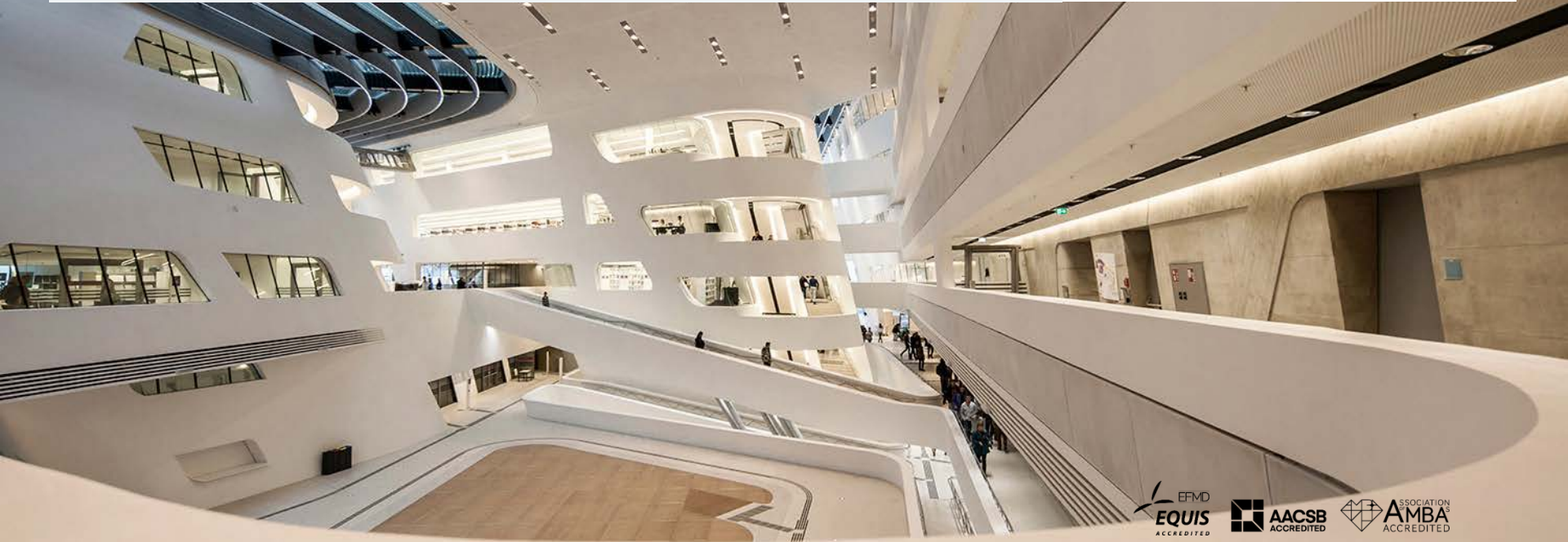


The Past, Present and Future of Business Process Management

Prof. Dr. Jan Mendling (WU Vienna)





Oscar Pastor
João Falcão e Cunha (Eds.)

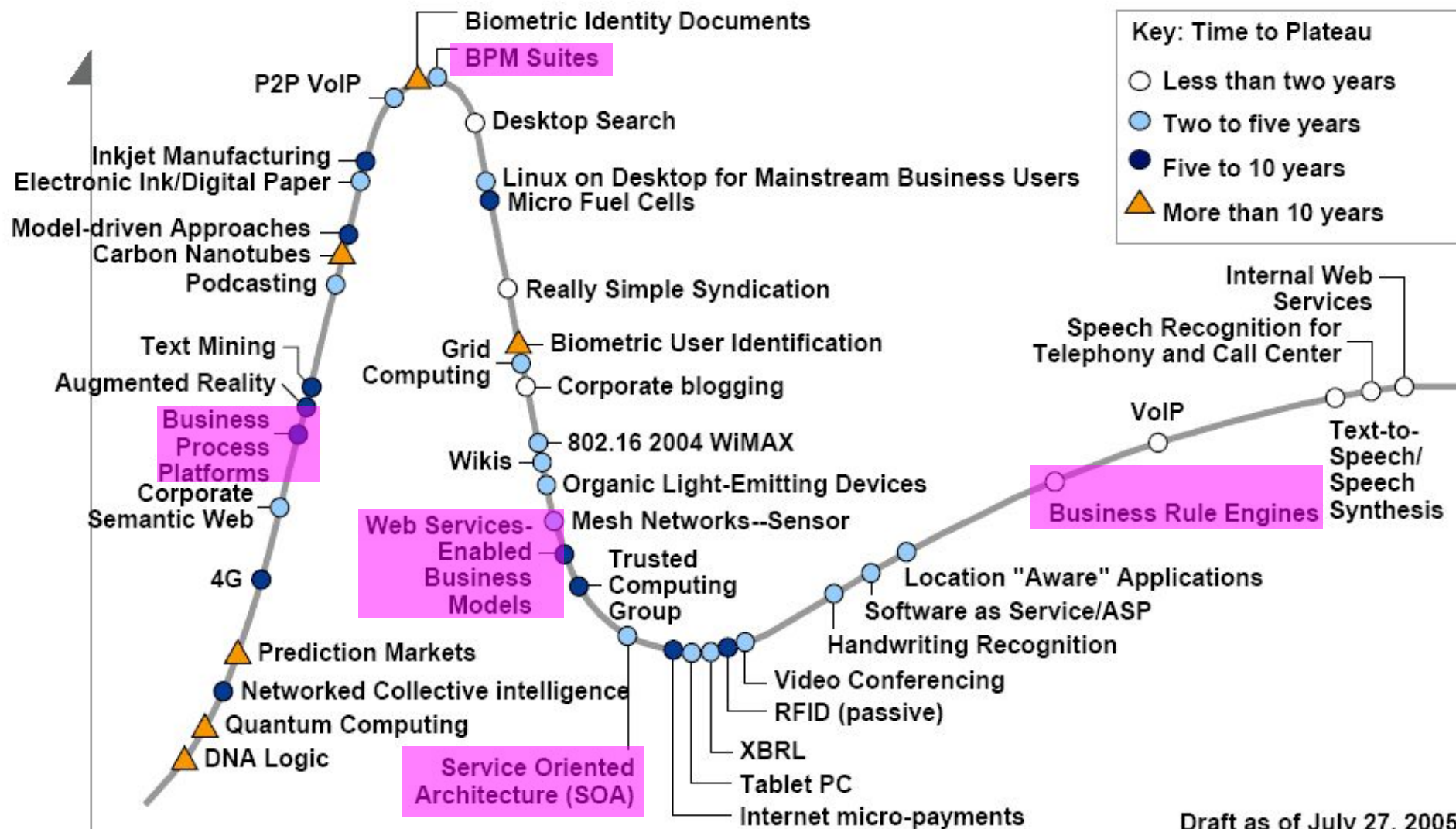
LINC 3520

Advanced Information Systems Engineering

17th International Conference, CAISE 2005
Porto, Portugal, June 2005
Proceedings

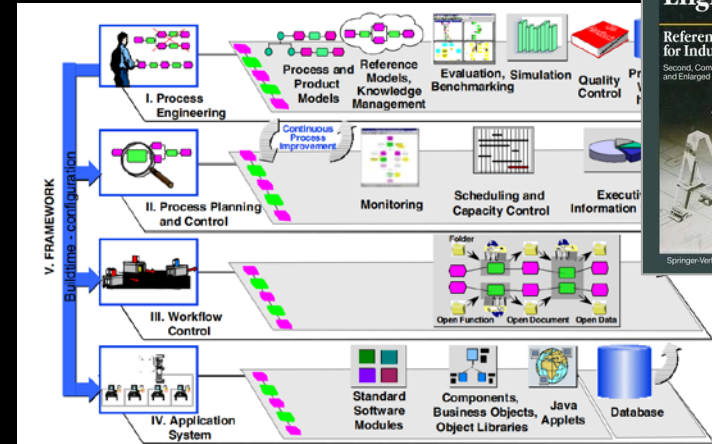
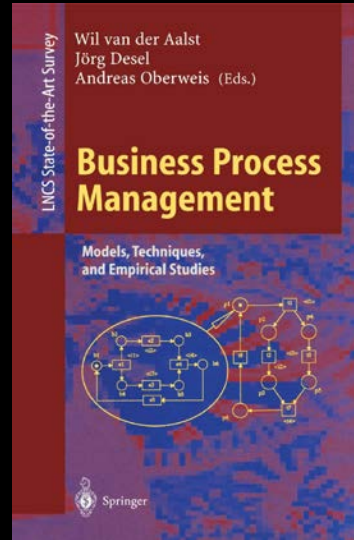
Porto, June 2005

