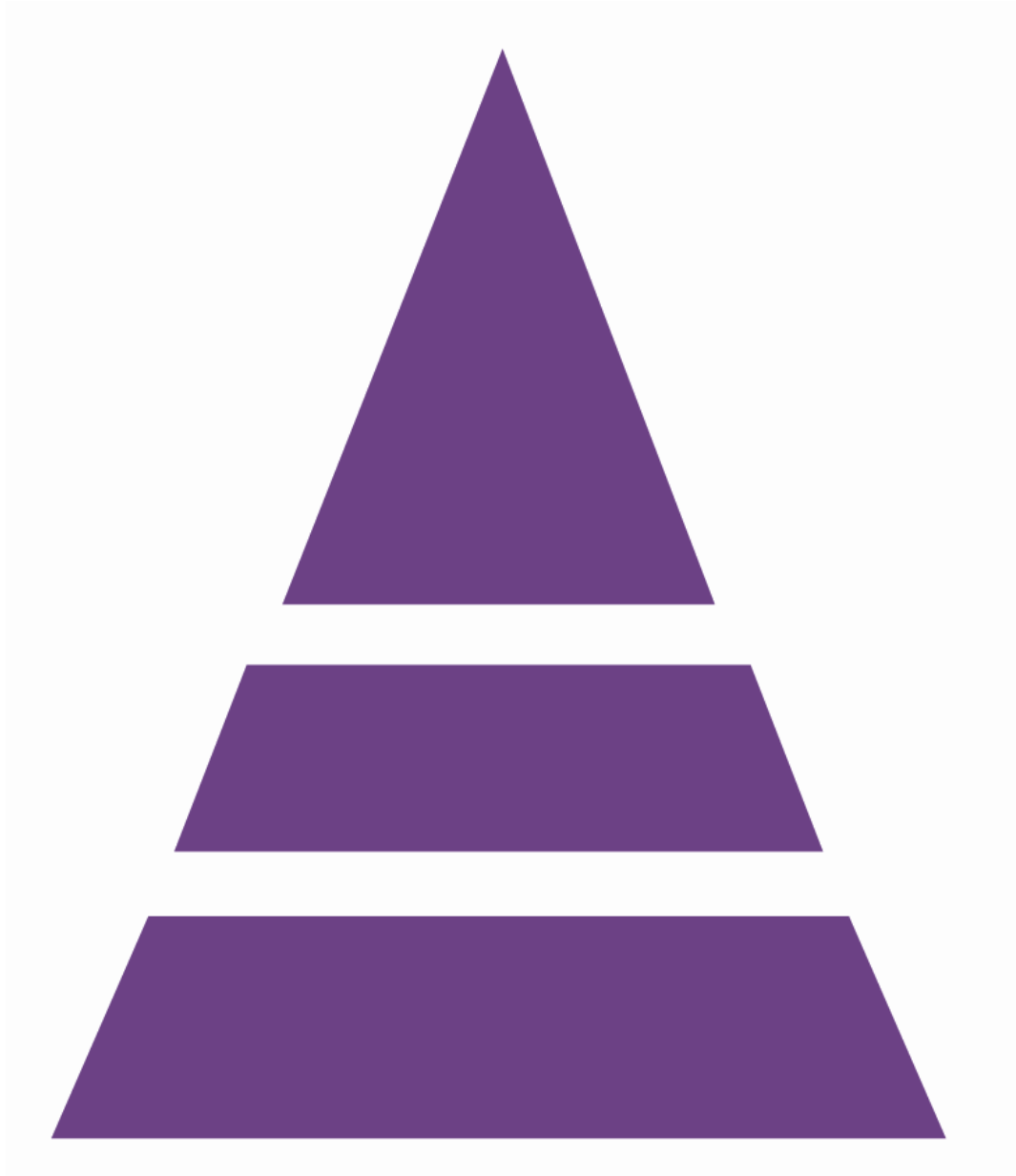


Business Process Manifesto!

