

For too long, time has been neglected as a key dimension of business process management (BPM). This presentation will focus on how time can be included in a manner that takes into account its significance as a driver of process operation and process improvement.

# Your host

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 *@ESMatBPL*



LEHMAN BROTHERS



All I have to say is that I have never been successfully convicted of any wrongdoing in relation to the demise of some of the companies I used to work for. ☺

# Bella



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Isn't she cute? But more than that: Bella, like most dogs, is a process expert. Opening the closet door is followed by taking out the leash is followed by putting the leash on, etc. She's also a time expert. If the food hasn't been poured by the usual hour, she gets noticeably cranky. Like her owner.

# Traditional model: process segment



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Looks simple enough. But what really happens..?

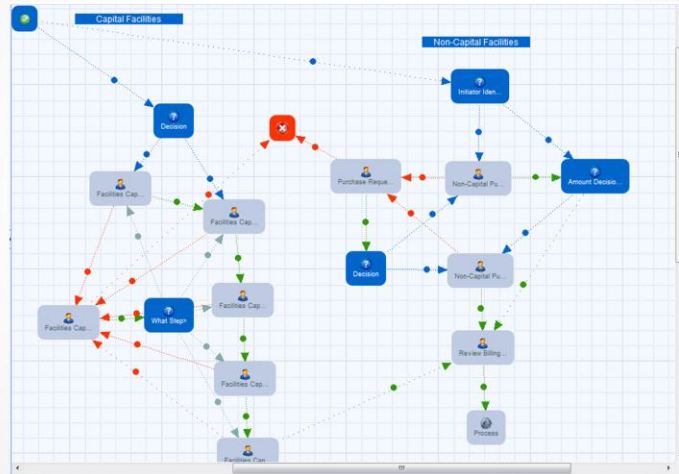
# What actually happens...

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
	<i>Submit report</i> →		← <i>CFO on vacation</i>		→	
6	7	8	9	10	11	12
	← <i>CFO gets around to looking at it</i>	→		<i>Rejected!</i> ⊗	<i>Let it wait until Monday!</i>	
13	14	15	16	17	18	19
	<i>Sick day</i> ⊗	<i>Forgot...</i>		<i>Now where are those receipts..?</i>	→	<i>Resubmitted!</i>
20	21	22	23	24	25	26
	← <i>Nobody actually working</i>	→		<i>Thanksgiving (Finally!)</i>		
27	28	29	30			
	←	<i>Back on the CFO's desk...</i>	→			

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Not pretty. Not pretty at all.

# What about this one..?



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And hey, if that little 3-step cycle in slide 4 turned into the hideous, calendar-eating process in the preceding slide, what do you suppose will happen when we try to predict how this much more complicated process will unfold?

# Time is of the essence!



*Time is key to the reasons we  
deploy BPM in the first place!*

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Time matters. If you don't believe me, I'm going to spend 3 more slides just to prove it. ☺

# Time is of the essence! Minimizing Waste

*Lost paperwork*

*Absent or  
inattentive actors*

*Redundant data entry*



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“Inattentive actors” is the polite euphemism I use for those people in your office who never seem to get anything done on time. You know who I’m talking about.

# Time is of the essence! Compliance

*Service level agreements (SLAs)*



*Document  
production deadlines*

*Filing dates*

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Oh yeah, the judge hates it when you don't produce documentation as required for discovery. Having a judge mad at you is no fun.

# Time is of the essence! Visibility

*What's the status?*

*Who's accountable?*

*What's the history?*

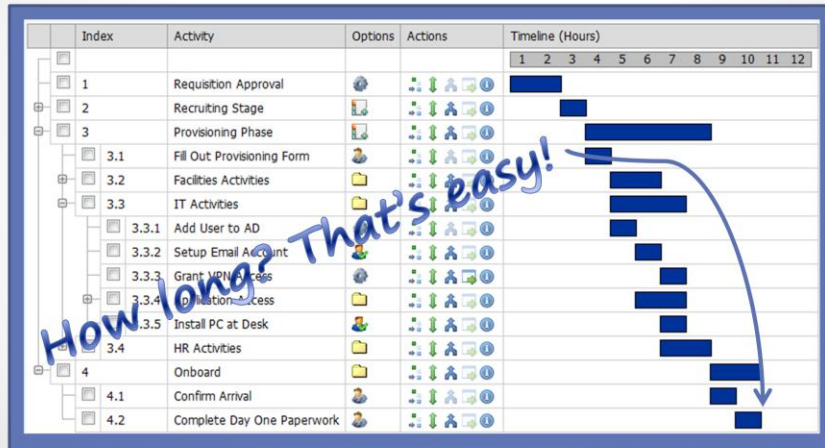


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Thanks to federal regulation and internal audit, what happened six months ago is still relevant, and I'd better be able to recreate that.