 Springer

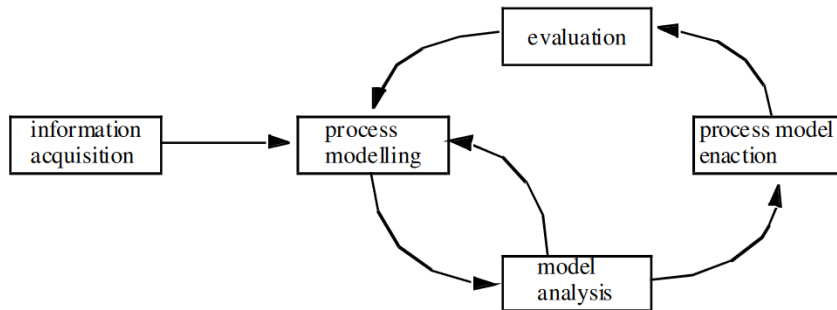
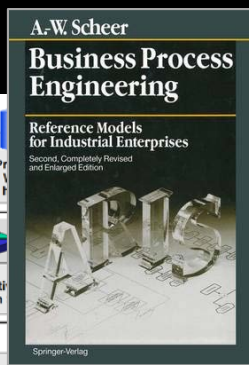


Draft as of July 27, 2005

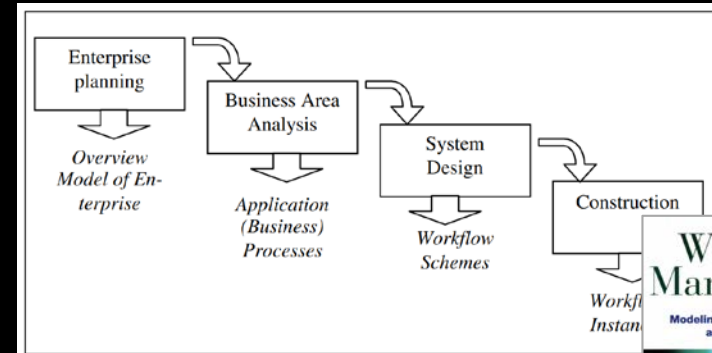
BPM in the year 2000



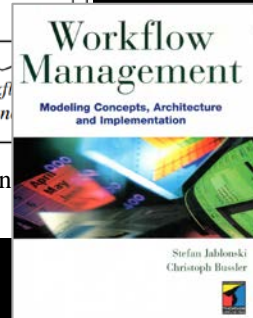
Scheer/Nüttgens (2000). ARIS Architecture and Reference Models for Business Process Management



Deiters (2000). Information Gathering and Process Modeling in a Petri Net Based Approach



Jablonski (2000): Workflow Management between Formal Theory and Pragmatic Approaches

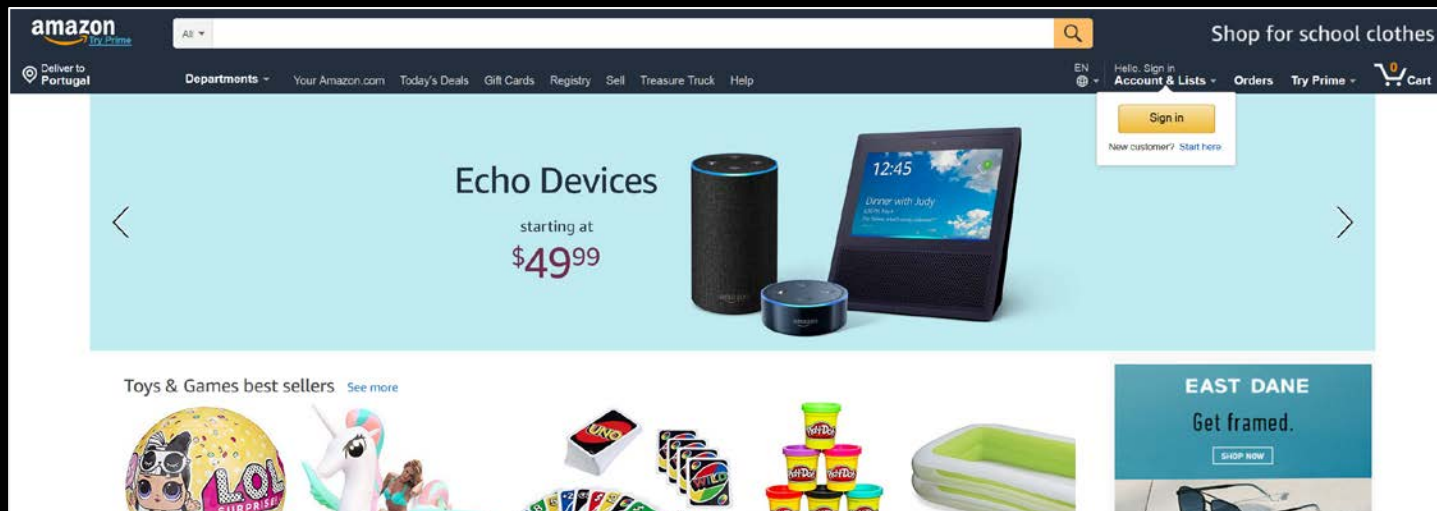


2000



How business processes have changed

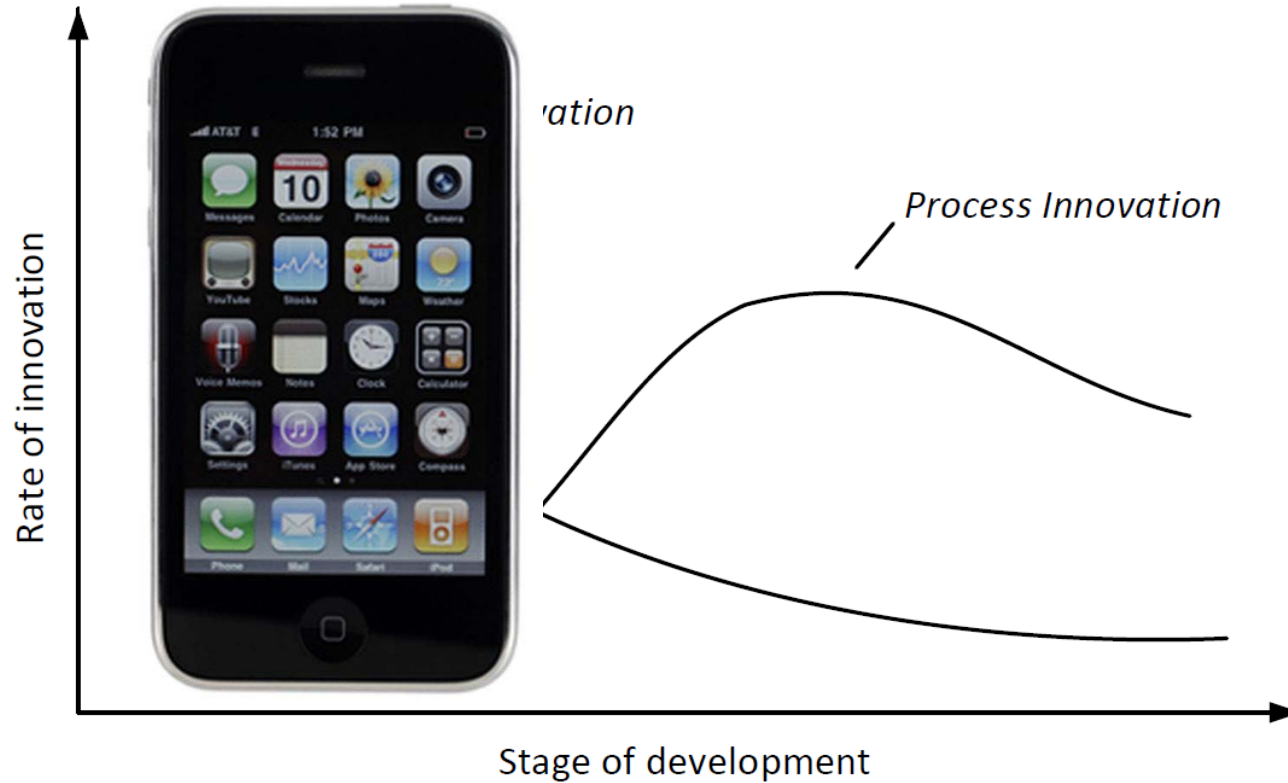
2018



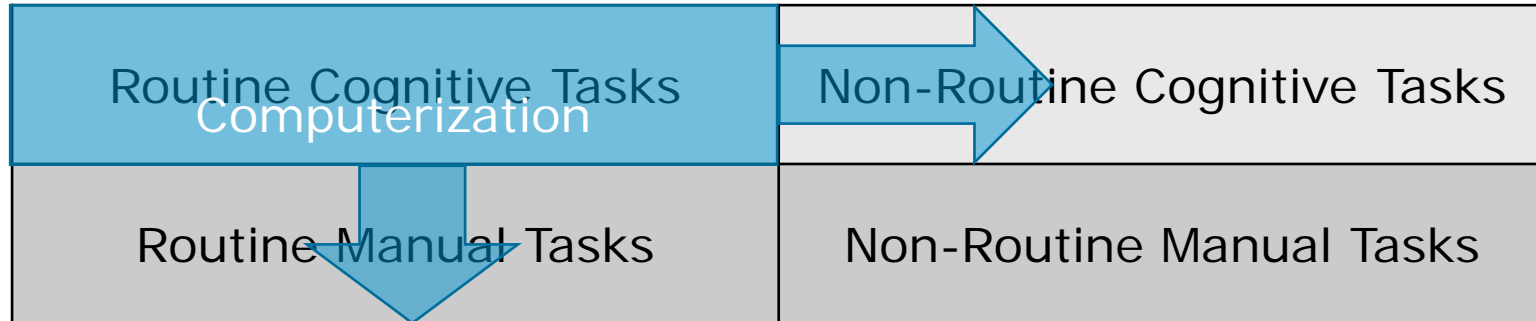
Turbulent Times for many industries



Old Wisdom by Utterback & Abernathy (1975)