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Why a Business Process Manifesto

- Definition of a Manifesto: A public declaration of intentions, motivations, or views - a public statement of policy or intention.
- The Business Process Manifesto was inspired by Einstein's observation that, "Everything should be made as simple as possible, but not simpler."
- There is a lot of confusion regarding Business Process concepts and terminology.
- There are no current standards regarding the fundamentals of Business Process.
- Approaches to Business Process have become too complex to enable easy understanding and adoption.
- Mistakes made in the implementation of Business Process strategy, architecture, analysis and design are a result of misunderstandings of Business Process concepts and practices.
- There is a need for a professional, disciplined, integrated and repeatable set of Business Process practices.
- There is a need for Business Processes to be managed as enterprise assets that can be commonly understood, shared and reused.
- There can be no useful Business Process body of knowledge without a solid semantic foundation based on principles.

Use of Terms

General Notes

Since the Business Process field is evolving, most existing dictionary definitions of relevant terms do not adequately reflect a Business Process context. Consequently, we have used the most practical and relevant definitions of terms based on common usage in the field of Business Process.

The principles of the Business Process Manifesto are stated in one of two ways: (1) A statement of definition or (2) A statement of recommendation using "must" or "should" in order to reflect best practice and lessons learned. At the first level in the principle groupings, a statement is used. At the second level, recommendations are used.

Definition of Key Terms Used in this Document.

- **Activity:** something that is done.
The term 'activity' will be used to represent any process. The term does not imply any hierarchical level in the Business Process Manifesto.
 - **Asset:** a tangible or intangible item of value.
 - **Business Event:** An occurrence of relevance to the organization at a point in time including an action or decision event, a temporal event at a pre-determined time or a conditional event that observes that some predefined limit has been reached.
 - **Business:** An organization or group of organizations with the purpose of providing goods, information or services.
 - **Business Process Model:** The fundamental abstract structure and organization of a Business Process or set of Business Processes as described by their elements, their relationships to one another and to the environment in which they operate.
NOTE: The individual components of the business model do not constitute the Business Process Model.
 - **Capability:** the ability of an organization or a Business Process to achieve a desired outcome.
 - **Customer:** a stakeholder that receives the direct product, information or service from an organization or one of its Business Processes.
 - **Organization:** an entity or group of persons which pursues collective goals, exercises control over its own performance, and has a boundary separating it from its environment. For the purposes of the Business Process Manifesto, organization will include all defined organizations participating in the Business Process.
 - **Outcome:** the value that the business process produces.
 - **Principle:** a comprehensive and fundamental law, doctrine, or assumption.
 - **Resource:** a person, organization unit, facility, piece of equipment or technology involved in supporting the work of a Business Process.
 - **Result:** See outcome.
 - **Stakeholder:** a person, group, organization or other party that affects or can be affected by one or more of an organization's activities in a Business Process.
 - **Work:** the physical, mental or automated effort required to produce an outcome.
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Guidelines Followed for the Business Process Manifesto

This is a Business Process Manifesto. It is not a Business Process Management Methodology.

It should:

- Be tightly focused on the Business Process concerns.
- Be applicable to any Business Process Management methodology.
- Not be limited to, or a derivative of, a specific Business Process Management methodology.
- Use clear well defined terms and descriptions.
- Be devoid of jargon and hype.
- Be short and concise, consolidating concepts to the most basic principle that can be defined.
- Be based on rigorous underpinnings and practical experience.
- Ensure each principle covers a single concept.
- Be valid as a standalone principle, independent of context, as well as being valid in the context of all other principles set forth.
- Not contain modifying adjectives or adverbs such as efficiently, consistently and reliably that unduly constrain the principle. These terms imply a particular assessment of the principle and do not define the principle. A Business Process can perform poorly and still be a Business Process.
- Be stated in a way that it is actionable.
- Be stated in a way that allows easy assessment of compliance to it.

Business Process Manifesto Scope

In scope:

- Principles and definitions associated with Business Processes.
- The business motivation for Business Processes.
- What Business Processes are and are not.
- The relationship of Business Processes with other relevant subject areas.