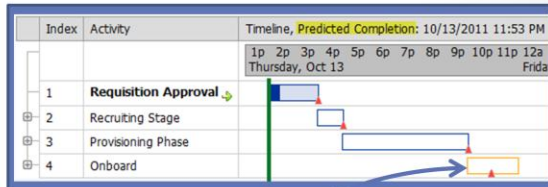
# Adding time: duration & dependence



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And so, BP Logix invented the Process Timeline™. The flowchart (or directed graph, or BPMN) model just can't provide enough information to account for time. But time is too important to ignore. Using Process Timeline, a new model based on duration and dependence, I can tell at a glance when anything is scheduled to run, and to complete.

# Duration/dependence makes BPM predictable!



*Uh-oh. Looks like we're going to be late!*

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And hey, once I know all that, now I can actually predict what's going to happen at the end of my process as soon as it starts! How useful is that!

Once I can predict something, I can...

Notify 

Reroute

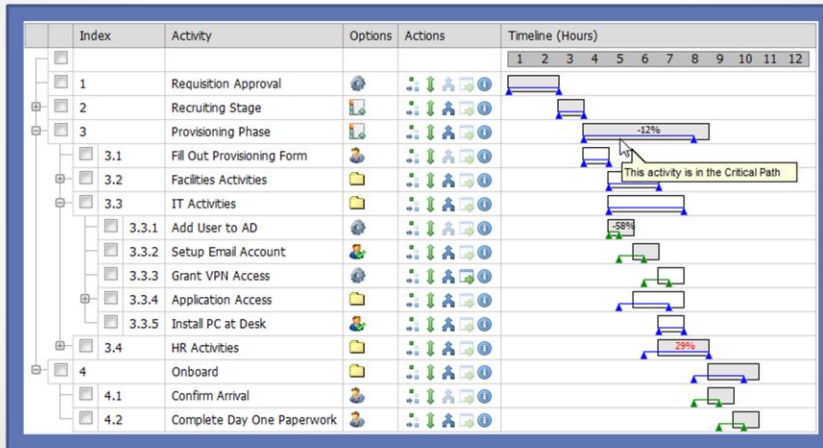
Reassign



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Plus it makes me look really smart.