Computerization of Tasks



Computerization of non-routine cognitive tasks

HEALTH

Watson goes to Asia: Hospitals use supercomputer for cancer treatment

By IKE SWETLITZ @ikeswetlitz / AUGUST 19, 2016

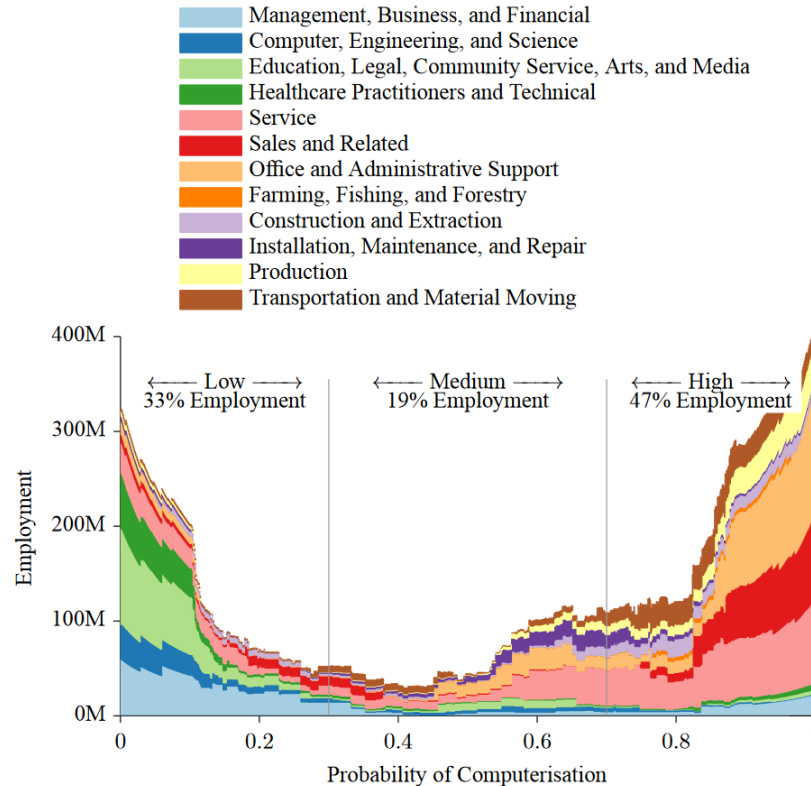


Computerization of routine manual tasks

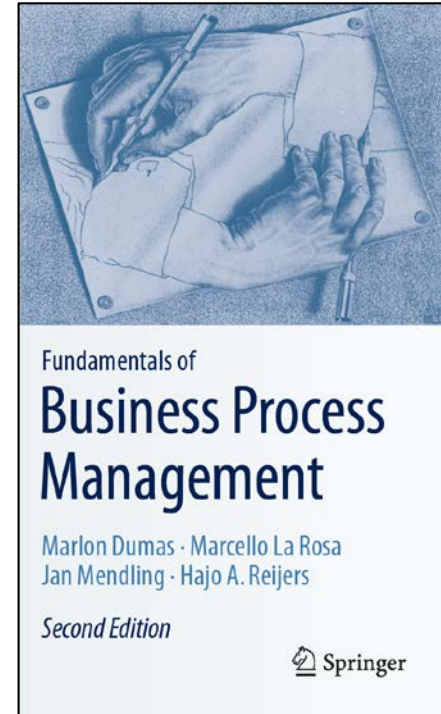
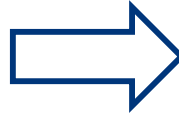
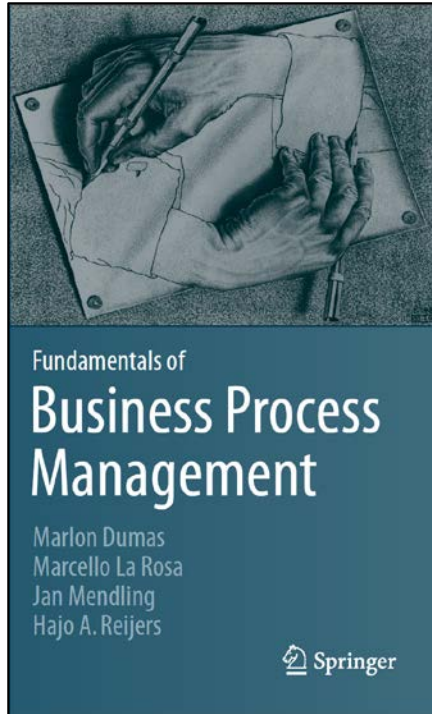


Amazon has added more soldiers to its robot army over the past year. The e-commerce giant now has 45,000 robots shuffling products around 20 distributions centers. This is a 50% increase from the 2015 holiday season when the company reported 30,000 robots

