



## Putting the Business in BPM

Engagement between IT and the business is critical for business process management. I hope to show how we bring business stakeholders “on the journey” and involve them in process definition using the building blocks provided in Camunda.

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Chief Architect at Covéa Insurance



- Dad of 3 kids, 2 cats and 2 dogs
- Over half a lifetime in IT
- Background
  - Database design
  - Data modelling & reporting
  - Business process management
  - Process and decision modelling
  - Business Intelligence
  - CRM
  - Financial services
- Architect for 16 years, 3 at Covéa

# When IT met business

- IT was a beast in the basement, lots of flashing lights, fans and beeps
- The real work was done upstairs in quiet offices, the computers did something important, probably number crunching (or tree crunching) for accountants.
- Then somehow the 2 worlds collided and spreadsheets and word-processors became the glue, the lubricant and the sandpaper.

# A brief history of IT

- Historically we “did IT to the business”
  - IT departments chose software and rolled it out to the business
- Changed to supply to business request
  - IT departments became more like “internal suppliers”
- Now working together
  - Closer relationships within the business mean shared responsibility for business software

# “This is the IT Team here’s a new wordprocessor”

In the beginning was the Word

- No it was WordStar
- Wordperfect?
- No it was Lotus
- It was eventually Word
  
- Or is it G-docs? Does it matter if we have standard formats?

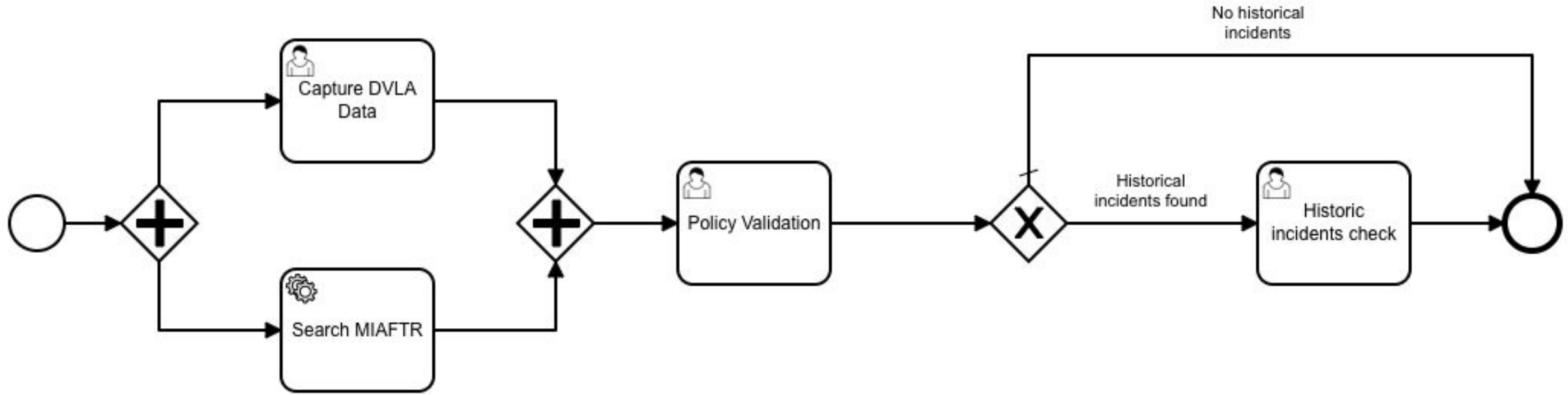
# The important word - Business



## Perspectives

- A business process defines a business outcome
  - There may be sub processes
  - There may be technical calls
  - There may be many views of the process
- Customer
  - Partners
  - 3<sup>rd</sup> Parties
  - Colleagues

# The 5 Hows



# What's different now?

How do we approach our business processes?

Using a standard IT design principle – Separation of Concerns.

How does this apply to Business processes?

