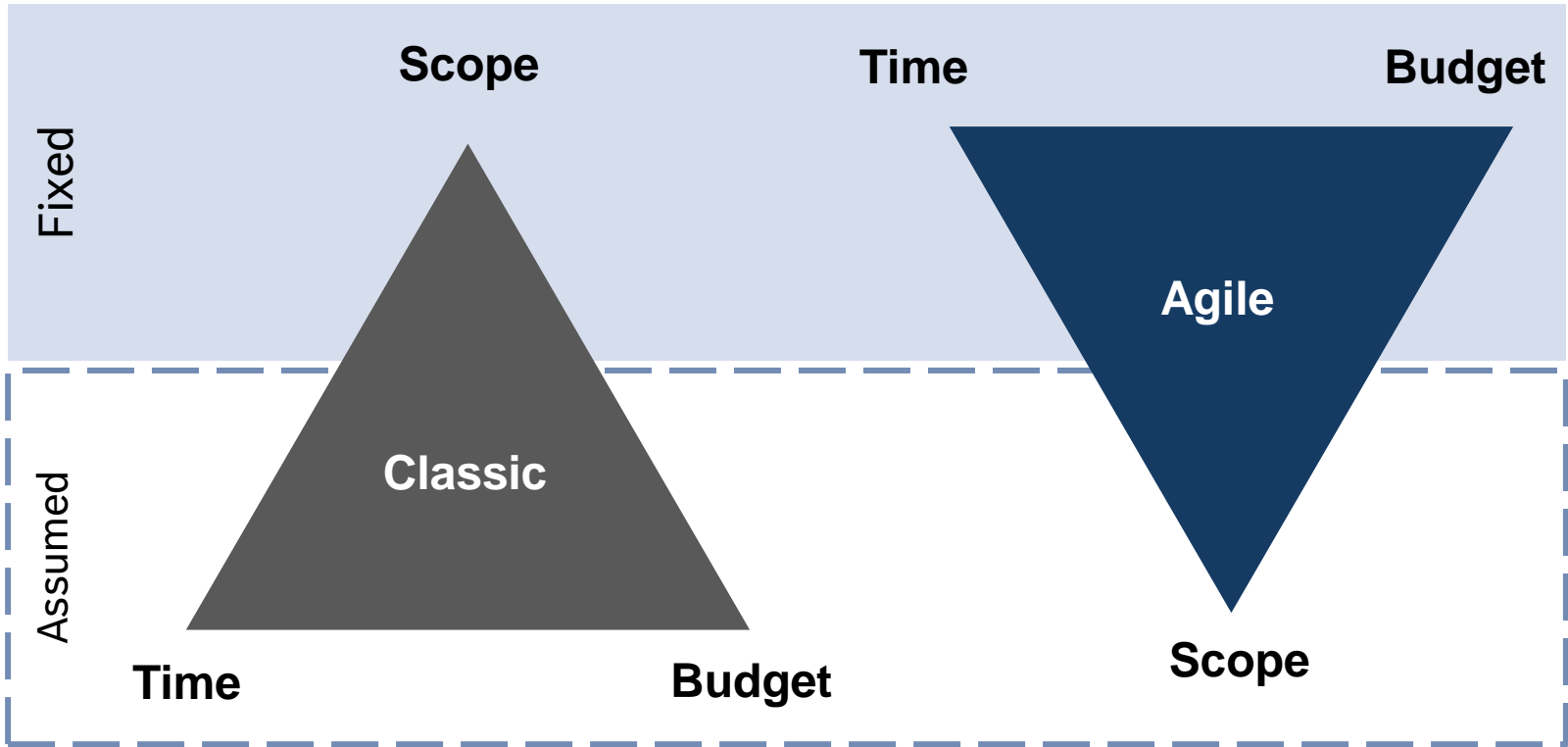
- What **kind of solution** do you get with a waterfall approach?
 - (Exactly what you asked for once...)
- How does it relate to **business agility/flexibility**?
 - (An iteration of the BPM lifecycle might needs some time...)
- How do we cope with the fact that most employees have no **conceptual understanding** of what “business process management” really means for them (in terms of what the IT system can deliver)?
 - (There’s some learning curve involved...)
- How do we handle “**change requests**” in general?
 - (...)