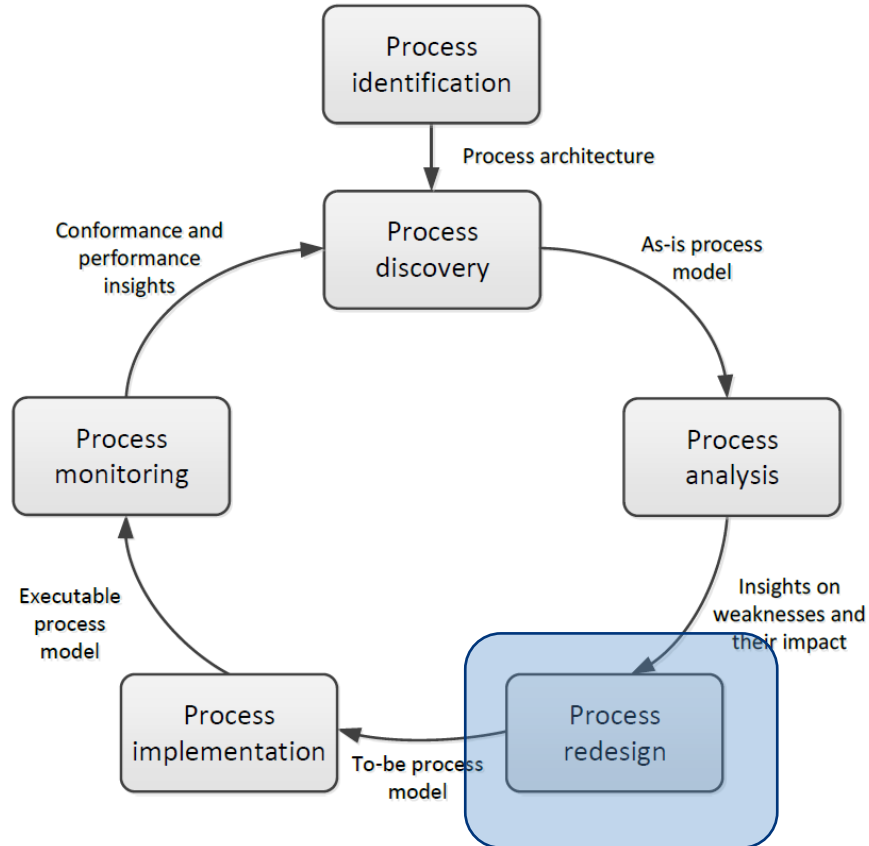
Impact of Computerization on Tasks



Organizing BPM of Today

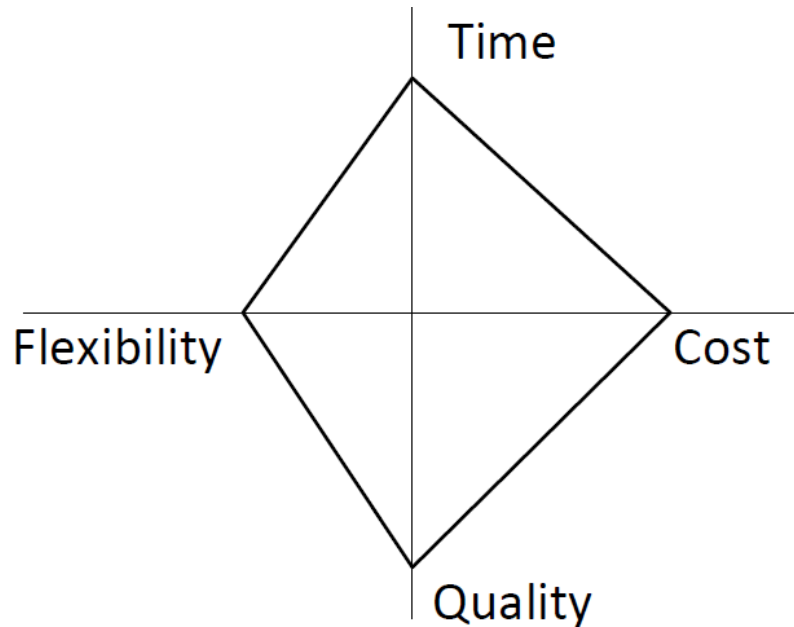


1) Redesign has changed



Directions for Process Redesign

The Devil's Quadrangle



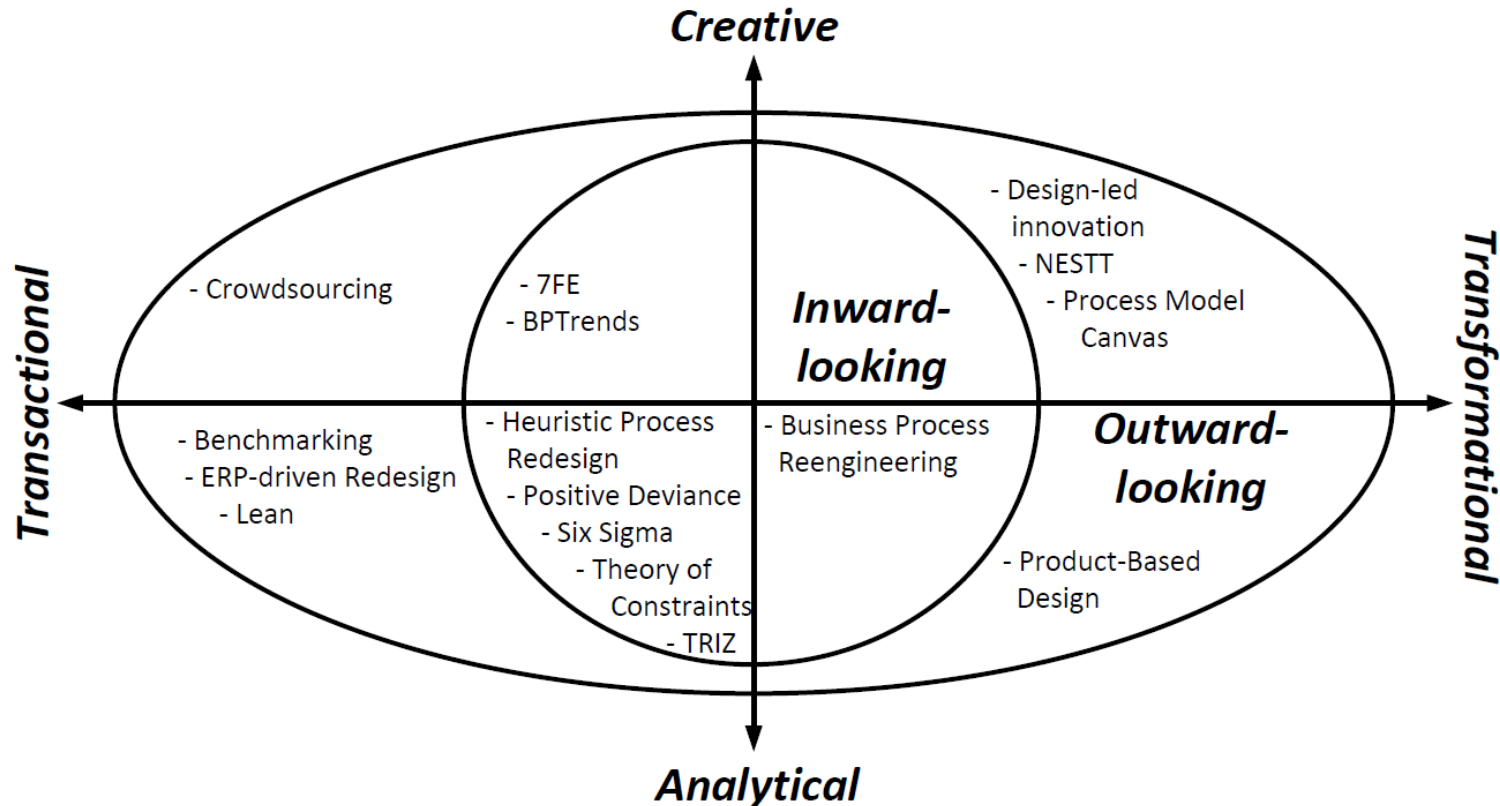
Elements of Redesign

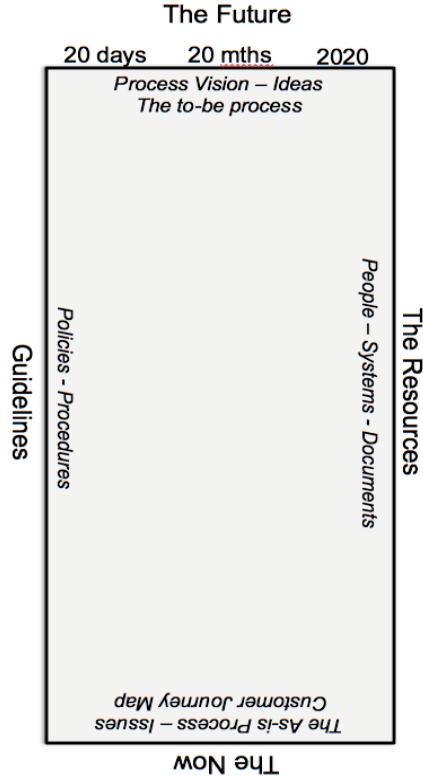
- Customers
- Business Process Operation
- Business Process Behavior
- Organization
- Information
- Technology
- External Environment


Putting back the „Design“ into Redesign



The Process Redesign Orbit







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Rapid process redesign with the NESTT

Overview

Details

Register your interest



Make a real difference

Working collaboratively over the three days of the course, you'll learn to dramatically change organisational processes to achieve a more efficient, pain-free experience for service users.

The NESTT is a rapid process redesign methodology developed by QUT's business process management discipline. It combines approaches from diverse fields like process improvement, agile development, project management and design thinking into a unique methodology.

The NESTT is tailored for complex business processes that require transformational change in a short period. It's a people-focused approach with new ideation tools to ensure a comprehensive design space. User validation and business cases convert this design space into pragmatic solutions targeting the defined success measures.

QUT has conducted a number of successful redesign projects with the NESTT, leading to substantial organisational improvements.

Who should participate

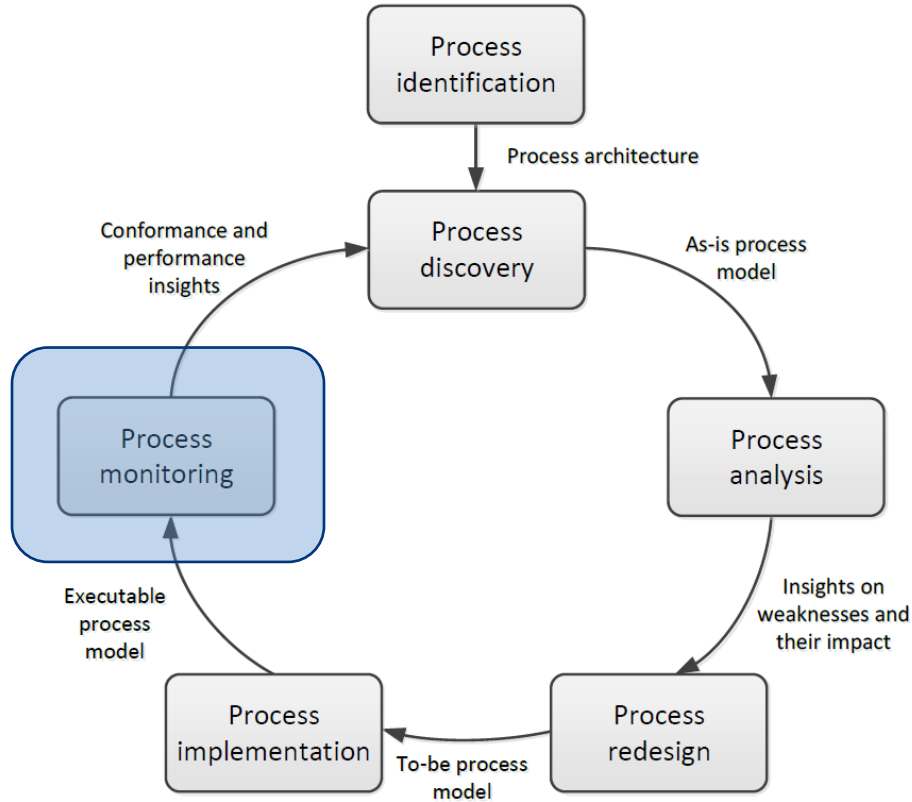
This course is designed for business analysts, project managers, service owners and managers in business improvement units.