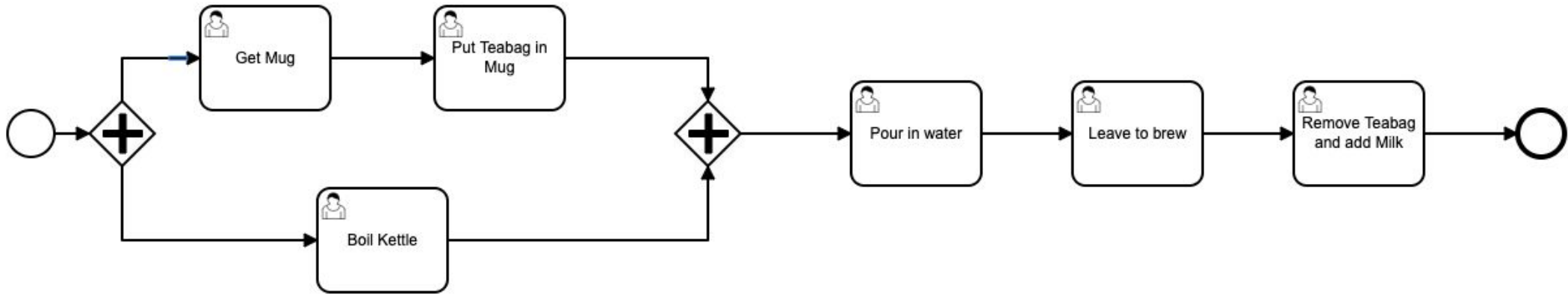
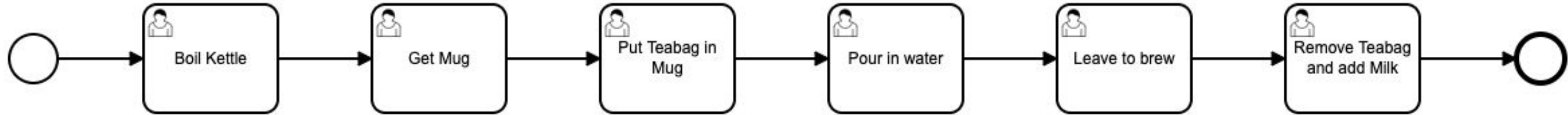
- Separate the what from the how
- Separate the business data from the process data
- Separate partners from each other
- Separate the outcome from the software

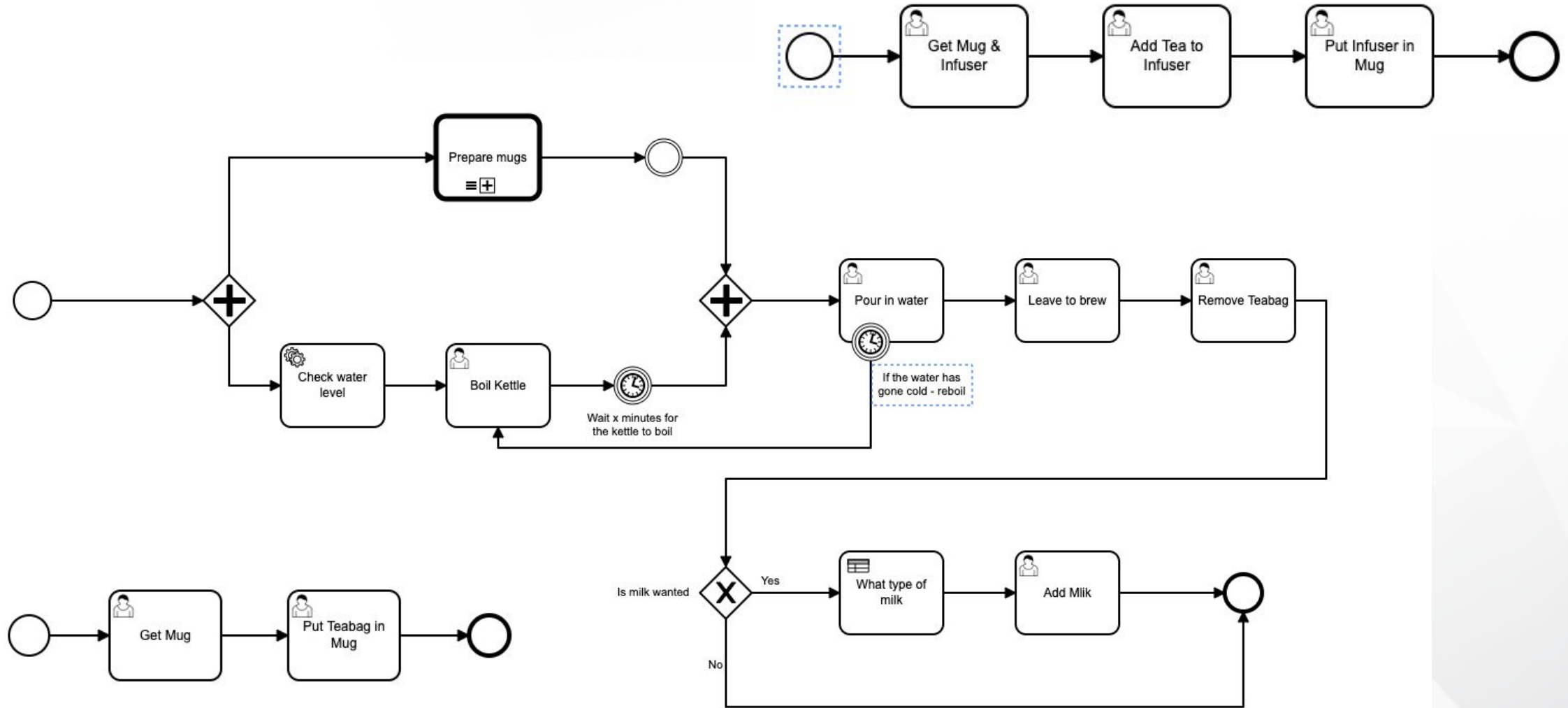


# “It needs to do what the current system does”

- The importance of BPR
- Getting to the heart of the problem
- How do you make a cup of tea?