A proven Solution: Agile Methods (example is Scrum)



Magic Project Triangles



Principles from the Agile Manifesto (selection)

- “Our highest priority is to satisfy the customer through **early and continuous delivery of valuable software**”
 - (BPM projects tend to have long analysis and design phases, including late representation of visible results...)
- “Business Professionals and Developers must **work together** on a daily basis throughout the project”
 - (And not “hand over” the requirements and head to the next project...)
- “Simplicity---the art of **maximizing** the amount of **work not done**---is essential”
 - (The focus should always be on a maximum valuable process)

Quotes from <http://agilemanifesto.org/>



Influencing Parameters (selection)

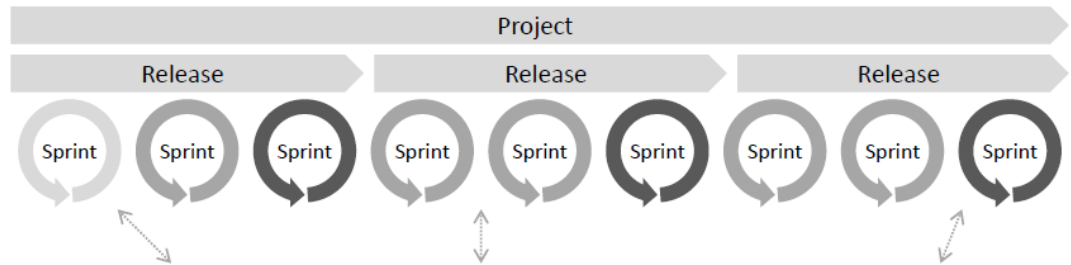
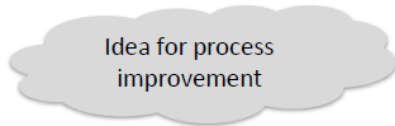
Rather Agile

Open for changes
Established or trustful
Time and material
Few dependencies
CIP or launch
Mostly steady
On site
Focus on one project
Agile and/or IBPM

People and culture
Customer Relation
Contract model and pricing
Size and complexity
Subject
Team
Distribution
Utilization rate
Methodological skills

Rather Classic

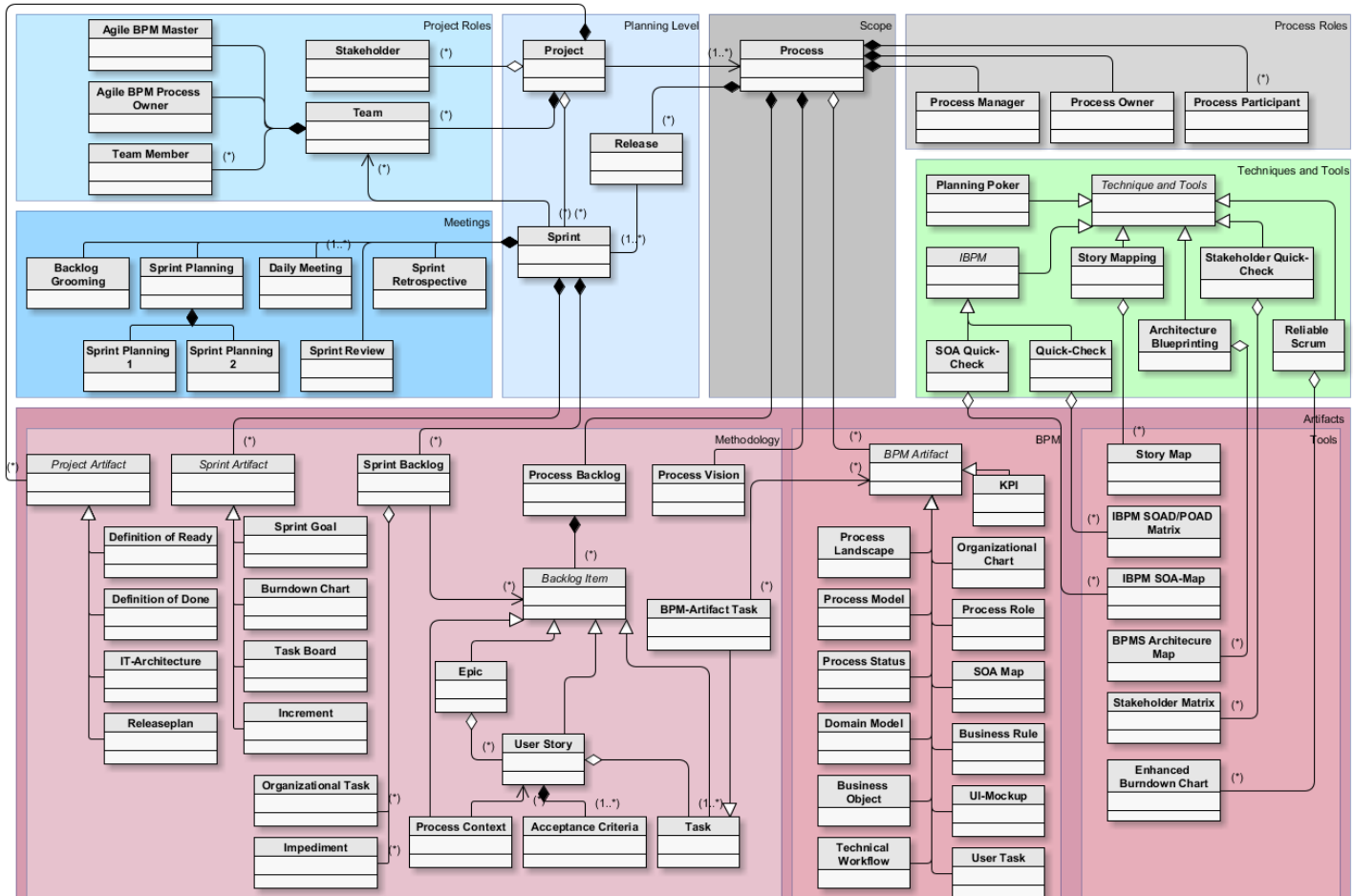
Reject changes, restrictive
New or bureaucratic
Fixed-price
Lots of dependencies
BPR or system replacement
Not steady
Widely distributed
Many parallel projects
Neither agile nor IBPM