Delivery

Where:
QUT Gardens Point

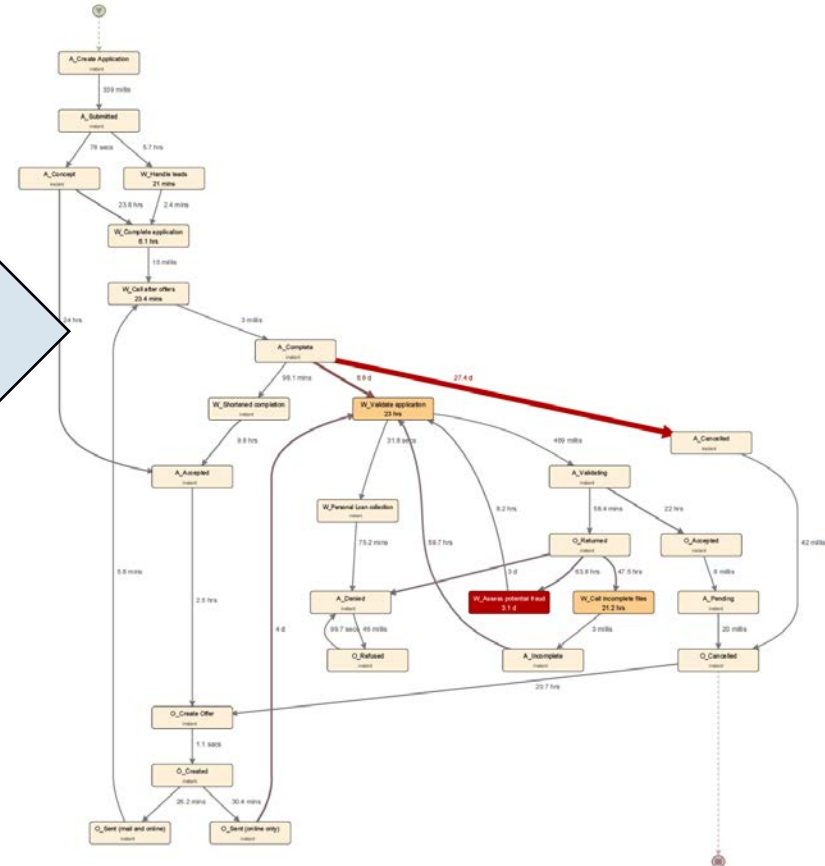
! Register your interest for future courses.

2) Process Monitoring has changed



Process Mining

order number	activity	timestamp	user
9901	register order	22-1-2014@09.15	Sara Jones
9902	register order	22-1-2014@09.18	Sara Jones
9903	register order	22-1-2014@09.27	Sara Jones
9901	check stock	22-1-2014@09.49	Scott
9901	ship order	22-1-2014@10.11	Sue Fox
9903	check stock	22-1-2014@10.34	Pete Scott
9901	handle payment	22-1-2014@10.41	Carol Hope
9902	check stock	22-1-2014@10.57	Pete Scott
9902	cancel order	22-1-2014@11.08	Carol Hope
...



Behavioural Relationships

Event log:

10: a,b,c,g,e,h

10: a,b,c,f,g,h

10: a,b,d,g,e,h

10: a,b,d,e,g,h

10: a,b,e,c,g,h

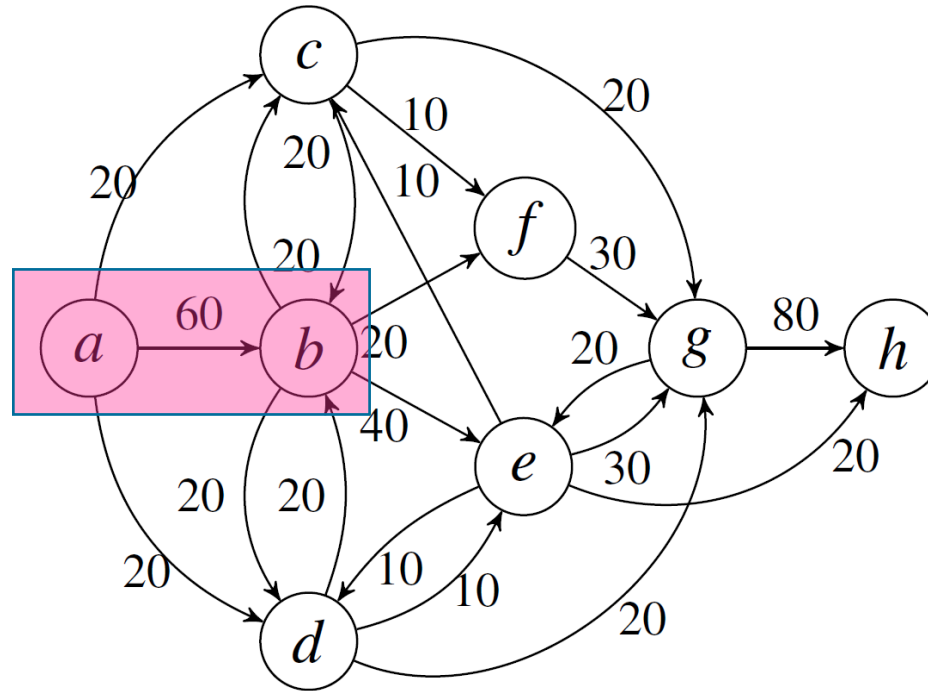
10: a,b,e,d,g,h

10: a,c,b,e,g,h

10: a,c,b,f,g,h

10: a,d,b,e,g,h

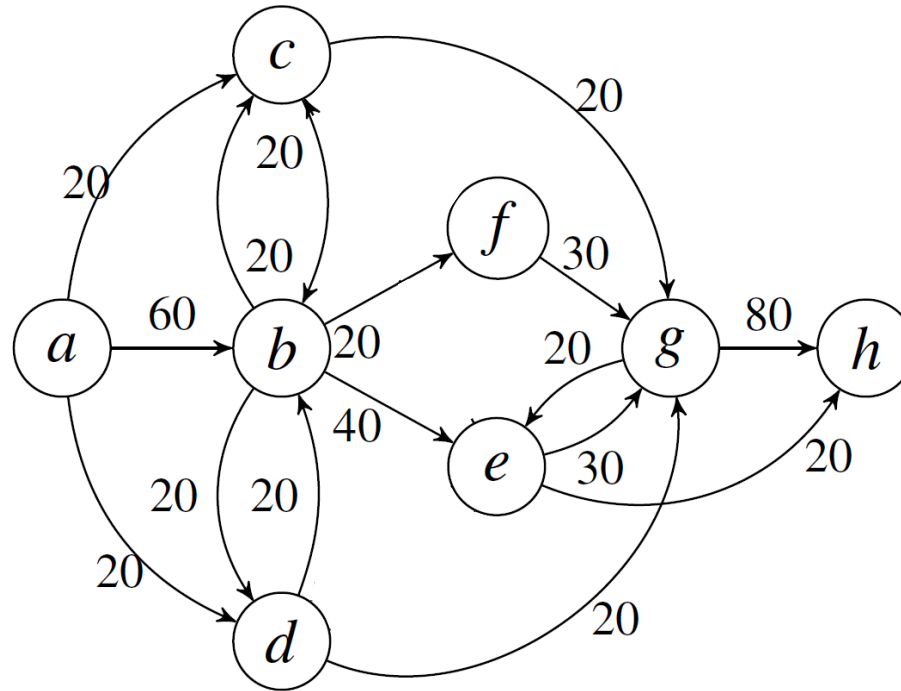
10: a,d,b,f,g,h

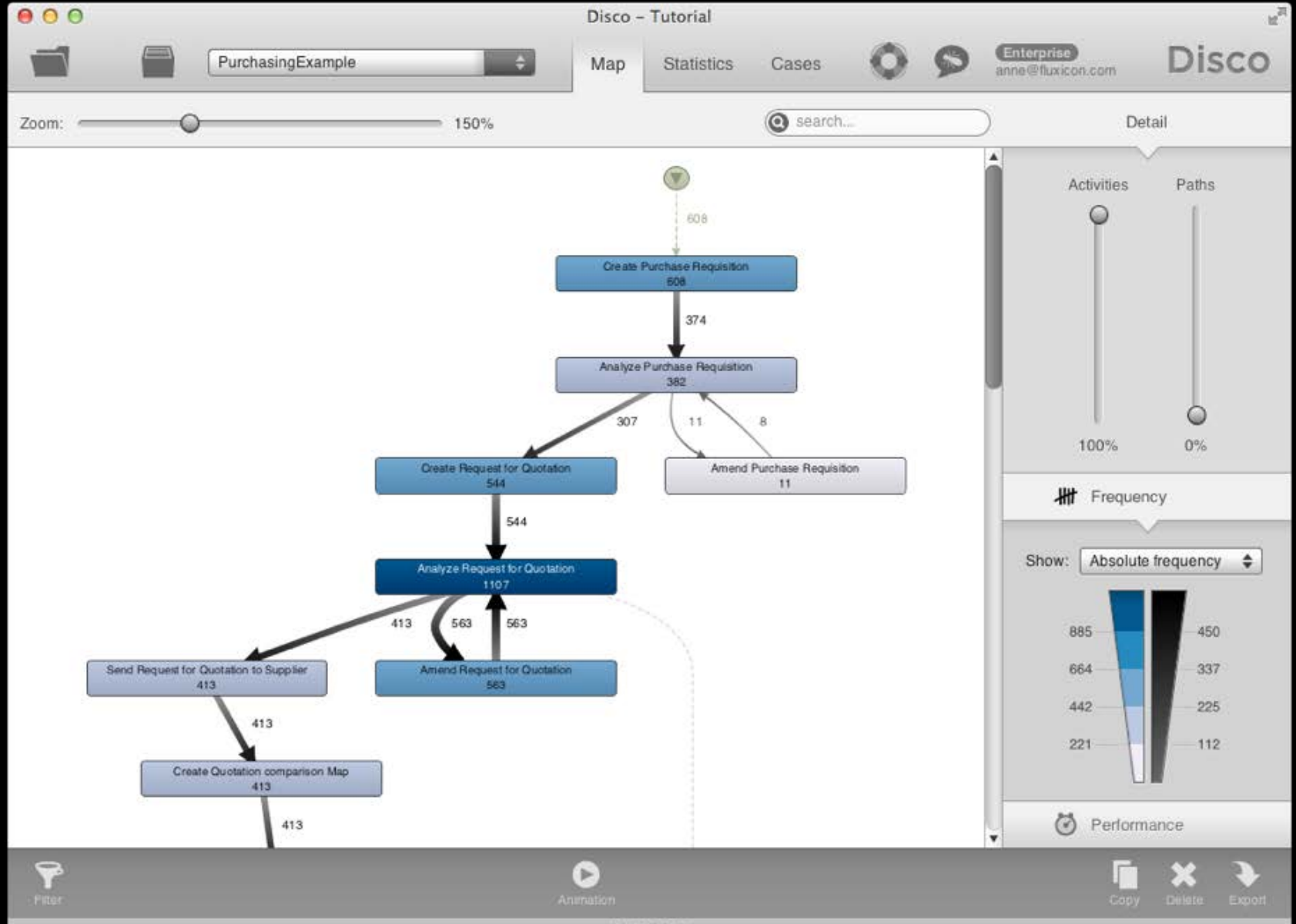


Behavioural Relationships ≥ 20

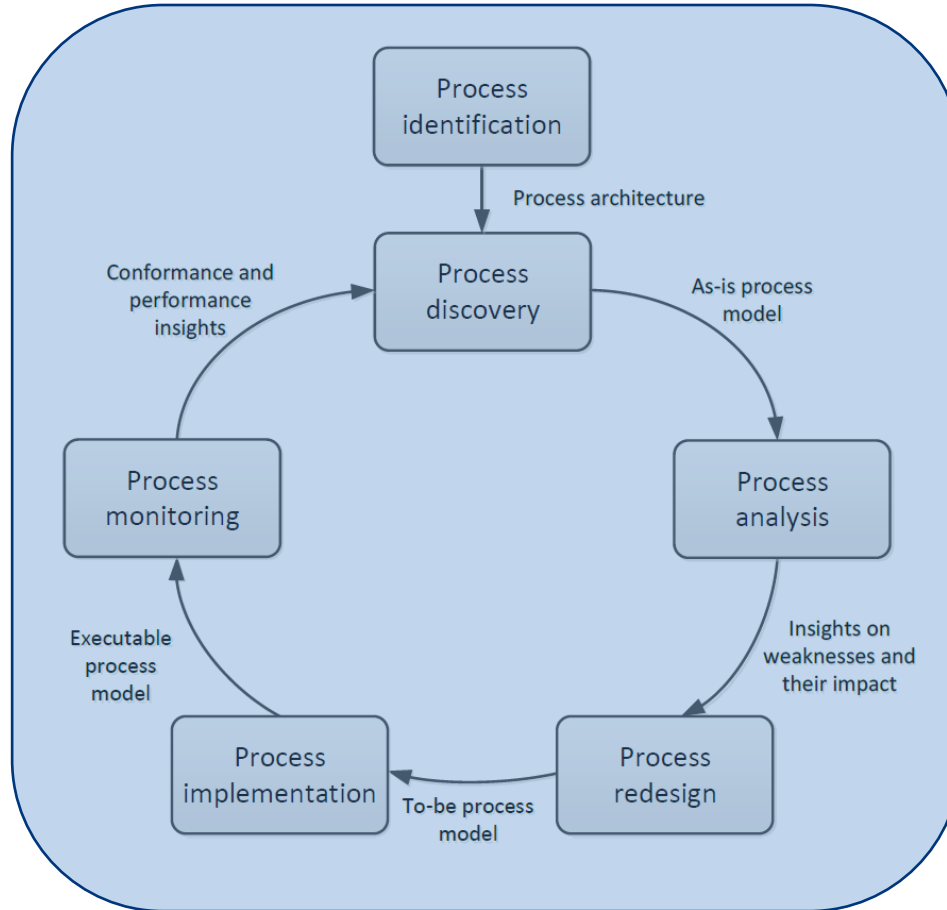
Event log:

10: a,b,c,g,e,h
10: a,b,c,f,g,h
10: a,b,d,g,e,h
10: a,b,d,e,g,h
10: a,b,e,c,g,h
10: a,b,e,d,g,h
10: a,c,b,e,g,h
10: a,c,b,f,g,h
10: a,d,b,e,g,h
10: a,d,b,f,g,h





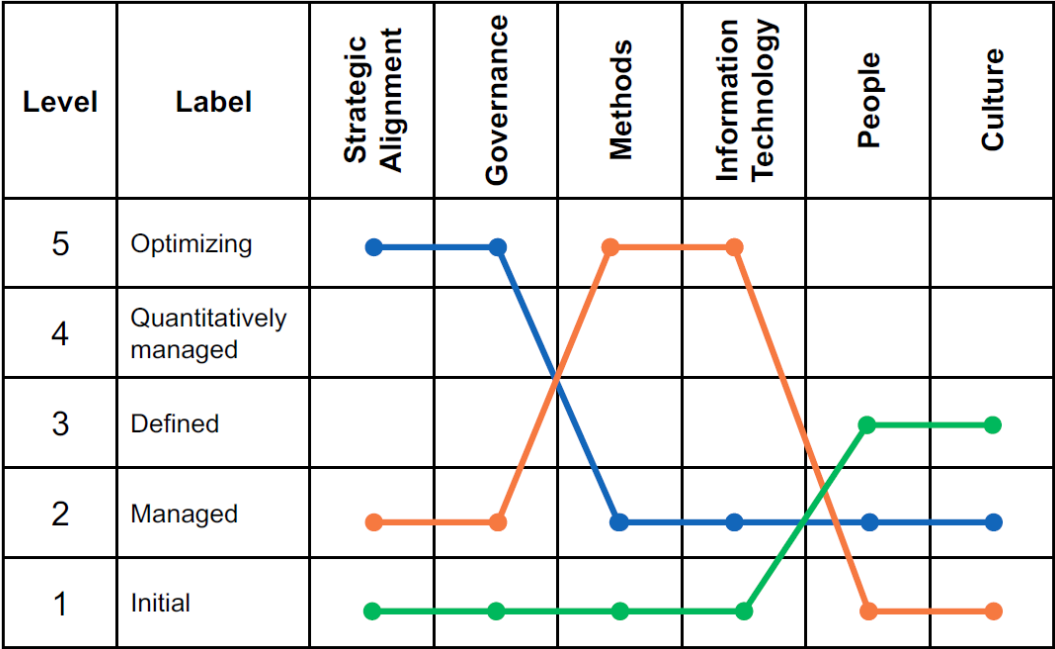
3) The scope of BPM has changed



Factors of BPM Maturity

Methods	Information Technology
Process identification and discovery	Process identification and discovery
Process analysis and redesign	Process analysis and redesign
Process implementation and execution	Process implementation and execution
Process monitoring	Process monitoring
BPM project and program management	BPM project and program management