# The LEGO of business systems

- It's not one big process or lots of big processes
- Make pieces that click together neatly
- Specialist sub-processes can be produced as building blocks for re-use, similar to doors, windows etc. in LEGO
- Using standard methods to record manual “off-system” work as placeholders for the full (automated) process.

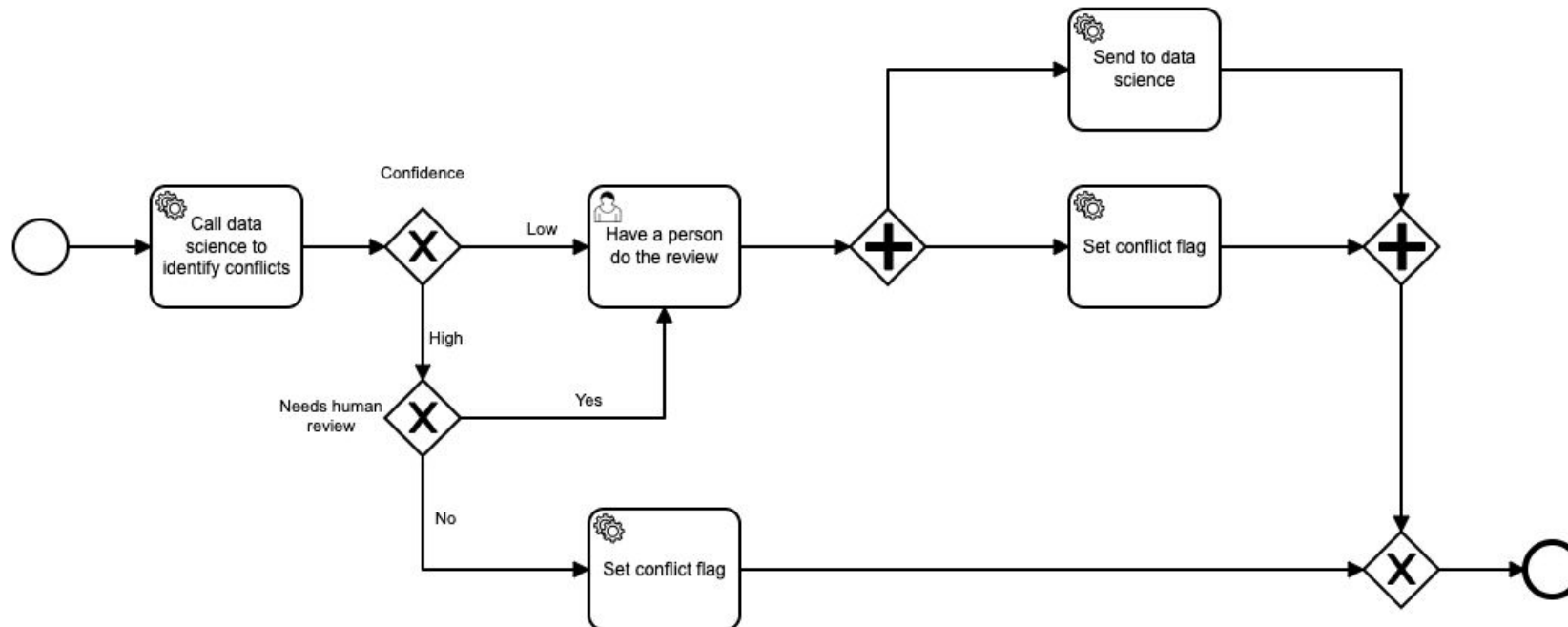
# Tenants, Versions, A/B

- The building blocks can be modified and versioned
- Be more agile – trial and error
- Not just processes, but decisions too

MilkType		Hit Policy: <input type="text" value="First"/>	
	When	Then	
	name	MilkToAdd	
	string	string	
1	"Alice"	"Almond Milk"	
2	"Bob"	"Oat Milk"	
3	-	"Milk"	
+	-		

# Computer says 'No'

- AI brings new challenges in that a lot of companies don't want to alienate customers with automated decision making
- We provide the computer decision with overrides



# But use the system where you can

- Do you still need people to authorize things?
- “Four eyes principle” isn’t always necessary
- Let the people do the things that need people and the system do the mundane work
- Engage the customer

# BPM in the SDLC

- Cawemo and Optimize enhance the business engagement
- Is process improvement from Optimize / BPR part of your SDLC?



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**Questions?**



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