	Scoping	Kick-Off	Sprint 0	Sprint 1-n	Releasesprint
Activities	<ul style="list-style-type: none"> Define target parameters Create project idea Define project start/end Identify Stakeholder Evaluate BPM Maturity 	<ul style="list-style-type: none"> Define sprint length Create initial release plan Establish architecture vision Build team 	<ul style="list-style-type: none"> Define Definition of Done & Definition of Ready Identify initial requirements Define initial architecture Setup project environment 	<ul style="list-style-type: none"> Refine process backlog Plan sprint Define tasks Implement requirements Get stakeholder feedback Control project progress Run retrospective 	<ul style="list-style-type: none"> Append Release Notes Train IT operations and end users Integration tests Finish Documentation
Methods	<ul style="list-style-type: none"> Stakeholder Quick-Check 	<ul style="list-style-type: none"> Architecture Blueprinting SOA Quick-Check Skill Analysis IBPM Quick-Check Level 1 	<ul style="list-style-type: none"> IBPM Quick-Check Level 2&3 Story Mapping 	<ul style="list-style-type: none"> IBPM Quick-Check Level 2&3 IBPM Quick-Check Level 4 Story Mapping 	
Artifacts	<ul style="list-style-type: none"> Project Idea List of Stakeholder 	<ul style="list-style-type: none"> Architecture Vision SOA-MAP First Releaseplan Skillmatrix 	<ul style="list-style-type: none"> Def. of Done Def. of Ready Process Backlog Story Map 	<ul style="list-style-type: none"> Sprint Backlog Process Increment Story Map 	<ul style="list-style-type: none"> Training documents Release Notes Documentation



Meta Model



Artifacts

BPM

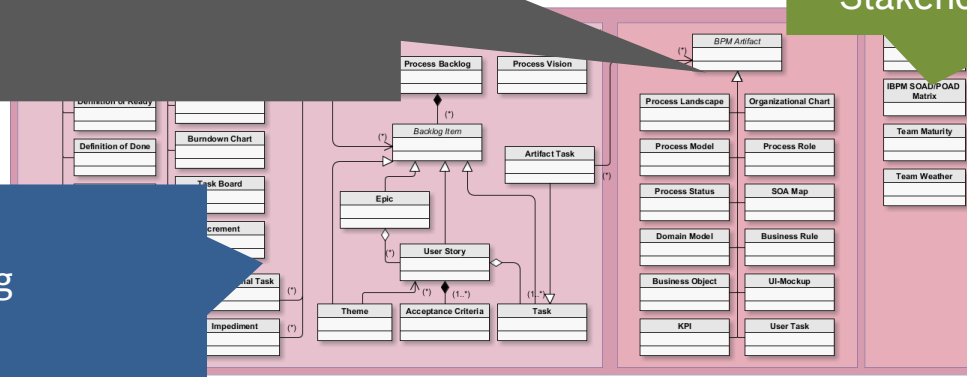
- Process model
- Organizational Chart
- Business Rule
- Domain Model
- Business Object
- KPI