Differing BPM Maturity Profiles



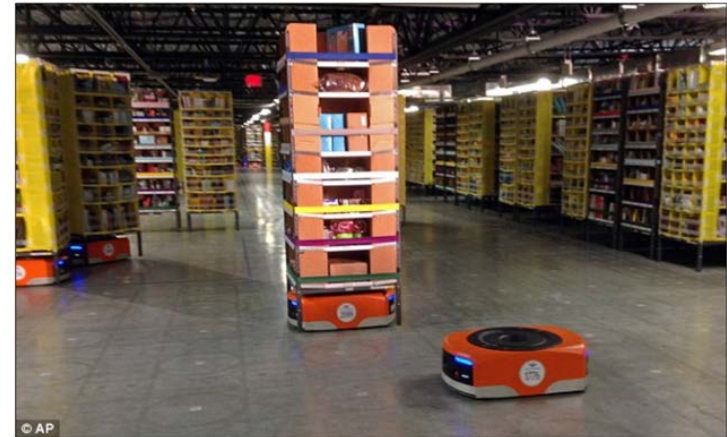
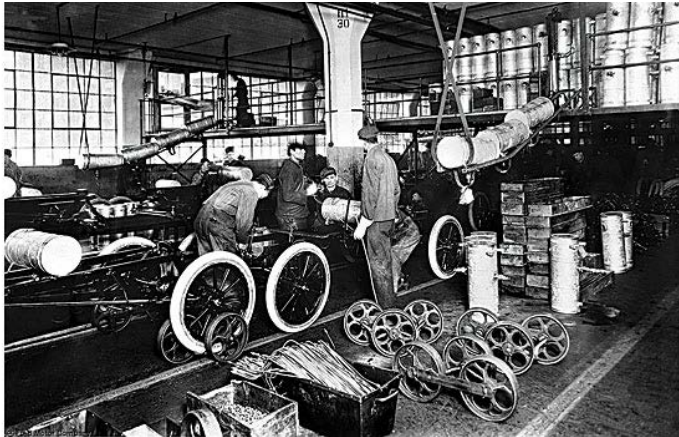
BPM of the Future



1) Future BPM Objectives: Innovative Restructuring of Tasks and Coordination

„The extent of computerisation in the twenty-first century will thus partly depend on innovative approaches to task restructuring.”

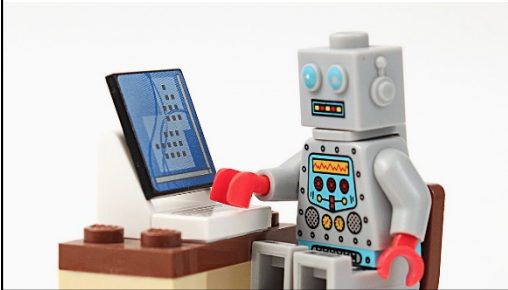
Frey/Osbourne 2017



2) Future Types of Technology have Impact on Processes

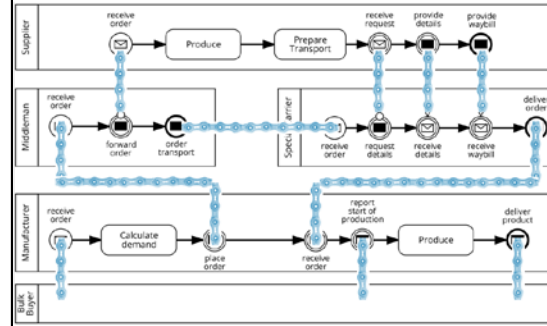
Automational Effect

- Makes process faster
- Provides scaling
- Potential to reduce cost



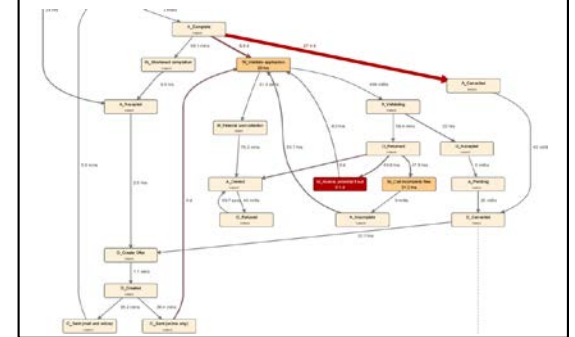
Transformational Effect

- Provides new way of coordination with partners
- Provides new way of collaboration with partners

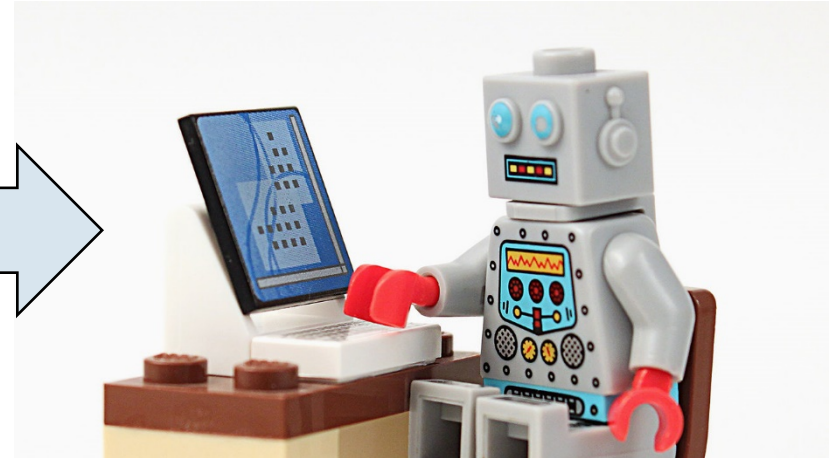


Informational Effect

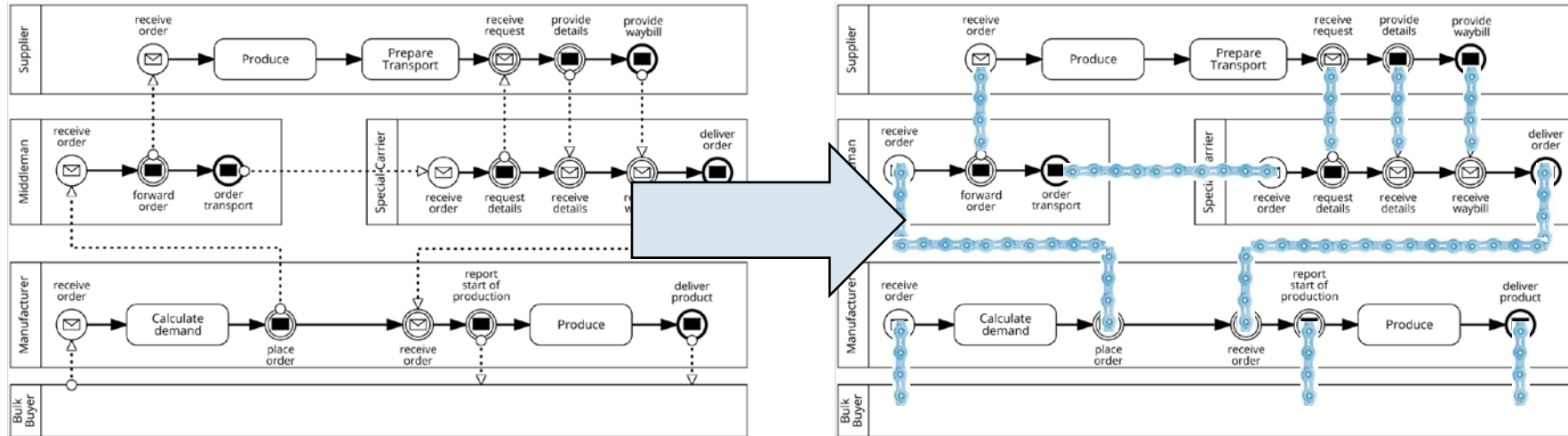
- Provides transparency
- Makes processes better visible and understandable