Out of scope:

- Specific Business Process modeling notations.
 - Specific Business Process methodologies and techniques.
 - Specific technologies for Business Process modeling or execution.
 - Specific organizational roles and responsibilities for management and governance of Business Processes.
 - Principles regarding other subject areas except as they interact with or are associated with Business Processes.
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Principles

Working definition of Business Process:

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

- **About work:** A Business Process describes the work of an organization:
 - The work performed in a Business Process transforms physical or informational inputs into outputs.
 - A Business Process is comprised of a set of activities each of which may have its own set of activities.
 - The complete set of Business Processes of an organization describes all the work undertaken by that organization.
 - A Business Process may be comprised of highly structured and repetitive work or be loosely structured and exhibit high variation.
 - **About value creation:** A Business Process creates value for customers and other stakeholders of the Business Process:
 - A Business Process should create measurable value for customers and other stakeholders by delivering outcomes that satisfy their particular needs and expectations.
 - The value created by a Business Process should be measured by one or more performance indicators.
 - The performance indicators of every activity within a Business Process must be traceable to the performance indicators of the Business Process of which it is a part.
 - Business Process performance should be measured at regular points in the life of the Business Process to assess its effectiveness and to identify opportunities for improvement.
 - Business Process performance indicators should be measurable and comparable over time and across all locations in which the Business Process operates.
 - **About resources:** A Business Process is performed by a mix of resources in various organizations or organizational units.
 - A Business Process should be performed by human resources able to conduct the human aspects of the work.
 - A Business Process should be performed by information technology resources capable of conducting the technological aspects of the work.
 - A Business Process should be performed at facilities with equipment resources that support the physical aspects of the work.
 - All human resources employed in the performance of a Business Process should have access to the practical knowledge required to achieve optimal performance of the work.
 - All resources used in the performance of a Business Process should have clearly defined roles and responsibilities.
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- **About context:** A Business Process exists within a defined business context.
 - A Business Process should be defined within a clearly bounded organization or group of organizations.
 - A Business Process delivers outputs to and receives inputs from external customers and stakeholders as well as other Business Processes within the organization.
 - A Business Process starts when one or more events trigger its initiation.
 - A Business Process ends when its intended result has been achieved or when the decision is made to terminate achievement of the intended result.

 - **About motivation:** Business Process goals and objectives support the strategic goals and objectives of the business.
 - A Business Process should be guided, formally or informally, by the organization's business mission, vision, goals and performance objectives.
 - A Business Process should be guided by the principles and values of the organization.
 - A Business Process should use the organization's business policies and business rules to guide its business decisions.
 - The incentives and motivation of all human resources associated with a Business Processes should reinforce the desired outcomes of the Business Process.
 - All Business Processes should be supported by the organizational culture in which it operates.

 - **About names:** An ideal Business Process name is unambiguous, business friendly and consistently used.
 - A Business Process should have one and only one name.
 - A Business Process name should reflect action and should not be passive.
 - A Business Process name should unambiguously communicate the intended business result of the Business Process.
 - A Business Process name should be clearly and consistently understood by external and internal business stakeholders.
 - One and only one naming syntax should be used to describe all Business Processes and activities at all levels of decomposition.
 - A Business Process name should not describe where it is performed, who or what is used to perform it or how it is performed.
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- **About models:** A Business Process model enables multiple perspectives, notations and diagrams.
 - A Business Process model contains all the information required to describe the Business Process and its environment.
 - A Business Process diagram provides a perspective on the Business Process model required by a particular community.
 - A notation is a set of constructs used to represent and communicate a particular perspective on the Business Process model. A Notation is not a Business Process model.
 - Individuals interacting with or implementing certain aspects of the model should be able to view a diagram in a notation that is suitable for their own purposes.
 - All Business Processes and their component activities at any level of decomposition should be described using a common template.

 - **About uniqueness:** A Business Process is a unique organizational asset that employs other organizational assets.
 - Other assets of the organization have characteristics distinct from Business Processes.
 - Business events initiate or terminate a Business Process and its activities
 - Business policies and rules constrain a Business Process.
 - Human resources, technologies and physical assets enable the execution of the Business Process.
 - An organization should not have more than one set of Business Processes. All process models in the organization should be integrated into a single set of Business Processes.
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Acknowledgements

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