Methods & Tools

- IBPM Quick-Check
- IBPM SOA-Map
- Story Map
- Architecture Blueprint
- Stakeholder Matrix

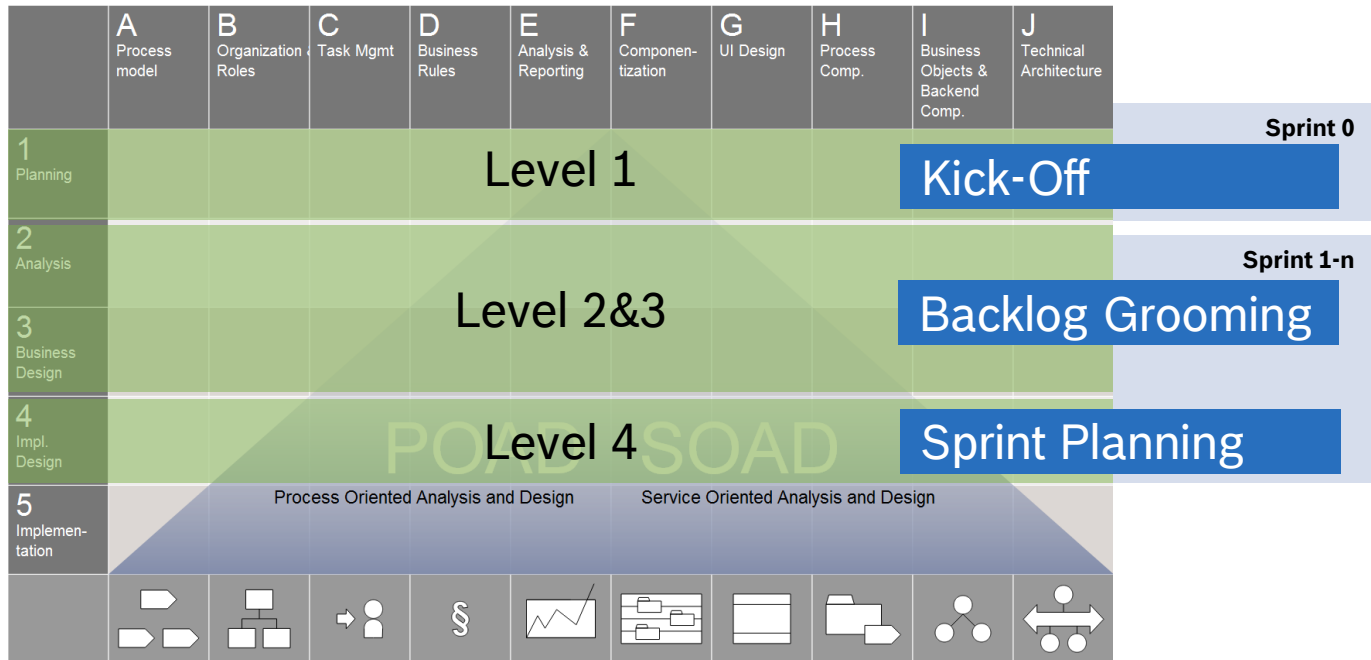
Approach

- Process Backlog
- Sprint Goal
- User Story
- Artifact Task
- Definition of Done



IBPM Matrix in Agile Projects

→ Different IBPM Quick-Check Level depending on the project state and the meeting type



IBPM Matrix and User Stories

→ Agile BPM User Story Template

<Title of the Story>	
Role	As <Role> I want
Goal	<something>
Reason	to get a <Benefit>
Priority	1
Story Points	3

Front

Mapping to a process (step)

Acceptance Criteria										
Create Purchase Requisition										
a)	Criteria 1									
b)	Criteria 2									
IBPM Quick-Check										
	A	B	C	D	E	F	G	H	I	J
	✓	✓	✗	✗	✓					✓