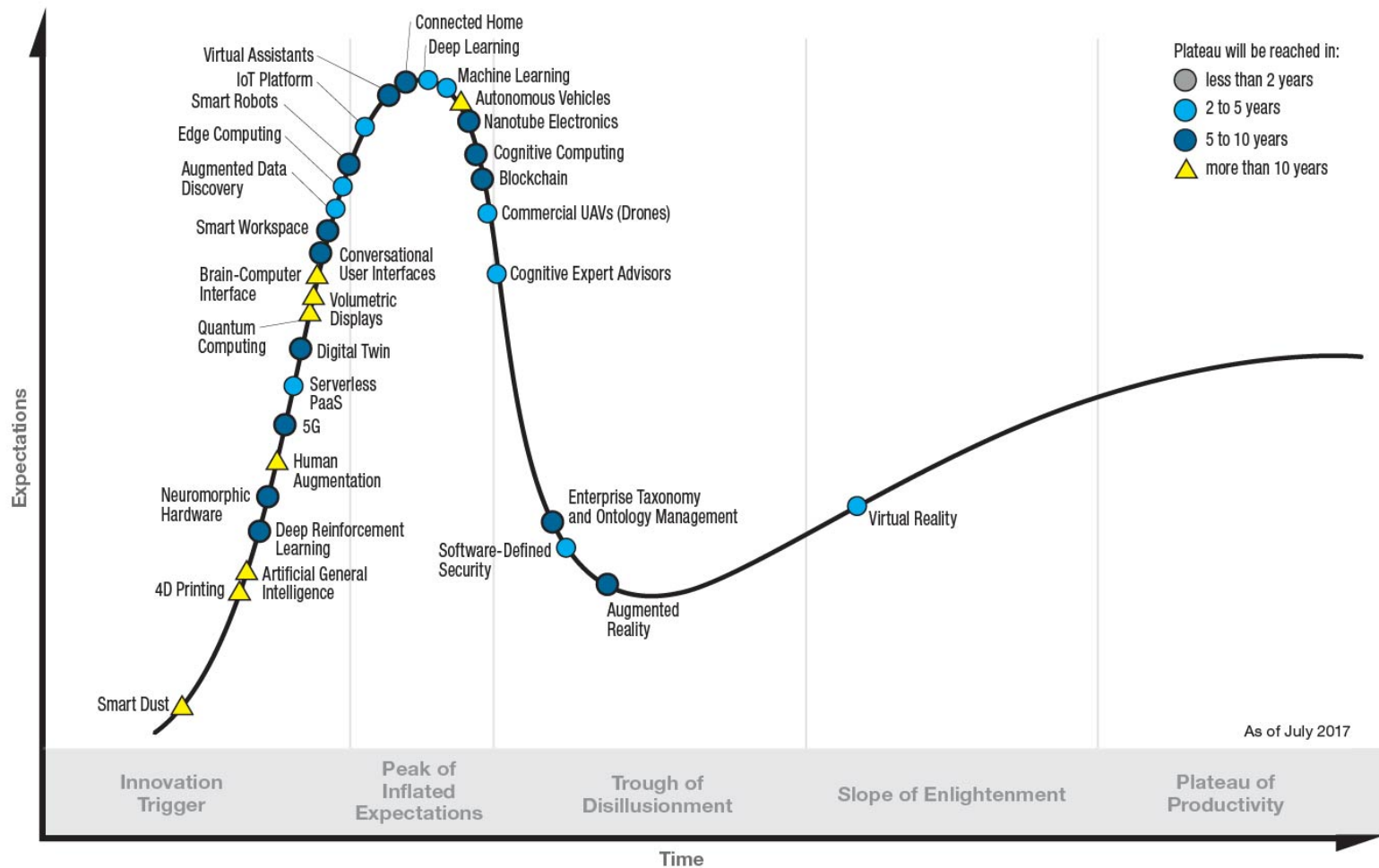


Automational Effects: Robotic Process Automation



Transformational Effects: Blockchains





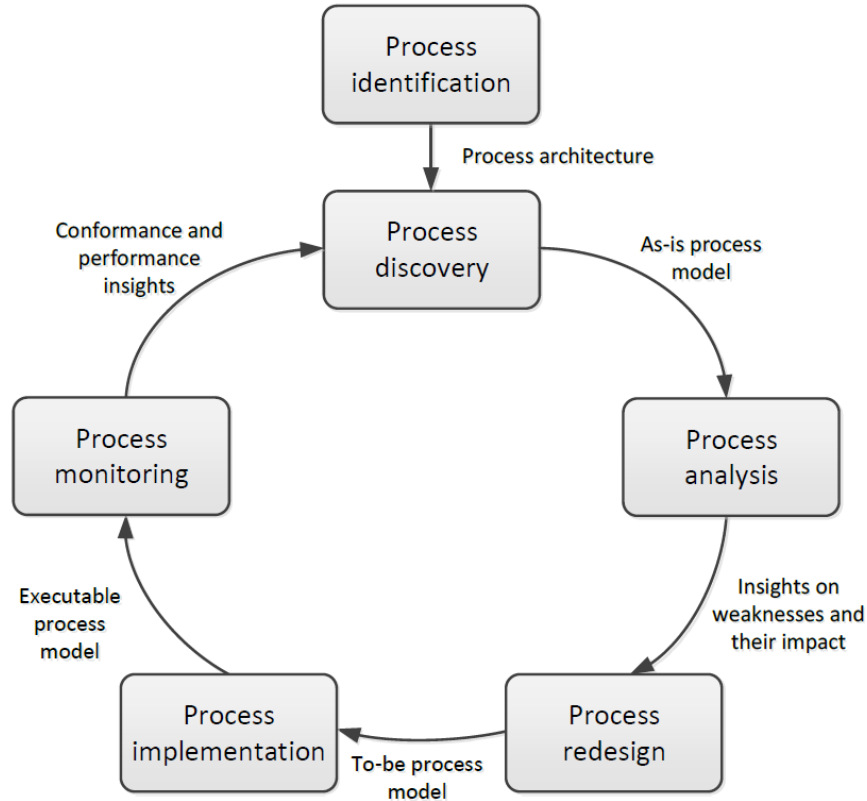
gartner.com/SmarterWithGartner

Source: Gartner (July 2017)

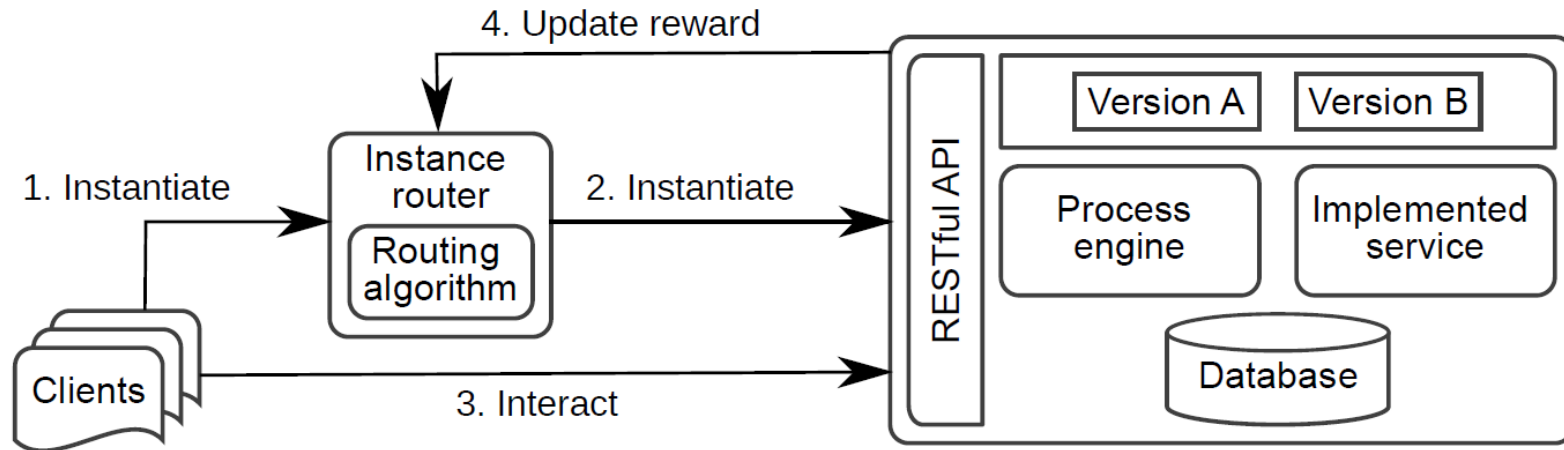
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3) Future shortcuts in the BPM lifecycle



AB-BPM Architecture



17th International Conference on Business Process Management Vienna, 1-6 Sept 2019



Email: jan.mendling@wu.ac.at
Twitter: [@janmendling](https://twitter.com/janmendling)