In the eye of the beholder
Customer-orientated Process Management through Blueprinting

Michael Hewing
School of Business & Economics
Freie Universität Berlin

BPM 2011, Clermont-Ferrand, 28.08.2011
Agenda

(1) Introducing the concept of “Business Process Blueprinting”

(2) Approaching “Concurrent Service Engineering” through Business Process Blueprinting
Common visualisations of customer integration

EPC

BPMN 1.1

BPMN 2.0
Characteristics of Service Blueprinting and Business Process Modeling

<table>
<thead>
<tr>
<th>Concept</th>
<th>Discipline</th>
<th>Point of View</th>
<th>Perspective</th>
<th>Analyzed process participants</th>
<th>Focus</th>
<th>Common Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Process Modeling</td>
<td>Information Management</td>
<td>Provider</td>
<td>Internal</td>
<td>Provider (unilateral)</td>
<td>Efficiency (e.g. cost, time)</td>
<td>Event-driven Process Chain, Unified Modeling Language</td>
</tr>
<tr>
<td>Service Blueprinting</td>
<td>Marketing</td>
<td>Customer</td>
<td>External</td>
<td>Provider, Customer (bilateral)</td>
<td>Effectiveness (e.g. quality)</td>
<td>Target Pricing, Service Quality Management</td>
</tr>
</tbody>
</table>

Core theme:
Combining business process modeling and market-oriented concepts (the customer view) to jointly increase process efficiency and effectiveness.
Business Process Blueprinting

Service Blueprinting
better analysis of the quality-oriented customer view

Business Process Modeling
better modeling methods for efficient IT-based business processes

Business Process Blueprinting (BP²)

Conceptual integration of the Blueprinting method into the BPM architectures
Methodical addition of the customer view to BPM tools
The Business Process Blueprinting-Framework

- Customer Retention
- Customer Satisfaction
- Perceived Quality
- Willingness-to-Pay
- Field Research

Lines of internal interaction, visibility, order penetration, implementation

- Infrastructure
- Staff
- Information Technology

Horizontal business process modeling
- Preparation activities
- Onstage vs. Backstage
- Front Office vs. Back Office
- Standardization vs. Individualization

Vertical service blueprint modeling
Recent Publications

<table>
<thead>
<tr>
<th>No.</th>
<th>Manuscript</th>
<th>Authors</th>
<th>Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>AMCIS’10</td>
<td>Gersch/Schöler/Hewing</td>
<td>An Introduction to Business Process Blueprinting</td>
</tr>
<tr>
<td>2</td>
<td>BPMJ</td>
<td>Gersch/Hewing/Schöler</td>
<td>The link between two disciplines</td>
</tr>
<tr>
<td>3</td>
<td>Working Paper</td>
<td>Maucher/Rachmann/Schöler/Hewing</td>
<td>Integration into Service-Engineering</td>
</tr>
<tr>
<td>4</td>
<td>EMAC’11</td>
<td>Gersch/Schöler/Hewing</td>
<td>Usage Processes</td>
</tr>
<tr>
<td>5</td>
<td>BPM’11</td>
<td>Hewing</td>
<td>BP2-Framework</td>
</tr>
</tbody>
</table>

One of the most frequently voiced objections:

"The combination of customer perspective with BPM approaches is not new..." "It is not clear how these 'new swimlanes' differ from ordinary BPMN swimlanes and what new understanding they provide."

"Yes, incorporating the swim lanes outlined in Service Blueprinting into an ARIS model superficially integrates these two tools, but that in itself is trivial. What is important is the case for combining these perspectives."

Reviewer 1 (BPMJ)
Agenda

(1) Introducing the concept of “Business Process Blueprinting”

(2) Approaching “Concurrent Service Engineering” through Business Process Blueprinting
**Concurrent (Service) Engineering**

**Concurrent Engineering** is a methodology used in product development to perform tasks parallel in order to reduce the elapsed time required to bring a new product to the market.
Next Steps

Modification of established procedure models for the development of services by integrating the approach of Business Process Blueprinting in order to identify, regulate and evaluate technical, organisational and market-orientated design options

1. Structuring the main process from the customer’s point of view
2. Identifying customer interaction points and relevant sub-processes
3. Revealing possibilities to adjust the extent of interaction -> design options

Interviewing 15 project manager of innovative health services about the development process and diffusions problems to get insight into steps they lacked of

Accompanying the development process of two innovative health services using Concurrent Service Engineering to illustrate the approach's procedure
Future prospects: The BP² toolkit

BP² constitutes the core of a larger toolkit
Thank You!

Michael Hewing

Chair of Business Administration and Competence Center E-Commerce
School of Business and Economics

Freie Universität Berlin
Garystr. 21
14195 Berlin

:+49 (0)30 838-53690 (secretariat)
@: michael.hewing@fu-berlin.de
□: www.wiwiss.fu-berlin.de/gersch und www.ccec-online.de
Michael Hewing

Chair of Business Administration and Competence Center E-Commerce
School of Business and Economics

Freie Universität Berlin
Garystr. 21
14195 Berlin

:+49 (0)30 838-53690 (secretariat)
@: michael.hewing@fu-berlin.de
□: www.wiwiss.fu-berlin.de/gersch und www.ccec-online.de
Use case without and with Service Blueprinting
Implications for Usage Processes

Usage Processes
- Major part of the utility expected by the customer usually emerges after traditional value activities from the provider side have ended.
- Usage traditionally outside the provider’s perception.
- Usage plays an important role in shaping overall effectiveness and efficiency as well as the customer’s satisfaction.

Goal to achieve with the help of BP²
- Analyse usage to improve future offerings according to customer requirements.
- Realise new potentials of value creation by supporting/controlling usage processes.
Implications for Business Process Blueprinting

- Extended BP² view to display, analyse and control usage processes.
- Customer activities seen from the provider’s point of view.

- Usual BP² perspective
- Provider activities seen from the customer’s point of view.
First conceptualization of an extended BP²

- **Fog of utilization**: Only guesses about actual usage
  - No influence, but access to usage data
  - Usage can be influenced by provider
  - Direct interaction between provider/customer

- **Line of interaction**
- **Line of impact**
- **Line of insight**
Concurrent Service Engineering (II)

Concurrency through the promotion of market-orientation at an early stage of service development in order to support the optimization of key issues (cost, time and quality)

Traditional project schedule
- Requirements
- Concept
- Design
- Production + Consumption

Concurrent Engineering
- Requirements
- Concept
- Design
- Business Process Blueprinting
- Production + Consumption

Saving in time