Acceptance Criteria

	A	B	C	D	E	F	G	H	I	J
1										
2										
3										
4										
5										

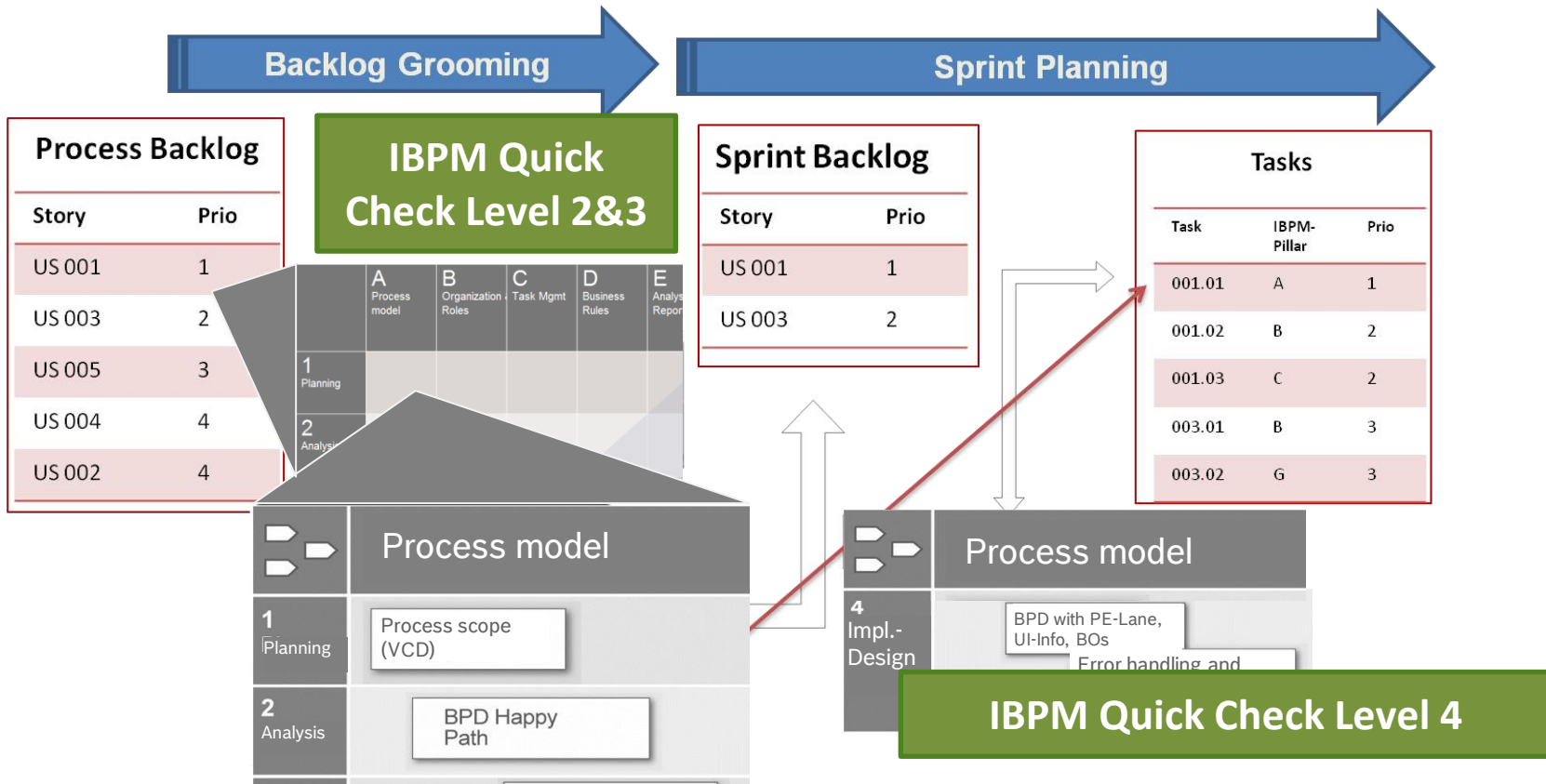
IBPM Story Check

Back



IBPM Helps to Get Things “Done”!

→ Using the IBPM Quick Checks to get a Story ready/done



BPM is all about people



In a nutshell

- We introduced an **agile BPM project methodology** based on an existing BPM methodology and an agile software development framework
- In contrast to existing BPM methodologies, the proposed methodology focuses on the **customer first**
- The approach merges the first two steps of the BPM lifecycle (process design and system configuration) into small iterations, usually leading to **“better” processes** in the spirit of BPM
- Nevertheless, there is no preferred approach (it really **depends on the project**)