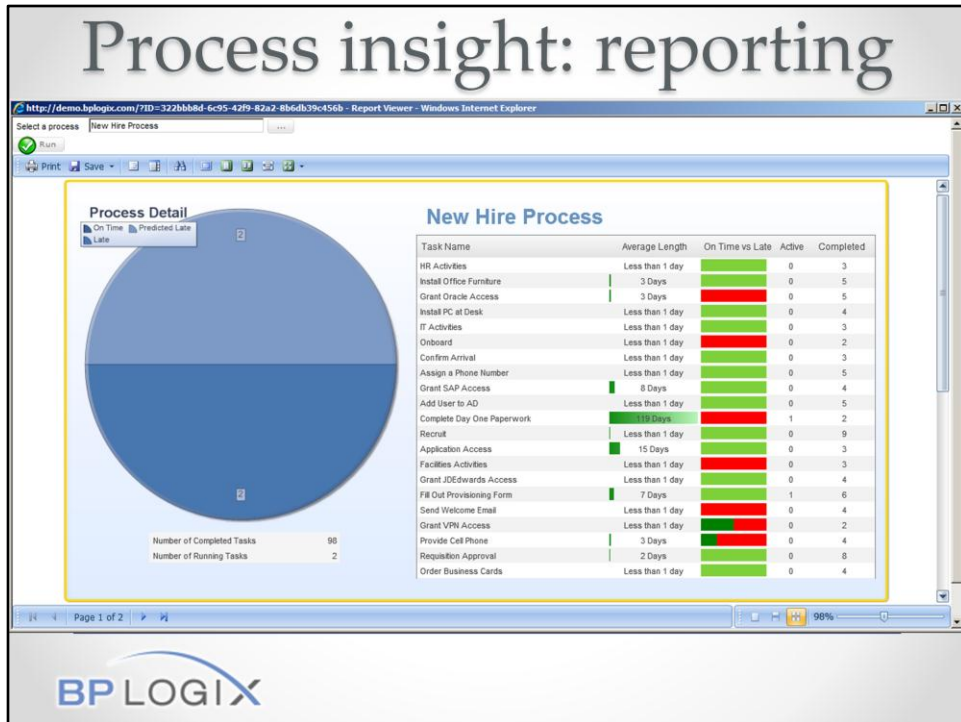
# Process insight: analytics



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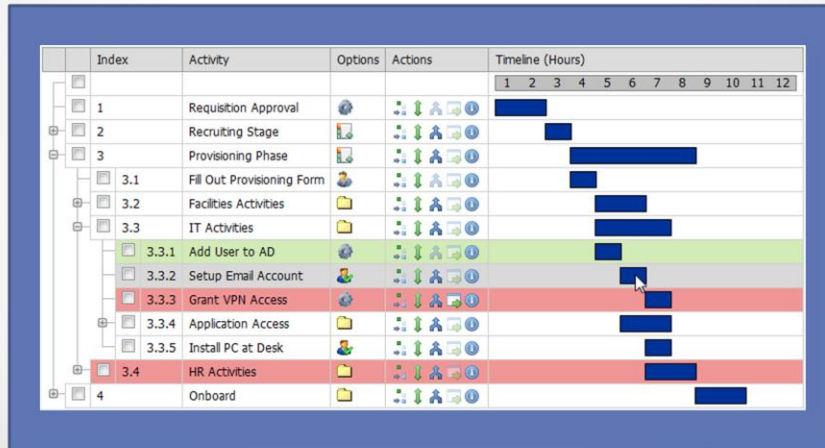
Process Timeline™ also gives me a chance to gain real insight into my process—what’s working, what’s not, and why.

# Process insight: reporting



And, sure, pretty reports are nice too.

# Implicit parallelism



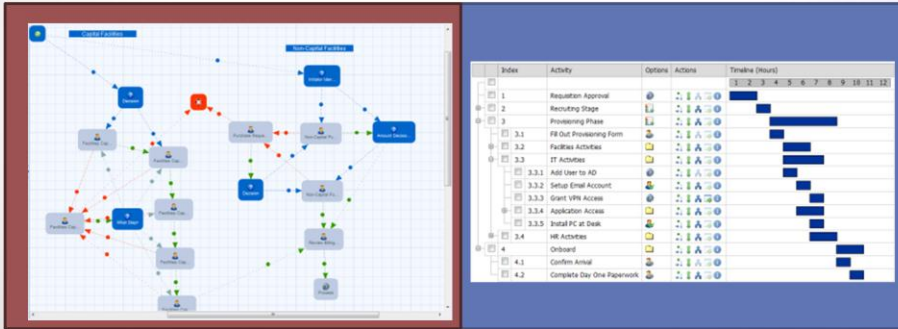
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Ever try to set up multiple parallel paths using the flowchart model? Tricky, right? Not with Process Timeline™. Parallel tasks just fall into place, without having to be explicitly configured.

# Changes: Would you rather add 3 steps...

To this?

Or to this?



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Come on, be honest.

# Key ideas to remember

- Traditional models of BPM pay little attention to **time**
- **Time** can be represented using a **duration and dependence** model
- The duration/dependence model offers:
  - Predictability
  - Improved analytics
  - Implicit parallelism
  - Easy changes



If you don't think I proved any of these things, drop me a note at [scott.menter@bpllogix.com](mailto:scott.menter@bpllogix.com). I'd love to hear from you.

# Future directions



- Path-specific predictions
- Improved simulation
- Aggregate prediction (multiple processes)
- Alternate dependence models



Some cool things I'd like to see.

Q&A, or:

You can wake up now, it's over



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Thanks! Please follow us on Twitter, or drop me a note for more information.